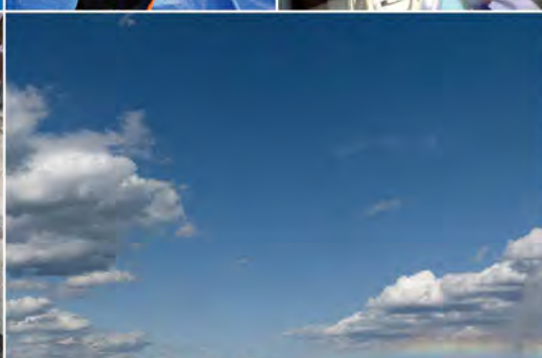
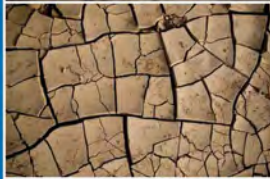


OCHA

OFFICE FOR THE COORDINATION OF HUMANITARIAN AFFAIRS

2010



ANNUAL REPORT
Summary Edition



United Nations

Credits

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

Cover:

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Design and Layout:

Beat Studios, Canada

Printing:

Lowe-Martin Group, Canada

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OCHA

ANNUAL REPORT 2010

Summary Edition

This publication provides an overview of the activities of the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) in 2010. A comprehensive report detailing headquarters and field-level performance and funding and financial analysis is available online at: www.unocha.org/about-us/publications



United Nations

OFFICE FOR THE COORDINATION OF HUMANITARIAN AFFAIRS

OCHA's Mission

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

- alleviate human suffering in disasters and emergencies
- advocate the rights of people in need
- promote preparedness and prevention
- facilitate sustainable solutions

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Acronyms and Abbreviations

CAP	Consolidated Appeal Process
CAR	Central African Republic
CERF	Central Emergency Response Fund
CHF	Common Humanitarian Fund
DHC	Deputy Humanitarian Coordinator
ERC	Emergency Relief Coordinator
ERF	Emergency Response Fund
HC	Humanitarian Coordinator
HCT	Humanitarian Country Team
IASC	Inter-Agency Standing Committee
IRIN	Integrated Regional Information Networks
NGO	non-governmental organization
OCHA	Office for the Coordination of Humanitarian Affairs
PSA	Public Service Announcement
PSEA	Protection from Sexual Exploitation and Abuse
RC	Resident Coordinator
RC/HC	Resident Coordinator/Humanitarian Coordinator
UN	United Nations
UNDAC	United Nations Disaster Assessment and Coordination



United Nations Emergency Relief Coordinator Valerie Amos during a visit to flood-affected regions in Pakistan.

OCHA's work in 2010 helped to bring life-saving relief to millions of people affected by natural disasters and conflict around the world. But a series of daunting challenges tested our capacity, our readiness to act and our ability to find the right resources at the right time.

When I joined OCHA in September, Pakistan was caught in the grip of massive flooding. It was already clear from events in the months before, most notably the earthquake in Haiti, that 2010 would be an exceptionally challenging year for humanitarian workers. We tackled highly complex emergencies, dealt with conflicts and natural disasters, and many of us were exposed to serious risks.

In 2010 OCHA took on operations that required substantial and increased levels of financial support and a huge mobilization of skilled personnel and technical resources. I was struck by our ability to manage multiple emergencies, bringing together a wide range of organizations, large and small, national and international, UN and non-UN, to deliver help to those in need.

It is not always easy to show the value of coordination. But our efforts, collating and managing information, providing guidance, coordinating appeals and making the case for access to those in need, clearly demonstrated OCHA's central role in supporting the delivery of humanitarian aid.

We showed ourselves capable of getting staff into new crisis situations quickly, but we still suffer from human resource constraints. It is essential that we get the right senior-level staff on the ground when and where they are needed as quickly as possible. We continue to work towards this goal.

Demonstrating effective leadership is at the heart of the humanitarian response, and OCHA's country and regional

offices have a key role to play. Reviews of our operations over the last year have shown us to be more reliable, more relevant and more predictable in our response. Our job now is to build on that.

An expanding donor base is proof of growing faith in OCHA's ability to deliver. Financial management and accountability have improved at every level of the organization and it is crucial that we continue to receive the resources we need to make a difference.

There is a lot to do. To fully respond to today's shifting humanitarian landscape, we need to find ways of doing our job. We need to embrace and use new technologies. We need to be more imaginative in our choice of partners and the ways that we develop our relationships with them. We need to work with a broader range of Member States. We need to make more of the possibilities for collaboration offered by non-traditional humanitarian actors, including the military (when appropriate) and the private sector. And we need to build global support for our work.

Events in 2010 showed the continuing and critical importance of humanitarian work. In particular they showed the need for decisive leadership, teamwork and a strong sense of priorities and purpose — essentially a need for strong and effective coordination, because coordination saves lives.

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

The Year in Review



A woman holds her child in a village near
Ruhapendi, Nepal.

The Year in Review

2010 was an extremely demanding year for OCHA. About 250 natural disasters were reported over a 12-month period. Humanitarian emergencies were spread across 32 countries affecting 71 million people. The magnitude of some of those emergencies severely tested the ability of OCHA and the humanitarian community to respond quickly and effectively.

Haiti, Pakistan and Côte d'Ivoire

The Haiti earthquake in January required the largest humanitarian response since the 2004 Indian Ocean tsunami. OCHA had to coordinate the efforts of a massive influx of humanitarian agencies and other responders trying to alleviate suffering, and work towards the recovery of the country following large-scale devastation. In the months following the earthquake, relief and reconstruction efforts were hampered by tropical storms, a cholera outbreak and political unrest.

In late July and August, prolonged monsoon rains in Pakistan caused unprecedented destruction and displacement. Up to 20 million people, nearly 10 per cent of the country's population, were affected by flooding. The year ended with a major humanitarian emergency developing in Côte d'Ivoire,

where the contested results of a presidential election led to political unrest and civil conflict. The crisis peaked in March 2011, with more than 100,000 refugees fleeing across Côte d'Ivoire's borders, mainly west into Liberia. Serious outbreaks of violence in the economic capital Abidjan forced half a million people from their homes.

OCHA not only had to address these challenges head on, but through its 30 country and regional offices continued to support ongoing humanitarian efforts in conflict-affected countries, such as Sudan, Somalia, the Central African Republic (CAR) and Yemen. A growing emphasis on rapid response resulted in OCHA playing a leading role in responding to environmental emergencies, such as the Benin floods in October, while working towards a more effective approach to disaster risk reduction at national and regional levels.

Humanitarian leadership

The quality of leadership at the country and global level is a key factor in how a crisis is managed. Over the year, OCHA has worked to develop stronger, more decisive humanitarian leadership. OCHA carried out a first comprehensive assess-

Timeline of selected humanitarian responses in 2010

		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
HAITI	Earthquake	■											
	Cholera Outbreak										■		
	Hurricane Tomas											■	
	Political Unrest												■
PAKISTAN	Floods							■	■	■	■	■	■
CÔTE D'IVOIRE	Political Unrest												■



© OLIVIER ASSELIN/UNICEF

A boy uses a makeshift raft to travel in the flooded village of Sahouicomey, Benin.

ment of the needs of Resident Coordinators (RCs), Humanitarian Coordinators (HCs) and Deputy Humanitarian Coordinators (DHCs), looking at areas for development and improvement. OCHA's provision of more tailored learning opportunities in areas such as international law, humanitarian advocacy, gender equity and protection of civilians takes into account the learning gaps identified.

Getting to the field: surge and recruitment

OCHA's new Strategic Framework commits the organization to greater transparency, consistency and professionalism in the delivery of its services to partners and clients. Organizing a rapid response to humanitarian emergencies is critical. The organization's ability to provide immediate additional

Small funds, big dreams



© RICHARD JOHNSON/OCHA

Feza Salima (left) and fellow graduates of a literacy and livelihood programme bake bread in Uvira, South Kivu, DRC.

Feza Salima's dreams have changed. They used to be about providing food for her children. But her dreams are bigger since graduating from literacy and bread-making programmes operated by NGO Women for Women in Uvira, South Kivu

Province in the Democratic Republic of the Congo (DRC).

"I would like to find a place where I can build a house and a big stove," she said. "I'll have many clients and make a lot of bread, and I'll have a lot of money."

Through its programmes to rebuild livelihoods in post-conflict areas such as Uvira, Women for Women is among the many NGOs eligible to apply for funding from the OCHA-operated Pooled Fund for DRC.

The DRC Pooled Fund, money raised by OCHA to be distributed at country level, provided \$90 million during 2010 to emergency and under-funded programmes run by small- and medium-sized NGOs in DRC.

OCHA operates 20 such country-based pooled funds around the world to provide predictable, rapid and flexible funding to organizations in countries facing crisis such as Haiti, Pakistan, Sudan and Myanmar. In total, more than \$375 million was raised in 2010. ■

staffing support to humanitarian teams in emergencies was highlighted in its response in Haiti and Pakistan. OCHA deployed 85 staff from its regional offices and brought in 122 additional staff through its surge staffing mechanisms. At least 75 per cent of OCHA's initial emergency response deployments were within one week of both disasters being announced.

OCHA's ability to sustain and rapidly scale up operations in crisis situations owes much to the crucial improvements in its recruitment process, through an enhanced Roster Management System — a pool of qualified, pre-screened candidates available for rapid field deployment. Over 600 people were placed on the roster in 2010 and 120 field posts were filled. Sharper recruitment practices meant the average selection time for field vacancies dropped from 75 to 51 days from 2009 to 2010. The field vacancy rate decreased from 20 to 12 per cent, resulting in greater continuity and consistency.

Despite this, serious human resource challenges remain and valuable lessons have been learned from 2010. Two of these lessons are the need to attract senior, experienced staff for field deployments, and to find individuals with the right mix of skills to meet ever-expanding demands. OCHA is now developing a comprehensive human resources strategy for 2011 and beyond, focusing on training and developing a highly flexible team that can adapt rapidly to a wide range of emergency scenarios.

Information and accountability

OCHA consistently strives to do more with less, and to ensure humanitarian programming is efficient, inclusive and accountable. OCHA recognizes the critical need to show that aid is properly targeted and resources are effectively allocated. Effective assessment techniques and the provision of accurate data are essential. OCHA has invested in a more consolidated approach to needs assessment and has developed tools to help agencies involved in emergency response to pool information.

By monitoring agreed humanitarian indicators, such as the percentage of malnourished children, Humanitarian Country Teams (HCTs) and other planners can gauge the trends in a crisis and the impact of aid. This has been the case in countries such as CAR, Kenya and Zimbabwe. The same indicators are now used in the needs-analysis component for each Consolidated Appeal Process (CAP). Almost all



© PHUONG TRAN/IRIN

Rescuer at work in Léogâne, Haiti.

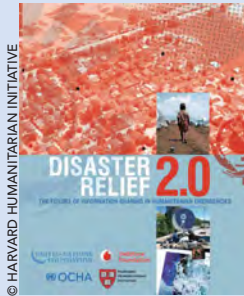
“Our common challenge is finding not just short-term fixes to these problems, but durable, meaningful solutions that will ensure that people can not just survive, but live in dignity. Collective action for collective results is what is required. Together we can make a difference.”

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

2011 CAPs include a real-time monitoring model, using data from needs assessments and following joint response plans. Efforts are ongoing to prioritize projects based on improved assessment techniques.

OCHA has also worked hard to ensure that the distinct needs of male and female beneficiaries are properly analysed and reflected in project activities and outcomes. With this in mind, agencies make more use of the Gender Marker, which tracks expenditure for gender equality programming and tries to ensure humanitarian funding is not gender blind. OCHA has applied the Gender Marker in

Virtual volunteers



From Port-au-Prince to Cambridge to Cairo, a growing community of volunteers influence how affected people, the general public and humanitarian agencies understand rapidly evolving emergency situations. They are crisis mappers and technologists, and they are changing the face

of humanitarian work. Earthquake survivors in Haiti have used online tools to map Libyan streets with online tools and helped chart the needs in post-tsunami Japan.

Amid the chaos of the 2010 Haiti earthquake, OCHA staff and relief partners frantically tried to pull together the best available maps and information to help coordinate the international response. Because time was of the essence, they worked day and night in tents next to the roaring Port-au-Prince airfield. It was a daunting task, even with the support of remote teams at headquarters.

At the same time, Haitian earthquake survivors were developing their own communications and information systems, building digital maps, call centres and reunification systems, and connecting to radio stations and cell-phone operators.

And in cities, towns and villages around the world, dozens of hastily assembled groups of volunteers started sharing offices, living rooms and online chat sessions to create software tools and internet-based communities to help out.

In the first days of the crisis, groups such as Open Street Maps, Thomson Reuters Foundation, iNSTEDD, Project 4636, Ushahidi and the Tufts Fletcher School created maps detailing the calls for assistance from shattered communities. Messages were forwarded to the Haitian diaspora around the world for translation. Volunteers used satellite imagery to create an entirely new open-street atlas of the affected area, marking hospitals, health facilities, damaged buildings and essential services.

At first this work was only loosely connected to the efforts of the more traditional humanitarian community. But within a few weeks, international humanitarian efforts were being linked to the work of local community groups and international volunteer groups.

In different crises, from the New Zealand earthquake to the Sudanese referendum, citizens — often supported by international volunteers — have grasped the potential of new technologies and global support networks to create near real-time situation maps and missing-person directories. With old and new partners, OCHA is exploring how to be innovative and creative in responding to these new challenges and opportunities. ■

10 of 14 CAPs and in two countries with the largest pooled funds: DRC and Ethiopia.

Good and timely information are at the heart of effective coordination and response. Over the year, OCHA strengthened some existing information management tools and standardized its production of situation reports, information updates and bulletins. All of OCHA's main websites were upgraded to attract new audiences and give existing ones better quality services.

A thorough review of all information products, tools and distribution mechanisms began in 2010. It should result in further improvements in 2011 and beyond.

Broadening partnerships

OCHA continues to seek greater support for its work by pursuing strategic engagement with governments, private enterprises and organizations whose actions affect humanitarian outcomes.

OCHA increased its engagement with Member States and a variety of regional organizations on issues related to humanitarian policy, preparedness, response and financing. For instance, strengthened relations with Member States led to improved support for humanitarian pooled funds and rapid deployment of qualified staff in the immediate aftermath of disasters. In addition, a new memorandum of understanding signed by OCHA and the African Union Commission established a clear framework for future collaboration.

OCHA partnered with the UN Foundation, Vodafone Foundation Technology Partnership and the Harvard Humanitarian Initiative to analyse how humanitarian organizations and emerging volunteer and technical communities can work together and improve coordination in future emergencies.

Social media has transformed how humanitarian organizations communicate about and respond to emergencies. In 2010 OCHA's use of social media, including YouTube and Facebook, led to spectacular successes. The music video for rock band Linkin Park's track "Not Alone" features OCHA footage of a search-and-rescue mission after the Haiti earthquake. There were more than 10 million online views of that video, with over 7 million views on YouTube. Funds raised from the download as part of Linkin Park's "Download to Donate" campaign went to the Central Emergency Response Fund (CERF), making this one of the most widely viewed online fund-raising campaigns for the UN to date.

Being prepared

Effective response to emergencies requires OCHA and its partners to be prompt and efficient. Preparedness saves lives. In 2010, OCHA assessed its emergency preparedness and its response tools and services. It identified 15 areas for improvement. These include aligning OCHA emergency services more closely with other branches as they take on large-scale or sudden-onset crises, thereby strengthening OCHA's all-round preparedness and ability to deliver to people affected by emergencies. OCHA will also review the UN Disaster Assessment and Coordination (UNDAC) teams, and review how civilian and military structures liaise in times of crisis.

OCHA looks to combine a readiness to act with a more effective disaster risk reduction strategy at the regional and country level. This means working with agencies already

involved in combating emergencies, examining the preparedness mechanisms in place and their impact, and trying to ensure that contingency planning is focused on actual response outcomes for people affected by different emergencies. For example, OCHA's Regional Office for Asia and the Pacific launched a Preparedness Initiative, which aims to improve accountability while demonstrating the causal link between prior investment in preparedness and the improved performance of HCTs and other key actors in emergencies. OCHA also supported the development of the African Union Commission's early warning, disaster preparedness and response capacities to help them face humanitarian challenges in Africa.

In Haiti OCHA worked with media, UN and NGO partners through the Communicating with Disaster-Affected Communities network. They reached out to earthquake-affected

Be prepared, anticipate disaster



Tolani, a volunteer "watcher", shows the devastation caused by the lava in the village of Sudimoro, Central Java, Indonesia.

Since Mount Merapi erupted in October 2010, communities in Central Java, Indonesia, have faced another threat: floods caused by the volcano's cold lava flowing into and clogging river systems. Muhammadiyah Disaster Management Centre, a consortium of local NGOs, has established a "lava watch" system to monitor water levels during heavy rains. About 40 volunteers from the affected communities monitor the rivers and communicate dangers to villages via radio.

OCHA provided detailed maps of predicted lava-flow patterns and existing river systems around Mount Merapi, and facilitated coordination between volunteers and community leaders. Tolani, a volunteer lava watcher from a village in Central Java, attended an OCHA-facilitated coordination meeting in early January, and received OCHA maps of the predicted cold-lava flow patterns

in his district, Magelang. Three days later, torrential rains hit Magelang and lava watchers were out in force.

At around 7 p.m., Tolani heard reports from other watchers that a heavy flow of cold lava was headed towards Sudimoro, a small village about 20kms from Mount Merapi that had previously been unaffected by the volcano. Tolani remembered from the OCHA maps that the river made a natural "s bend" around the village, but that once cold lava gathers speed it tends to cut its own path. He was naturally worried for the villagers' safety.

Estimating that the cold lava would reach the village within half an hour, he travelled the 10kms to Sudimoro in 15 minutes, only to discover that the lava had already reached the bend in the river and was rising up the embankment fast. Although he had no authority to force an evacuation, he pleaded with Sudimoro's 106 residents to retreat to higher ground. As the last of the villagers did so, the cold lava began to engulf the 70 houses in the village.

Having stayed behind to monitor the lava flow, Tolani took refuge on the main bridge over the river. The bridge was now surrounded on all sides by lava and started to give way under the deluge. It collapsed around him, but luckily the main supports held and he was able to wait until the water levels receded in the early morning.

The flood destroyed 16 houses and severely damaged another 21. But because of the evacuation, no lives were lost. Tolani believes that without the knowledge he gained from OCHA's maps, he would not have foreseen the damage to Sudimoro and lives could have been lost. ■

communities via radio and text messages to ensure they received life-saving information and other forms of relief.

Financial support

Part of OCHA's job is to raise money for the global humanitarian system. It does this in two ways: through pooled funds that are immediately available to humanitarian organizations in the field, and through managing common humanitarian appeals. OCHA worked hard to ensure that financial resources were adequate to cover growing humanitarian needs in 2010. The funding received reflected wider support from Member States. Consolidated and flash appeals are at the heart of OCHA's fund-raising. In 2010, these were valued at more than \$11.3 billion, of which \$7.1 billion was received. Raising and allocating funds are carried out on the basis of emerging humanitarian priorities, addressing the needs of those most affected by crises. The results are carefully monitored, with a rigorous analysis of how funds were used.

OCHA also raised over \$370 million from 45 Member States through Common Humanitarian Funds (CHFs) and

Emergency Response Funds (ERFs). CERF helped meet critical funding gaps in under-funded emergencies. CERF is a global tool with low transaction costs and a broad support base. Its contributions rose from \$409 million in 2009 to \$428 million in 2010. Twelve new Member States became first-time donors and 19 Member States substantially increased their contributions.

CERF funded projects in 46 countries and played a crucial role as first responder to the earthquake in Haiti. It provided \$25 million in the first three days following the earthquake, even before the Flash Appeal was finalized. In Pakistan, CERF contributed \$40 million through three allocations, making this CERF's largest funding response to a single emergency.

As part of efforts to attract private-sector support for CERF, OCHA launched a Public Service Announcement (PSA) through various social media, some of which donated free advertising space. The campaign generated \$4.4 million, which is a ten-fold increase in private-sector contributions compared with 2009.

Growing food, income and resilience



© MATILDA MOYO/OCHA

Anna Nyarienda surveys her garden in Masvingo, Zimbabwe.

At the start of 2010, 42-year-old Anna Nyarienda could not afford to feed, clothe or educate her family. She had lost hope. "I used to do odd jobs in exchange for a plate of food," she said.

Limited employment opportunities in rural areas of Masvingo province, south-east Zimbabwe, had already forced thousands of people to migrate to urban areas or to neighbouring South Africa. But Anna could not leave her children behind.

A community-garden project, funded by the OCHA-managed Emergency Response Fund (ERF) for Zimbabwe,

gave her hope. By the end of 2010, Anna was growing her own food and selling the surplus at local markets.

With ERF funding, one NGO established irrigation systems to ensure community gardens had a constant water supply. Treadle pumps, elevated tanks and a pipe network allowed farmers to connect hosepipes to nearby taps. Previously they would spend hours each day fetching water from faraway sources.

"People in the community are now getting food easily," said Evelyn Mugadziwa, a local Ward Councillor. Councillor Philemon Chigamba echoed her sentiment: "There is now a greater demand for such projects. It has unified the community."

The project has already improved food security for over 4,800 households. Over 60 irrigated gardens in Masvingo province now help cushion against the shocks of perennial drought and crop failure. And Anna and thousands of others can afford the school fees for their children.

The community-garden project is one of 21 projects that the ERF has funded since early 2010 in Zimbabwe. ERF-supported projects in agriculture, health, capacity-building, and water, sanitation and hygiene totalled \$3.9 million in Zimbabwe alone. ■

Working together

OCHA does not work in a vacuum. The UN consists of a number of different organizations. Some work on peace-keeping, others work to find political solutions to complex problems. OCHA needs to ensure it works closely with colleagues — inside and outside the UN system — to maximize its impact and ensure due attention to the humanitarian agenda, be it upholding key principles, protecting humanitarian space or helping effective coordination. In 2010, OCHA worked with UN Secretariat partners on establishing shared planning on agreed results, timelines and responsibilities. This type of cooperation has become increasingly commonplace and beneficial. By the end of the year, integrated strategic planning was the norm in 15 of the 18 countries with integrated missions.

Policy and analysis

It is important that OCHA's work has a strong policy and evidence base. In 2010, OCHA's policy and research efforts, along with its investment in common messaging, helped keep a strong international focus on maintaining humanitarian operations in dangerous environments, and on improving OCHA's understanding of the relationship between chronic vulnerability and recurrent humanitarian crises.

OCHA launched a study of good field practices for delivering humanitarian assistance in complex security environments. The study highlighted the importance of constant analysis of threats and risks, the need for adequate security measures and the value of organized outreach to all parties in a conflict.

OCHA led the Inter-Agency Standing Committee (IASC) review on Protection from Sexual Exploitation and Abuse (PSEA). The most critical gap identified was in getting senior leadership to promote PSEA policies and activities in the field. OCHA will support an IASC task force to ensure guidance on community-based complaint mechanisms and victim assistance.

OCHA's Integrated Regional Information Networks (IRIN) increased its analytical coverage of policy issues and the global trends affecting humanitarian risk. These included the impact of rising global food prices and the impact of climate change related to food security. OCHA also produced policy briefs and recommendations for international partners on the impact of water scarcity and energy security.

Kick-starting livelihoods



Humanitarian programmes in Mongolia received CERF funding for the first time in 2010.

Mongolia's sprawling steppes were littered with animal carcasses after the 2009/10 *dzud* — a summer drought followed by a winter so cold that a quarter of a million livestock and other animals died each week. By spring, carcasses were piled next to most of the *gers* (traditional semi-permanent tents) across half of Mongolia's provinces.

One third of Mongolia's 2.6 million people are almost completely dependent on animal herding for their survival. For them, the *dzud* was catastrophic — the worst in over two decades. A staggering 8.5 million head of livestock (20 per cent of Mongolia's total livestock reserves) perished.

Mr. Nyam, a 78-year-old herder from Dundgobi Aimag, central Mongolia, was just one of many nomadic herders left destitute. "This year we experienced unprecedented cold weather and heavy snow," he explained. "Last year was extremely dry. We migrated for better pastures, but despite our efforts we had very few livestock left."

Herders were equally desperate in Zuunbayan-Ulaan soum, a neighbouring district. Mr. Buyanbat, a father of four with a pregnant wife, said: "We lost everything we've worked for in the last 15 years."

For herders such as Mr. Buyanbat and Mr. Nyam, the immediate impact was the loss of their only source of income and their primary food supply. To add to their worries, the onset of warm weather meant that thousands of thawing and decomposing animal cadavers threatened to pollute their water and soil.

With an allocation of \$1.5 million from the OCHA-managed Central Emergency Response Fund, Mongolia's National Emergency Management Agency and the United Nations Development Programme (UNDP) launched a cash-for-work programme, in which herders received financial remuneration for removing animal carcasses. Families received immediate income, and longer-term health and environmental risks were greatly reduced.

Akbar Usmani, UNDP Resident Coordinator in Mongolia, said: "The programme provided critical funds to meet families' basic needs. We are supporting herders with less than 250 animals, and female-headed households and the elderly." ■

Humanitarian journalism makes a difference



Twelve-year-old Sally al-Sabahi is Yemen's fourth child-bride divorcee.

Scores of journalists pushed forward to get a picture of 12-year-old Sally al-Sabahi as she signed her divorce papers in Saana, Yemen, on 27 March 2010. She dipped her thumb in dark ink, pressed it next to her name on an official document and became Yemen's fourth child-bride divorcee.

Ms. al-Sabahi was just 10 years old when her family married her to an older man in exchange for a \$1,000 dowry. After a few months of terrible treatment, including being drugged and beaten by her new husband, she escaped. But without the money to pay back the dowry, she could not divorce her husband.

Her story was published by OCHA's humanitarian reporting network – IRIN – in early 2010. Immediately afterwards, offers of financial help poured in from as far as California, ensuring Ms. al-Sabahi could pay back the dowry and obtain her divorce.

IRIN's original reporting on humanitarian issues, often on issues and countries that are under reported, misunderstood or ignored, provides unique insight and gives a voice to people like Ms. al-Sabahi. It also helps OCHA achieve better-informed and more effective media coverage of humanitarian concerns. IRIN's stories, films, radio and photographs were viewed 9.3 million times in 2010.

For more on IRIN please visit: www.irinnews.org. ■

Learning and improving

OCHA is committed to getting better at what it does. To help improve its performance, OCHA developed a new internal evaluation policy and used its Guidance Management System to bring in new corporate guidelines on preparedness, transition, and the roles and responsibilities of country offices.

OCHA's new approach is bearing fruit. In 2010, it constantly devised and revised new strategies, regularly assessed implementation progress, and more accurately adjusted planning and budgeting. For example, recommendations from a 2010 gender review were immediately fed into OCHA's 2011 work-planning process, which led to standardized OCHA-wide performance indicators on gender equity. OCHA's auditing improved considerably with the development of an electronic monitoring system for oversight and performance targets. For example, OCHA doubled its implementation rate of recommendations from 37 per cent in 2009 to 78 per cent in 2010, and programme managers must now report on the implementation rate of audit recommendations under their direct responsibility.

Under the ERC's leadership, the IASC Principals agreed to a new strategy for coordination and leadership for 2011 and beyond. The strategy draws on lessons from the Haiti and Pakistan emergencies that demonstrated the critical

need for leadership to ensure a successful humanitarian response.

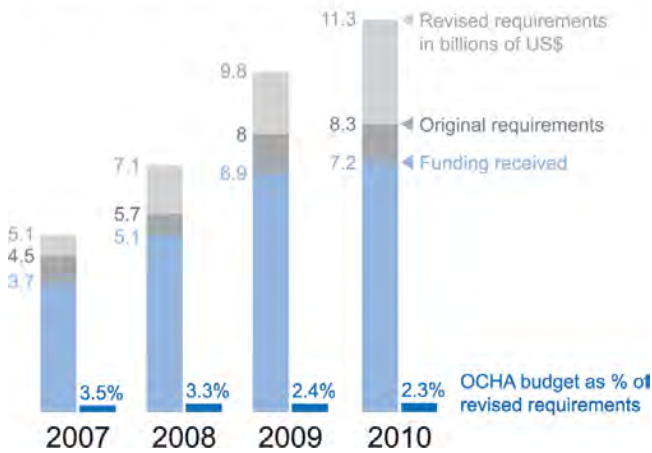
2010 provided numerous lessons for OCHA. The experience gained has made the organization more responsive and ready to take on new challenges on behalf of those confronting emergencies and disasters.

Adding value to every humanitarian dollar spent

Although the amounts requested in humanitarian appeals have more than doubled over the last four years, OCHA's global budget decreased consistently as a percentage. In 2010 it remained at just over 2 per cent of the \$11.3 billion requested.

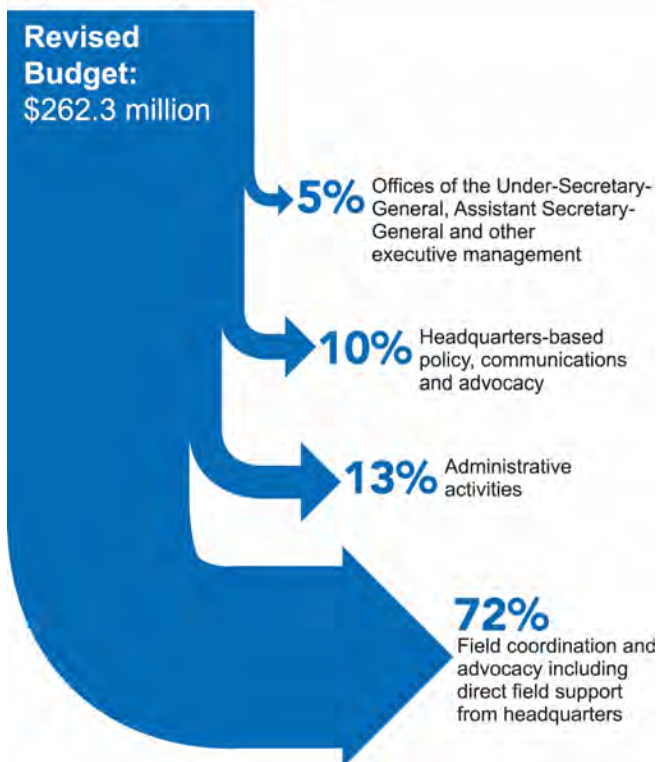
In 2010, after two years of deficit, OCHA reduced its budget to reflect expected income, and it closed the gap between income and expenditure by the end of the year. The cuts were mostly at headquarters, limiting the impact on field operations.

Trends in humanitarian financing

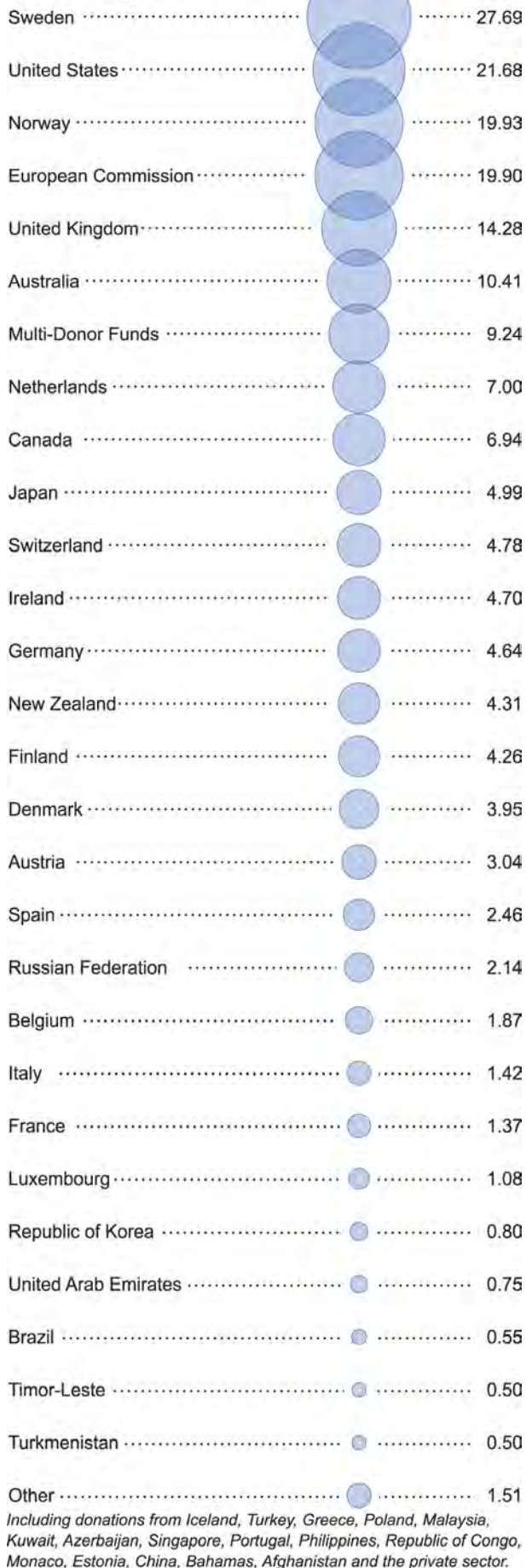


In 2010 OCHA's global budget was \$262.3 million. OCHA's total income was \$248.6 million and total expenditure was \$224.3 million. The excess income resulted in a net increase in OCHA's closing balance. The surplus will be used in 2011 to strengthen key field operations and strategic functions at headquarters, such as improved administrative and field-support services.

Expenditure by activities

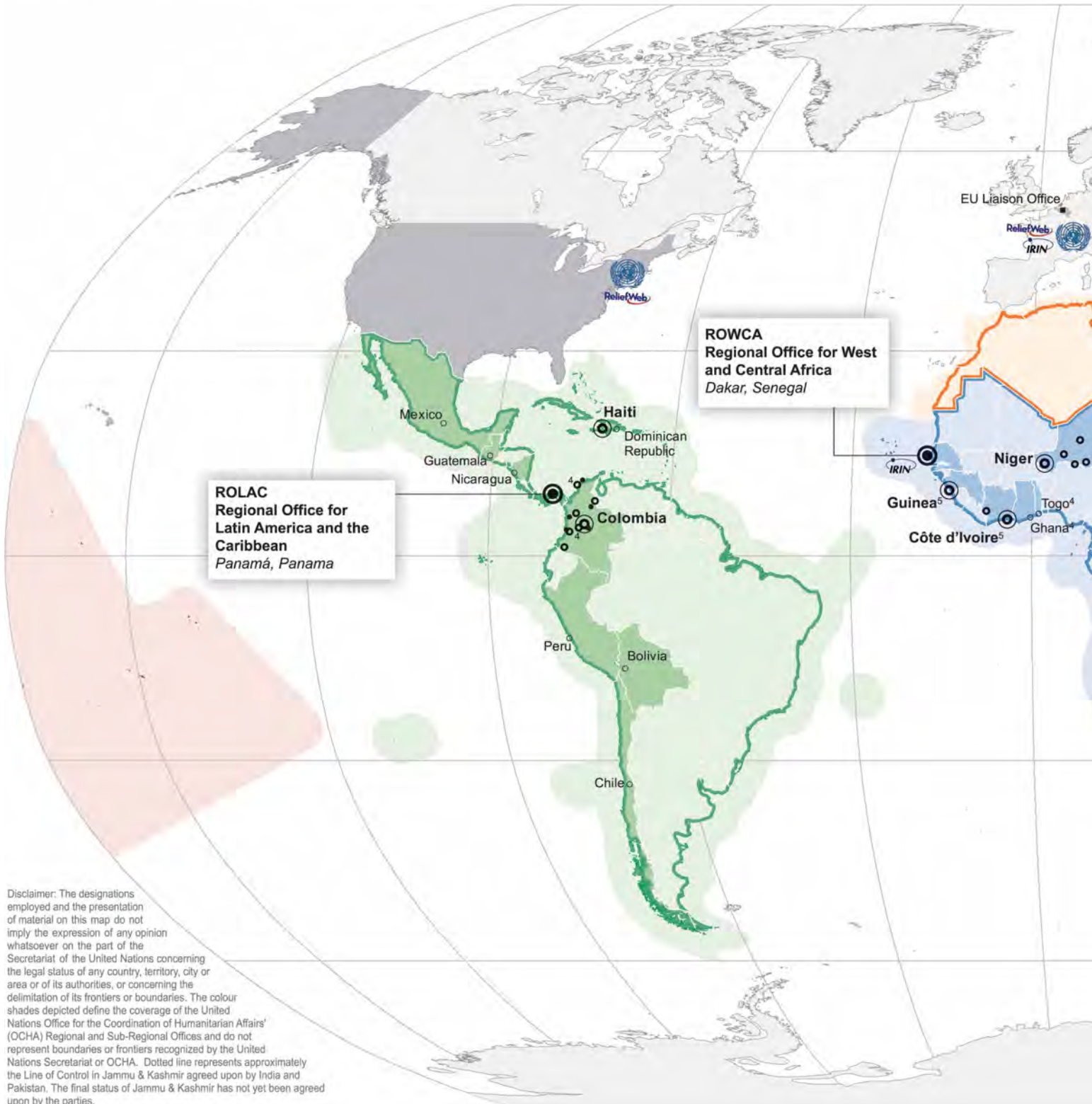


OCHA's donors in 2010 in million US\$



UNITED NATIONS OFFICE FOR THE COORDINATION OF HUMANITARIAN AFFAIRS

1,980 staff in 151 locations across 52 countries working together to help millions of people



The Right Staff at the Right Time

Regional Office Surge: 93 Deployments

When emergencies require new offices or additional support for an existing office, staff at OCHA regional offices are the first to deploy. In 2010, regional office staff members deployed on surge capacity 93 times in 33 countries.

→ Represents one regional office surge deployment



2010 regional office surge deployments by region



Stand-By Partnership Programme (SBPP): 48 Deployments

OCHA maintains agreements with 11 Stand-By Partner agencies for the provision of highly skilled external personnel in emergencies to be deployed at short notice.

SBPP contributing partners by number of deployments



SBPP deployments by destination: Stand-by partners deployed to 17 countries in 2010



OCHA Surge Deployments in 2010

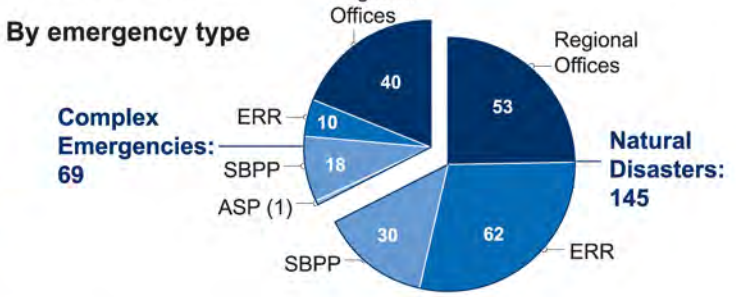
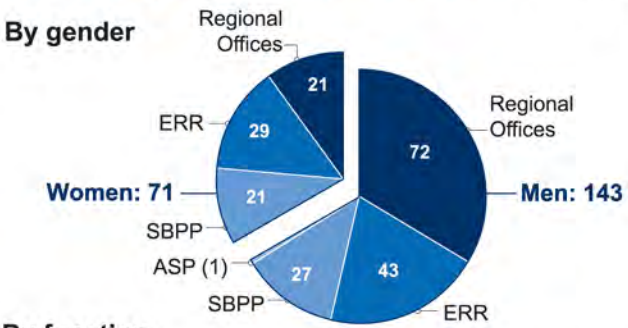
Emergency Response Roster (ERR): 72 Deployments

OCHA's internal surge mechanism, the ERR, consists of 35 staff from a range of professional categories and duty stations, placed on standby for six-month rotations. In 2010 there were 72 ERR deployments to 12 countries, of which 75 per cent were deployed within a week of the initial request.

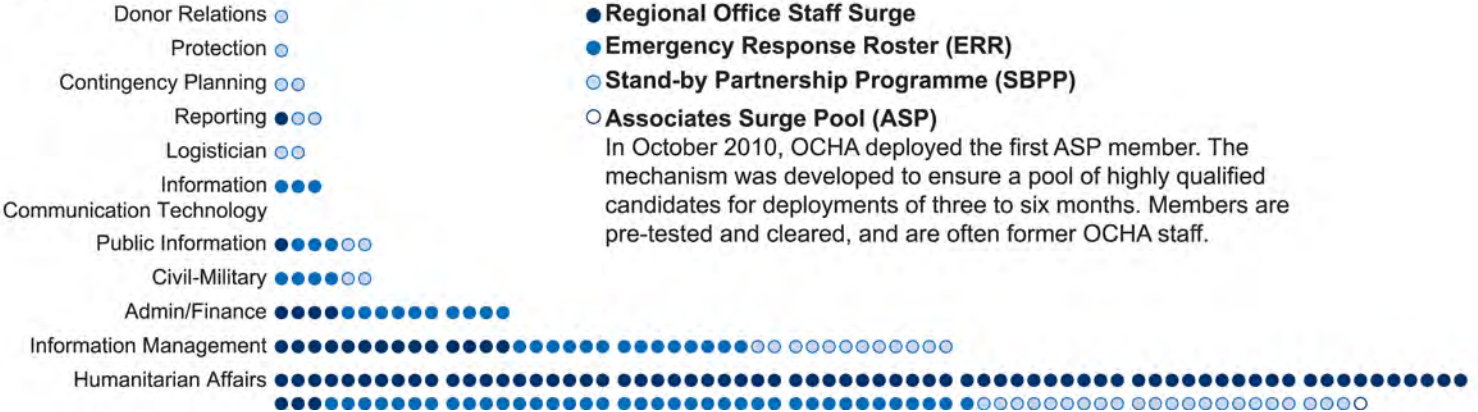
→ Represents one ERR deployment



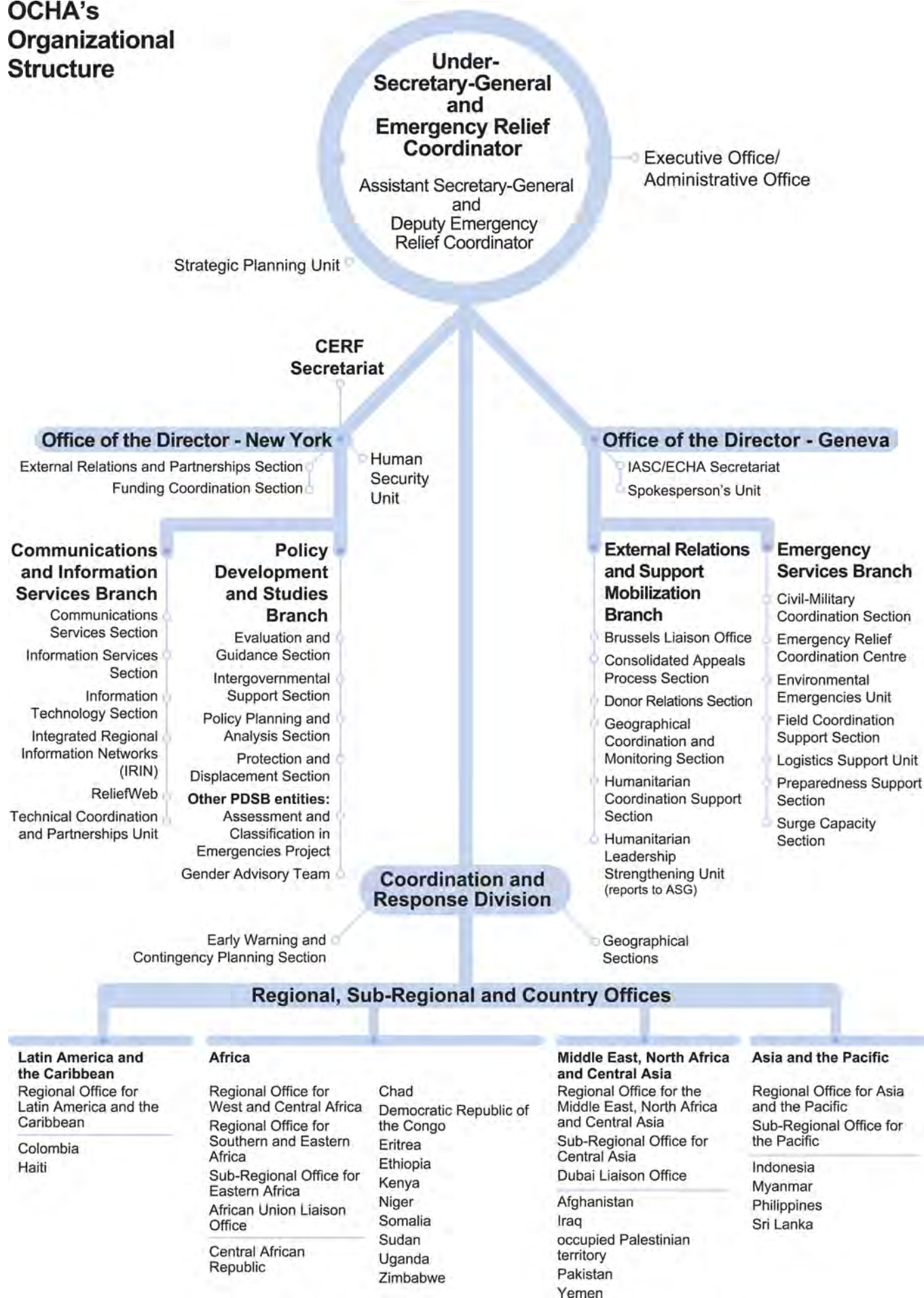
All Surge Mechanisms: 214 Deployments



By function



OCHA's Organizational Structure



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