



OCHA

UNITED NATIONS OFFICE
FOR THE COORDINATION OF
HUMANITARIAN AFFAIRS

ANNUAL REPORT 2016



United Nations

OCHA THANKS ITS DONORS FOR THEIR GENEROUS SUPPORT TO ITS ACTIVITIES* IN 2016



(* included in OCHA's extrabudgetary budget)

CREDITS

This document is produced by the United Nations Office for the Coordination of Humanitarian Affairs (OCHA). OCHA wishes to acknowledge the contributions of its committed staff at headquarters and in the field in preparing this document.

Front Cover

Shora, Iraq: A father and three children displaced by fighting in the village of Shora, 25 kilometers south of Mosul, flee for safety. This photo was taken near an Iraqi Army checkpoint on the northern outskirts of Qayyarah, Mosul. Qayyarah was retaken from the Islamic State of Iraq and the Levant (ISIL) two months before this image was captured. The thick black smoke in the background is due to oil wells set ablaze by retreating ISIL militants. Credit: UNHCR/Ivor Prickett

Back Cover

Qayyarah, Iraq: Two humanitarian workers in the field. Credit: OCHA/Themba Linden

Editing and Graphic Design

OCHA New York

For additional information, please contact:

Donor Relations Section

ocha.donor.relations@un.org

Office for the Coordination of Humanitarian Affairs Palais des Nations, 1211 Geneva, Switzerland

Tel: +41 22 917 1690

The designations employed and the presentation of material on this publication do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries.

TABLE OF CONTENTS

4	FOREWORD
6	2016 YEAR IN REVIEW
14	CORE FUNCTIONS
14	ADVOCACY
16	COORDINATION
18	HUMANITARIAN FINANCING
19	INFORMATION MANAGEMENT
21	POLICY
24	STRATEGIC GOAL ONE: FIELD EFFECTIVENESS
25	LEVEL 3 EMERGENCY RESPONSE
29	CORPORATE EMERGENCIES
34	PROTRACTED EMERGENCIES
36	FIELD OFFICES
55	GLOBAL FIELD EFFECTIVENESS
68	STRATEGIC GOAL TWO: FIT FOR THE FUTURE
73	MANAGEMENT AND ADMINISTRATION
76	FUNDING AND FINANCE
83	ANNEXES
84	ACRONYMS AND ABBREVIATIONS
85	OCHA ORGANIZATIONAL CHART
86	FINANCIAL TABLES AND CHARTS



OCHA
United Nations
Office for the Coordination
of Humanitarian Affairs

FOREWORD



Gaziantep, Turkey
Emergency Relief
Coordinator Stephen
O'Brien speaks to
Syrian refugees
during his 2016 visit
to Turkey. Among
Syria's neighbouring
countries, Turkey
hosts the largest
number of Syrian
refugees within its
borders.
Credit: OCHA/Iason
Foounten

In 2016, the humanitarian community was challenged as never before, with unprecedented levels of humanitarian suffering that left 130 million people needing emergency assistance for their survival and protection. Conflict, violence and acute vulnerability have driven 65 million people from their homes, two thirds of them within their own country's borders. The United Nations and its partners appealed for US\$22.1 billion to respond with life-saving assistance and protection to the most acutely vulnerable 96.2 million people across 40 countries. Donors generously provided a record \$12.6 billion, but this still left a 43 per cent gap between escalating needs and available resources.

OCHA's response efforts were dominated by four major humanitarian crises: Iraq, South Sudan, Syria and Yemen, all protracted conflicts. In Iraq, we undertook extensive preparations for the humanitarian impact of the military operation to retake Mosul from the

Islamic State of Iraq and the Levant (ISIL), which, by year-end, had displaced 100,000 people. This came amid a wider humanitarian response to the humanitarian crisis affecting 10 million people in Iraq.

Three years into the conflict in South Sudan, conditions continued to worsen, with mounting human rights abuses, particularly gender-based violence, increasing food insecurity and 1.8 million people displaced. In Syria, where 13.5 million people continued to need life-saving aid, we negotiated access to people in need—particularly the millions of civilians who were besieged or cut off from assistance—and we coordinated cross-border and cross-line relief deliveries and mobilized resources. The conflict in Yemen escalated, pushing the number of people in need to 18.8 million and sparking the world's worst food security crisis.

Other protracted crises also figured highly on OCHA's agenda, including those rarely making the headlines, such as the deepening crisis in the Lake Chad Basin. Such crises continued to be an important advocacy focus for OCHA, as we encouraged the international community to step up its response.

In February, Tropical Cyclone Winston hit Fiji and caused one of the largest natural disasters in the region in recent times. The 7.8-magnitude earthquake that struck Ecuador in April killed more than 600 people and left more than 700,000 in need of humanitarian assistance. In October, the humanitarian community's attention was required in Haiti when Hurricane Matthew destroyed homes, essential services and livelihoods and left 1.4 million people in need of support, catalysing an OCHA surge response. OCHA allocated nearly \$61 million from the Central Emergency Response Fund (CERF) to 13 countries affected by the El Niño weather phenomenon, which affected 60 million people across Eastern and Southern Africa, Central America and the Pacific. OCHA-managed Country-Based Pooled Funds (CBPFs) allocated \$713 million to life-saving projects in 18 of the world's most severe emergencies, and they were the largest source of directly accessible funding for national non-governmental organizations.

OCHA was honoured to hold the first-ever landmark World Humanitarian Summit in Istanbul in May, hosted by the Government of Turkey. At the Summit, 9,000 participants—representing 180 Member States, more than 700 national and international NGOs, the private sector, academics and other stakeholders—made more than 3,500 commitments and launched dozens of important partnerships and initiatives in support of the Secretary-General's Agenda for Humanity. OCHA signed on to a Commitment to Action, alongside eight other UN agencies, to launch a "New Way of Working" in crises to help bridge the humanitarian-development divide. Leaders at the Summit also agreed

to a Grand Bargain to improve aid transparency and efficiency. OCHA committed to expanding CERF's annual funding target to \$1 billion and the proportion of humanitarian appeal funding channelled through CBPFs by 15 per cent by 2018, strengthening risk management and raising allocations to national partners. We agreed to strengthen the protection of internally displaced persons and advance accountability to affected people, especially women and girls. Following the Summit, OCHA launched the online Platform for Action, Commitments and Transformations to showcase and track progress on commitments made.

Central to our commitment to change, and following the findings of a 2015 review of OCHA's functions, we launched an ambitious reform process in 2016 that aims to remodel our internal structures, procedures and processes to ensure we are fit for purpose for future crises. Through these reforms, we aim to develop a more focused, streamlined and nimble OCHA to effectively serve the humanitarian community over the coming years.

We could not have accomplished any of this work without the important collaboration of all of our partners, from traditional and emerging donors, to civil-society groups and private sector firms. As Emergency Relief Coordinator, I thank all of you for your commitment to the humanitarian endeavour and, in particular, to OCHA.



STEPHEN O'BRIEN

Under-Secretary-General for Humanitarian
Affairs and Emergency Relief Coordinator

130m
PEOPLE NEED
EMERGENCY
ASSISTANCE

2016 YEAR IN REVIEW

2016 marked the twenty-fifth anniversary of General Assembly resolution 46/182, which laid the foundation for the current humanitarian system and created the Department of Humanitarian Affairs, later renamed OCHA. In 2016, the resolution remains as relevant and fundamental as it was in December 1991. At the heart of this humanitarian ecosystem, OCHA has ensured that the voices of the most vulnerable people are heard and their needs addressed.

Twenty-fifth anniversary of General Assembly resolution 46/182

December 2016 marked the twenty-fifth anniversary of the adoption of General Assembly (GA) resolution 46/182. It was a turning point in global affairs, where the international community gathered with resolve to create an organized system for it to respond to humanitarian crises.

Alongside the Geneva conventions, GA resolution 46/182 has effectively become one of the core legislative pieces governing humanitarian action. The resolution is revisited, reinforced and reconfirmed each year through the yearly GA resolutions on strengthening the coordination of humanitarian affairs, ensuring relevance and reflecting the international community's will to reduce suffering. The key tools used in humanitarian response today all originated in the resolution: the Inter-Agency Standing Committee, the Emergency Relief Coordinator role, humanitarian appeals, CERF and OCHA.

OCHA marked the anniversary with a panel discussion at its annual Global Humanitarian Policy Forum, headlined by the Deputy Secretary-General and first-ever Emergency Relief Coordinator, Mr. Jan Eliasson, who reflected on the progress made in the 25 years both in the humanitarian field and in the UN. The anniversary was a moment to commend the tremendous progress in making international humanitarian response more efficient and professional, but also to take stock of the immense challenges of protracted crises, increased intensity of natural disasters, and the erosion of international humanitarian law, which, among other factors, was the reason for convening the World Humanitarian Summit in Istanbul.

This year, protracted emergencies, sudden-onset disasters and escalating complex humanitarian crises continued to challenge the humanitarian community in its response to some of the most pressing needs of millions of people. Towards the end of 2015, the global humanitarian appeal required some \$20.1 billion to provide life-saving humanitarian assistance to more than 87.6 million people across 37 countries, most of which are in conflict. By the end of 2016, some 130 million people required humanitarian assistance—a figure almost 200 per cent higher than it was a decade earlier. Consequently, the global requirements rose to \$22.1 billion at the end of 2016.

The world continues to witness more protracted crises and higher levels of human displacement due to the lack of durable political solutions. About 60 million people, half of them children, were forced to flee their homes due to conflict and violence during the year. Protracted conflicts in Iraq, South Sudan, Syria and Yemen continued to affect staggering numbers of people, placing extraordinary strain on the humanitarian system.

2016 presented an extremely challenging operational and funding environment for humanitarian response, but OCHA continued to be the best platform for donors seeking the greatest humanitarian impact. Despite generous support from its donors, OCHA had limited financial and human resources to coordinate life-saving humanitarian aid in countries affected by conflicts, violence, natural disasters and hunger.

In 2016, OCHA organized the first ever World Humanitarian Summit (WHS) in Istanbul on 23 and 24 May, in partnership with the Government of Turkey. The Summit brought together 9,000 participants from around the world to reaffirm their commitment to prevent and reduce human suffering, and to demonstrate their support for the Agenda for Humanity and its five Core Responsibilities: 1) Prevent and End Conflict,

2) Respect Rules of War, 3) Leave No One Behind, 4) Working Differently to End Need, and 5) Invest in Humanity. Twenty-four key transformations form a starting point to deliver the change requested under each of these five areas.

The Summit generated more than 3,500 commitments to action and led to more than a dozen new partnerships and initiatives to turn the five Core Responsibilities into meaningful change for the world's most vulnerable people. In September, OCHA launched the online Platform for Action, Commitments and Transformations (PACT – www.agendaforhumanity.org) to sustain the spirit of collaboration and help measure progress for years to come.

OCHA's 2016 closing budget of \$295 million represented less than 2.3 per cent of the total financing of \$12.6 billion that it helped to raise through coordinated appeals within the Global Humanitarian Overview (GHO) for the same year. In addition to these appeals, OCHA managed some \$1.15 billion in pooled funds during the year: \$713 million in CBPFs and \$439 million through CERF.

In 2016, the conflict in Syria continued to cause the deaths of thousands of people. It left millions of people in need of protection and life-saving aid and resulted in an unprecedented number of internally displaced persons (IDPs) and refugees. Humanitarian agencies exerted continuous efforts to negotiate access, deliver food and medical supplies and other essential services. In response, OCHA undertook regular public and private advocacy to urgently and stridently call to account the world's decision makers on the humanitarian situation, condemning atrocities and calling for collective action to alleviate human suffering.

In Yemen, the worsening conflict further devastated the country, where millions of people needed some type of assistance or protection to meet their basic needs. The econ-



omy continued to be in near collapse, and public and private services were non-existent, with some 7 million people at extreme levels of food insecurity. Managing the Yemen Humanitarian Fund, OCHA allocated more than \$100 million to UN agencies, national and international non-governmental organizations (NGOs) and Red Cross/Red Crescent organizations to implement life-saving projects. Thirty-four organizations, including 11 national NGOs, received funds in 2016.

In the Lake Chad Basin area of Western and Central Africa, more than 9 million people needed humanitarian support due to conflict and insecurity caused by Boko Haram. The conflict remained costly for human lives, homes and livelihoods. Tens of thousands of people in north-eastern Nigeria continued to live in conditions close to famine. To draw global attention to this regional crisis, OCHA organized an event during the annual UN General Assembly, where world leaders pledged an additional \$163 million of the outstanding \$542 million towards the total \$739 million required for the response.

In Iraq, more than 100,000 people were displaced in 2016 by the Mosul military campaign, leaving them in desperate need of food, water, shelter and protection. This was in addition to the already large-scale emergency in Iraq, where some 10 million people needed humanitarian aid.

Syria

On 9 November 2016, displaced children and adults fled ISIL-controlled areas in rural Raqqa to Ain Issa, the main staging point for displaced families, some 50 kms north of Raqqa city.
Credit: UNICEF/Soulaiman



Wau, South Sudan
ERC Stephen O'Brien speaks with a group of women who have escaped violence in South Sudan and are living in the protected site adjacent to the UNMISS base in Wau.
Credit: IOM/Mohammed

In South Sudan, the conflict escalated, spread to other parts of the country and displaced more than 900,000 people, more than 700,000 of whom became refugees in neighbouring countries. Horrific violations against civilians, including killings, sexual violence and recruitment of children, were reported during the year. Food insecurity and malnutrition reached unprecedented levels. As the crisis deteriorated, OCHA led inter-cluster missions to catalyse the scale-up of the response in key areas facing new or escalating crises. Humanitarian partners assisted more than 5.1 million people in 2016, reaching the target established for the year, including provision of inter-agency survival kits for thousands of people in some of the hardest-to-access areas.

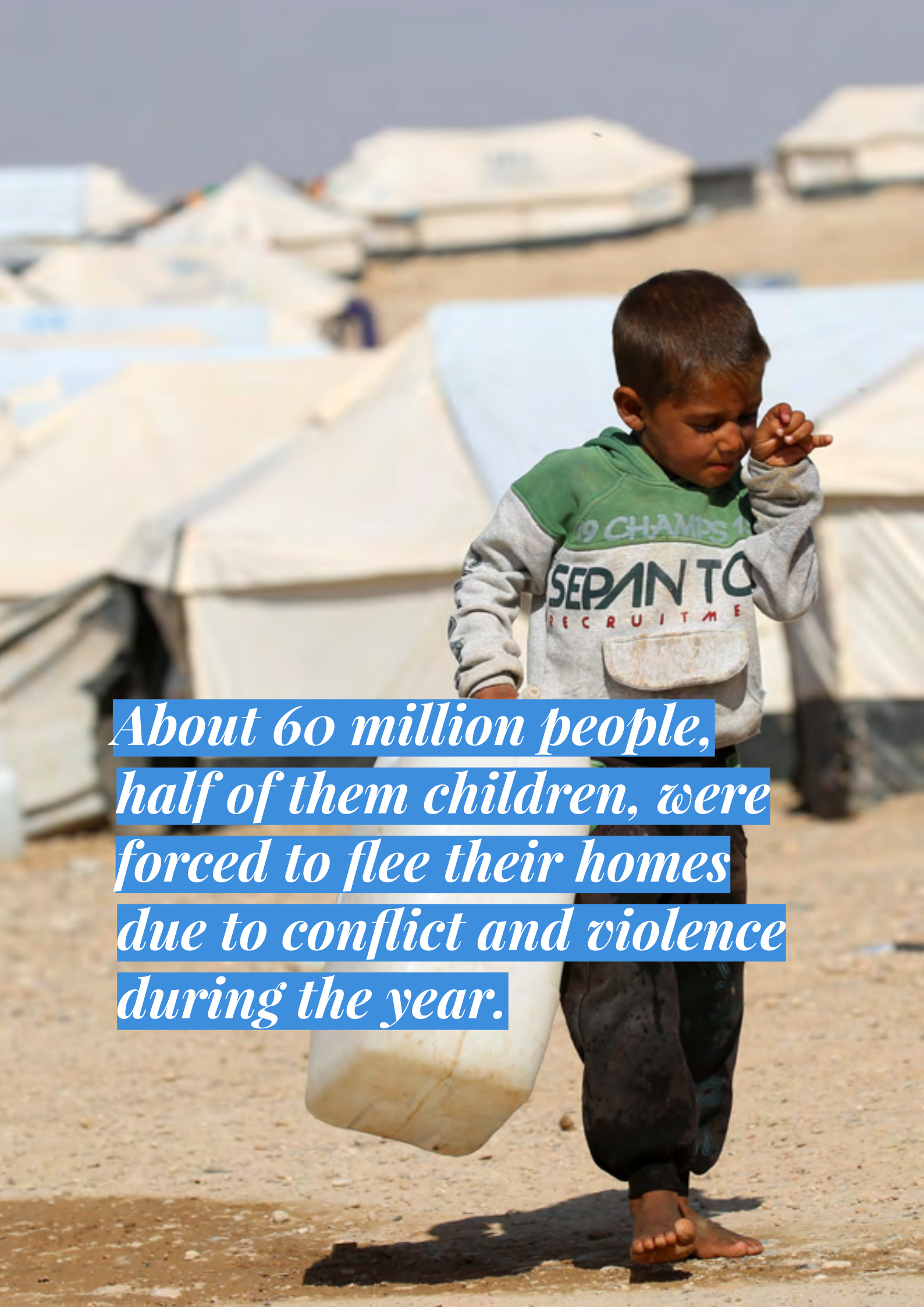
The 7.8-magnitude earthquake that struck Ecuador killed more than 600 people and left more than 700,000 in need of humanitarian assistance. In response, OCHA immediately deployed a 17-member United Nations Disaster Assessment and Coordination (UNDAC) team to support Government efforts, particularly during the critical search-and-rescue phase. Eleven OCHA staff members were also deployed for six months to launch a \$73 million Flash Appeal and to support

intersector coordination, assessment and advocacy for an efficient response to the most vulnerable communities

In Haiti, Hurricane Matthew claimed hundreds of lives and left more than 1.4 million people in need of assistance, plunging the vulnerable country into its worst humanitarian crisis since the 2010 earthquake. Before the hurricane hit the island, OCHA pre-deployed an UNDAC team to reinforce national and local systems. OCHA also deployed a Deputy Humanitarian Coordinator (DHC) and strengthened emergency response capacity. In the first month of the response to the hurricane, OCHA's ReliefWeb.int posted more than 1,100 reports on the impact, people's needs and aid activities, ranging from shelter and food security to sanitation and public health.

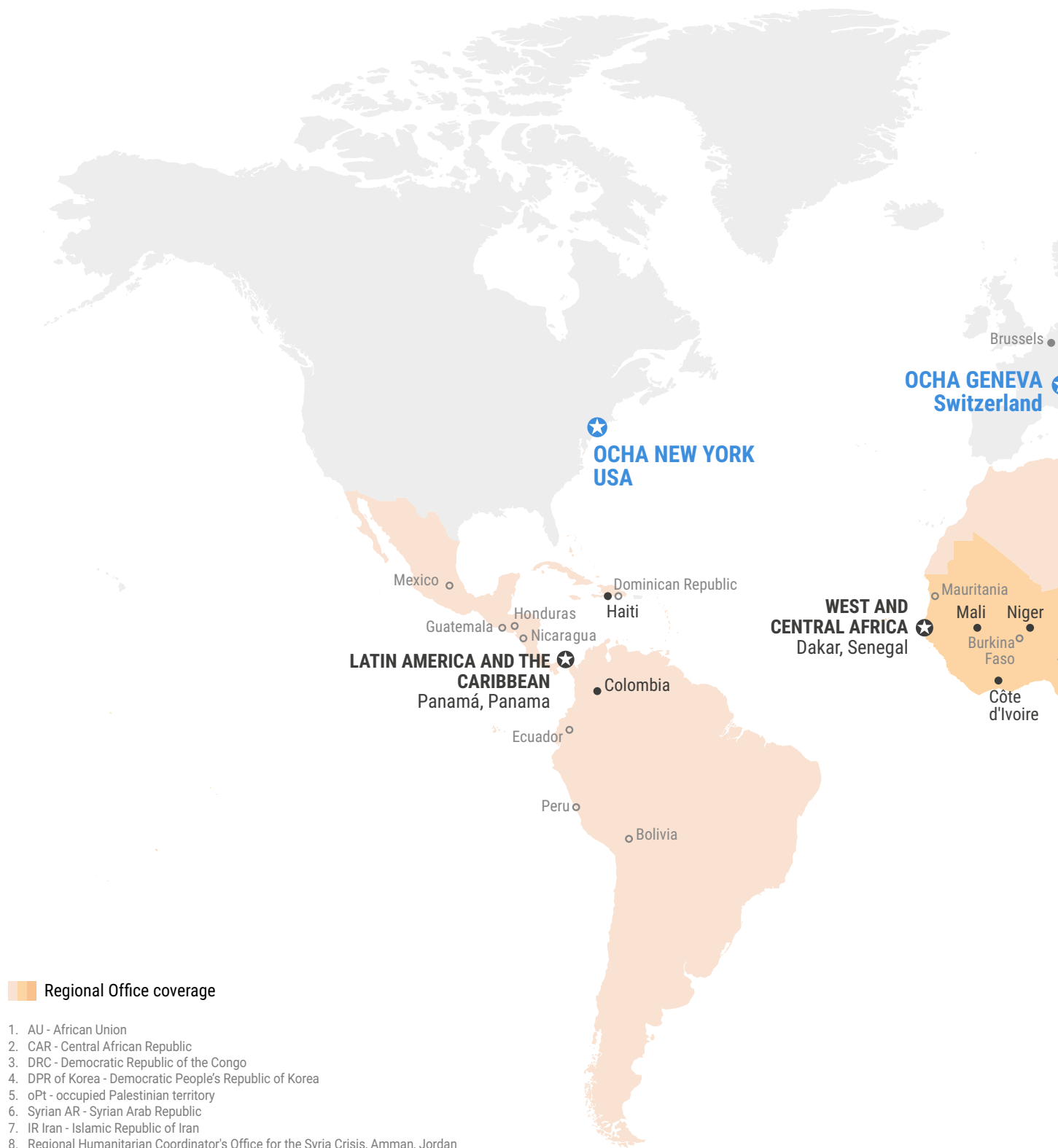
In Fiji, Tropical Cyclone Winston severely affected 40 per cent of the population and left a trail of destruction in its wake. OCHA implemented KoBo—a tool to improve data collection—which enhanced the quality of the response. This open-source data-collection tool allowed aid workers to collect data in the field using mobile devices, paper and computers. The data informed and supported the humanitarian response, helping relief efforts to prioritize the restoration of essential services, such as health, education, infrastructure and agriculture, for the worst-affected people.

El Niño affected the lives and livelihoods of more than 60 million people in 2016, especially in Eastern and Southern Africa, Central America and the Pacific, causing 23 countries to appeal for international humanitarian assistance. Through hosting the secretariat for the Secretary-General's Envoy for El Niño and Climate, OCHA continued its strong global advocacy campaign to improve the response. The OCHA-managed Central Emergency Response Fund (CERF) also allocated nearly \$61 million to 13 countries, making the Fund one of the largest supporters of early humanitarian action in response to El Niño.

A young boy with dark skin and short brown hair is walking barefoot on dry, dusty ground. He is wearing a grey and green long-sleeved hoodie with the text '19 CHAMPS', 'SEPAIN TO', and 'RECRUITME' visible. He is carrying a large, white, rectangular plastic water container under his right arm. His right hand is near his face, and he appears to be looking down. In the background, there are several white tents or makeshift shelters, suggesting a refugee camp or displacement site. The sky is clear and blue.

*About 60 million people,
half of them children, were
forced to flee their homes
due to conflict and violence
during the year.*

OCHA PRESENCE AS OF DECEMBER 2016



*OCHA presence in South Africa transitioned from a regional office to a sub-regional office in 2016



2

Headquarters
Offices

6

Regional
Offices

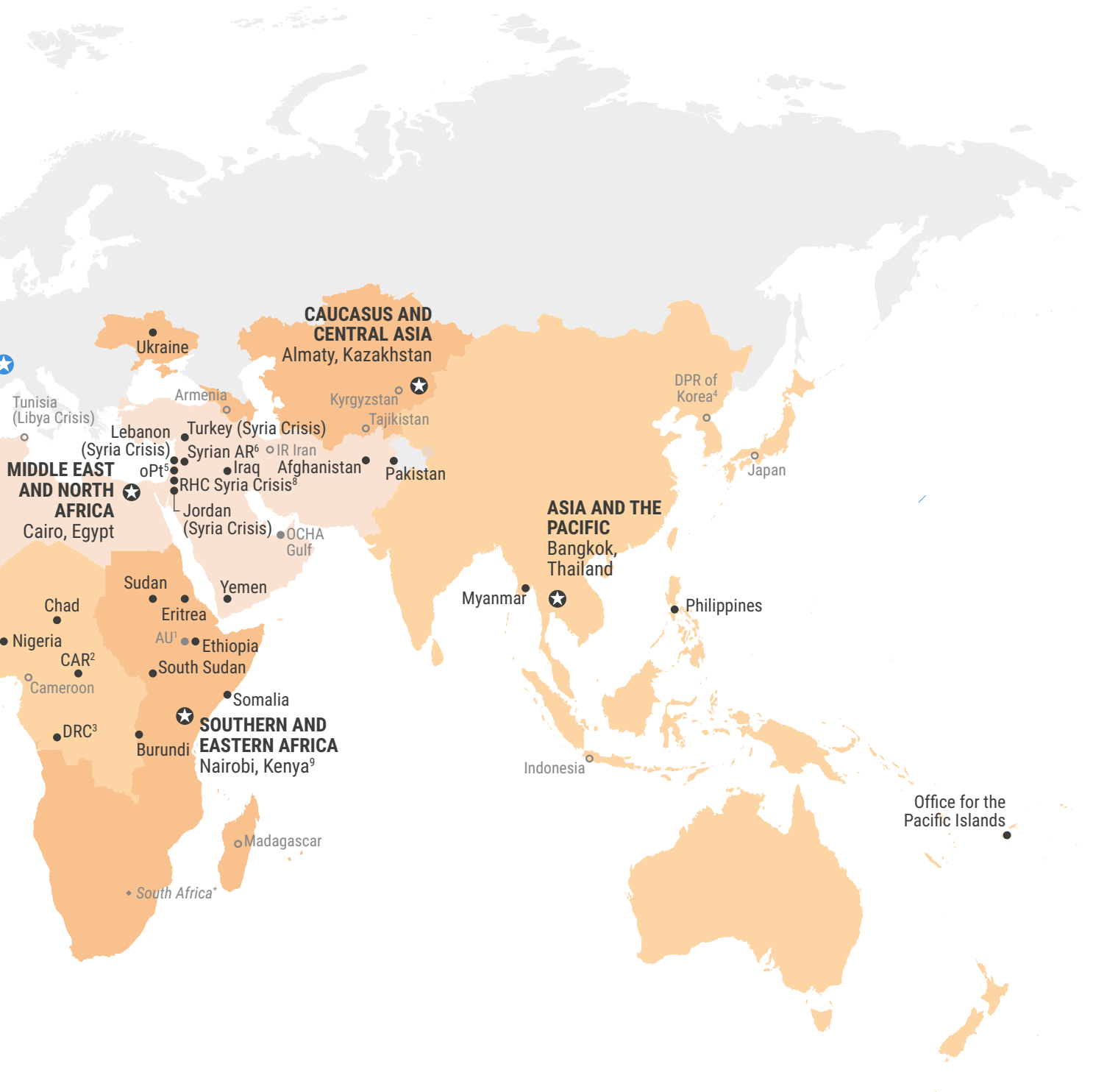
29

Country
Offices

20

Humanitarian
Adviser Teams

3

Liaison
Offices

OCHA KEY FACTS

2016

STAFF
MEMBERS

2,271

COUNTRIES WITH
OCHA PRESENCE

60+

COUNTRIES VISITED
BY THE USG AND ASG

31

DAYS
TRAVELLING

174

USG/ASG
ADVOCACY
EFFORTS

PEOPLE
CONSULTED
IN THE PREPARATORY
PROCESS

23,000

COUNTRIES
IN WHICH
CONSULTATIONS
WERE HELD

153

NUMBER OF
PARTICIPANTS

9,000

WHS

23-24 MAY 2016
ISTANBUL

OCHA
BUDGET

\$295M

OCHA
INCOME

\$262M

MAPS

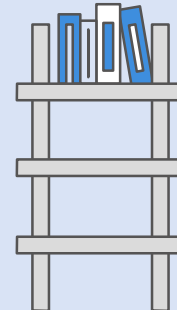
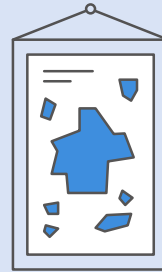
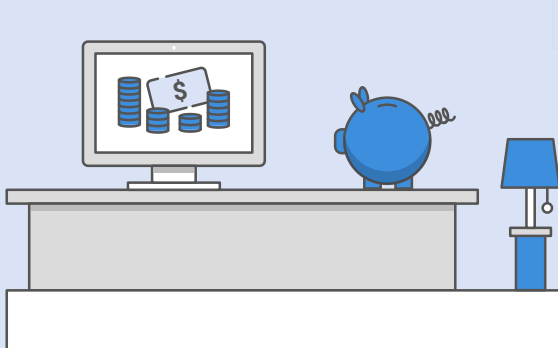
931

REPORTS

1,869

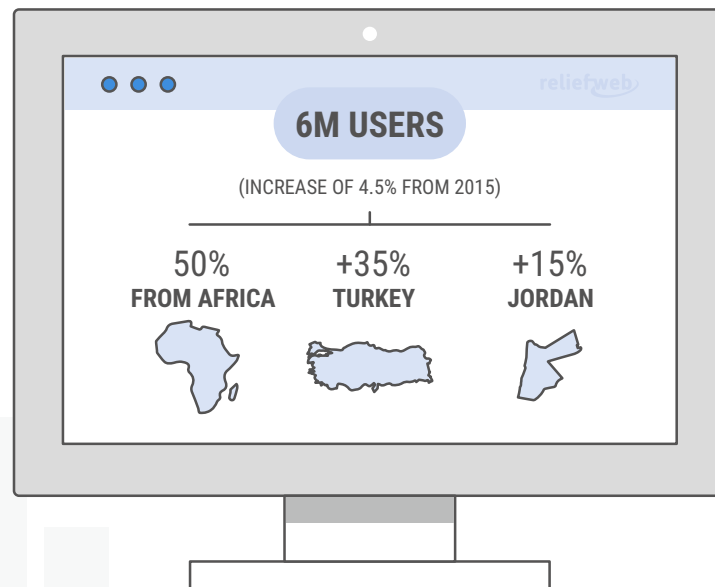
INFOGRAPHICS

1,481

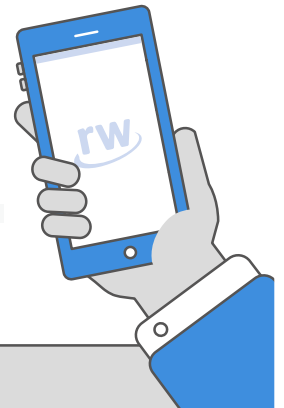


reliefweb

RELIEFWEB'S
20TH ANNIVERSARY



4
MOBILE APPS
(CRISES, HEADLINES,
JOBS AND VIDEOS)



NGOs

LOCAL: 400
INTERNATIONAL: 300

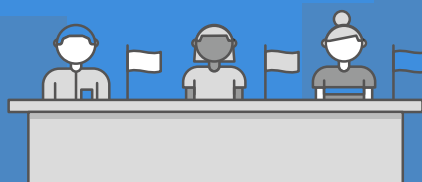
700



MEMBER STATES

WHO SENT REPRESENTATIVES
TO THE SUMMIT

180



HEADS OF
STATE/GOV'T

55



CORE
RESPONSIBILITIES OF
THE AGENDA FOR HUMANITY

5

- #1 PREVENT AND END CONFLICT
- #2 RESPECT RULES OF WAR
- #3 LEAVE NO ONE BEHIND
- #4 WORKING DIFFERENTLY TO END NEED
- #5 INVEST IN HUMANITY

CORE FUNCTIONS



ADVOCACY

In 2016, using a range of tactics, channels and tools, OCHA led global advocacy for people affected by humanitarian crises, securing financial support for humanitarian action and facilitating operations in crisis situations around the world.

Throughout the year, the Emergency Relief Coordinator (ERC), Stephen O'Brien, spoke forcefully in raising awareness on the protection of civilians trapped in humanitarian emergencies and calling for political solutions to man-made problems. This advocacy included 28 briefings to the Security Council on a range of issues from Syria, South Sudan and Yemen, to the occupied Palestinian territory (oPt) and the Lake Chad Basin. ERC statements at the General Assembly and the United Nations Economic and Social Council (ECOSOC) reinforced these messages, making clear for policymakers the avoidable devastating impact of war on civilians.

Together with Humanitarian Coordinators (HCs) and OCHA's senior leaders, the ERC conducted extensive interviews and press briefings, and published op-eds on major crises around the globe, generating widespread coverage in major media outlets and gathering broad public support on life-saving issues. Complementing these public advocacy efforts, the ERC and HCs engaged in private advocacy with Governments and parties to conflict in many of the world's most desperate areas to secure access for aid workers and build local support for humanitarian action.

Through compelling storytelling about people living through crisis, OCHA's public advocacy mobilized emergency funds for high-profile and forgotten crises around the world in 2016. Through active outreach, OCHA also raised the profile and helped demonstrate the impact of OCHA-managed pooled funds (CERF and CBPFs), which together raised a record \$1.13 billion (\$426 million through CERF and \$704 million through CBPFs) in support of the most urgent life-saving projects in 53 countries.

OCHA successfully advocated for major policy priorities in 2016. The pinnacle of these efforts was the first-ever World Humanitarian Summit (WHS), organized by OCHA in Istanbul in May. OCHA's advocacy and communications around the event resulted in a huge global uptake of the #ShareHumanity hashtag, reaching an audience of nearly 235 million people. In the lead-up to the Summit, OCHA also launched the innovative global #impossiblechoices digital campaign in six UN languages, engaging more than 100,000 people from 131 countries to call for global leaders to take action to deliver the Agenda for Humanity for the 130 million people in crisis worldwide.

Maintaining momentum from the Summit, OCHA marked World Humanitarian Day in August 2016 with teams in more than 34 countries taking part and customizing branding and assets specific to their crisis or situation. A One Humanity event at the General Assembly in New York drew an audience of some 2,000 people, with 1,200 people watching the event live on webcast. More than 150,000 people visited worldhumanitarian-day.org on 19 August.

In 2016, OCHA's social media accounts increased the use of short, captivating videos; adapted the latest features, such as Facebook Live; and increased key target audiences, such as those in the diplomatic community and international media. The corporate Facebook account amplified major advocacy messages and products, receiving about 29 million impressions and more than 100,000 engagements during the year. OCHA conducted significant outreach through Twitter, garnering a 120 per cent increase in followers on the ERC's account, and a 30 per cent growth for OCHA's corporate account.

In the field, OCHA enhanced the quality and timeliness of information disseminated around a range of crises, including natural disasters, and the corporate emergencies in the Lake Chad Basin, South Sudan, Syria and Yemen. OCHA's consolidated figures, media dispatches and situation reports were key advocacy and fundraising tools used by humanitarian professionals, diplomats and politicians. Stories from the field were featured on OCHA's website and social media networks, informing the public and the world's decision makers about the people OCHA serves.



New York, USA

In 2016, ERC Stephen O'Brien spoke forcefully in raising awareness on the protection of civilians trapped in humanitarian emergencies. Credit: OCHA/Paolo Palmero



COORDINATION

Under the leadership of the ERC, OCHA is mandated by the UN General Assembly to coordinate humanitarian action. OCHA brings together international and national humanitarian actors to ensure that the needs of crisis-affected people are met. By effectively coordinating humanitarian action, OCHA improves the efficiency and coherence of the collective response, making it more predictable, transparent and accountable.

At the global level, OCHA leads collective decision-making on international humanitarian action and policies through the ERC's chairmanship of the Inter-Agency Standing Committee (IASC)—a global humanitarian forum of UN agencies, NGOs, other international humanitarian organizations and ICRC/IFRC. OCHA serves as the secretariat of the IASC and some of its subsidiary bodies, such as the IASC Working Group and the Emergency Directors Group (EDG), and it works to increase the accountability of leadership for humanitarian action in ongoing field operations. To facilitate these operations, OCHA

continuously engages with a range of multi-stakeholders, including Member States, national militaries and non-State armed groups.

OCHA continues to strengthen leadership in countries in crisis, working closely with IASC partners to ensure that HCs have the appropriate knowledge and competencies before they are appointed, and that they are supported throughout their appointments.

In countries in crisis, OCHA plays a central role in the operational coordination of humanitarian action. It supports the United Nations Resident Coordinator (RC)/HC to ensure that the Humanitarian Country Team (HCT) represents the humanitarian community, includes local actors where possible and is empowered to provide strategic direction to humanitarian action in that country. In support of the HC, and as a HCT member, OCHA ensures that adapted coordination platforms are established at the national and subnational levels to support the smooth flow of operational information between human-

Danamadja, Chad
An OCHA staff member at a local market in a returnee site. In 2016, internal and regional political, military and socioeconomic challenges continued to generate vulnerability and suffering for millions of Chadians.
Credit: OCHA/Naomi Frerotte



itarian actors, local authorities, development actors and others. OCHA leads the inter-cluster/inter-sector meetings at the national and subnational levels to support coherent collective humanitarian action.

In support of the humanitarian programme cycle (HPC), OCHA leads the coordination of joint assessments and analysis of the severity of needs, and it prepares the Humanitarian Needs Overview (HNO). On the basis of this needs analysis, OCHA leads the joint strategic response planning process on behalf of the HC and HCT and prepares a consolidated Humanitarian Response Plan (HRP), which is evidence based and prioritized. Throughout the implementation of the collective response, OCHA supports the joint monitoring of the humanitarian situation, needs and response, and it works to ensure that response planning is informed by this analysis. As part of the HPC, OCHA coordinates, on behalf of the system, the undertaking of inter-agency humanitarian evaluations (IAHEs), which assess the implementation and results of the collec-

tive humanitarian response to large crises. IAHEs are an important component of the cycle to ensure accountability and learning.

To minimize the impact of unforeseen emergencies, OCHA works with national Governments, regional bodies and other agencies to increase actors' readiness to rapidly respond when disaster strikes. Through its regional and country offices, OCHA supports emergency response preparedness at the country level by ensuring that basic preparedness measures have been implemented. It also provides tools such as contingency planning, hazard mapping and early warning reports.

To be prepared for rapid response in a sudden-onset emergency, OCHA manages emergency response mechanisms to quickly mobilize humanitarian professionals with the relevant skills and experience when needed. It deploys inter-agency UNDAC teams to work with local authorities to coordinate humanitarian actors, support emergency needs assessments, and liaise between civil and military actors.

OCHA also engages with a broad range of actors, particularly regional organizations, international and national NGO networks, donors, the private sector, diaspora networks and other actors, to strengthen their involvement and participation in humanitarian response.

OCHA supports the creation of national NGO networks to enhance coordination and promote the role of these first responders in humanitarian response, while offering training on essential tools and processes to enable their full engagement in the humanitarian system. Similarly, OCHA works closely with regional organizations and diasporas to contribute to response readiness.





HUMANITARIAN FINANCING

\$713M

ALLOCATED
BY CBPFs

\$439M

ALLOCATED
BY CERF

As part of its humanitarian financing efforts, OCHA organizes high-level pledging conferences for priority crises to highlight funding needs, and it provides a platform for donors to announce pledges to enable a well-funded humanitarian response. In a humanitarian crisis, humanitarian actors in the field can immediately provide life-saving assistance using OCHA-managed pooled funds.

Country-Based Pooled Funds (CBPFs) are an OCHA funding mechanism. Since 1997, OCHA has managed these funds to bolster aid operations in 27 of the world's most severe and complex humanitarian crises, allocating more than \$5 billion to relief organizations delivering life-saving assistance for millions of the most vulnerable people.

CBPFs have become a significant component to the humanitarian community's ability to deliver principled, coordinated and more effective aid. Funding channelled through CBPFs has more than doubled over the past decade, from \$287 million in 2006 to a record \$704 million in 2016. The UN Secretary-General has called on donors to increase funding to CBPFs to 15 per cent of HRP requirements by 2018.¹

CBPFs have empowered humanitarian leadership, giving HCs the ability to directly support humanitarian operations. They have improved inclusivity by involving a wider range of partners in strategic prioritization and programming processes, and making funds directly available to national and international NGOs, UN agencies and Red Cross/Red Crescent organizations. CBPFs are the largest source of directly accessible funding for national NGOs, amounting to \$129 million in 2016 compared with \$74.4 million in 2015. In volatile contexts, where programmatic focus and priorities shift rapidly, CBPFs' flexible funding has enabled partners to innovate and tailor solutions to specific challenges.

OCHA has continuously improved the management of the funds, leading to gains in efficiency, accountability, transparency and risk management. In line with Grand Bargain commitments made at the WHS, transaction costs for pooled funds were lowered, with a reduction of UN Secretariat Programme Support Costs from 3 to 2 per cent. OCHA worked with donors to develop a Common Performance Framework for CBPFs to measure performance at country and global levels. This will be introduced in 2017.

OCHA's global funding mechanism, CERF, has proven to be a time-critical enabler of humanitarian assistance since its creation in 2005. CERF receives voluntary contributions from donors into a single fund, with a \$450 million annual funding target. This money is set aside for immediate use at the onset of emergencies, in rapidly deteriorating situations and in protracted crises that fail to attract sufficient resources. Since 2006, CERF has received more than \$4.5 billion from 126 UN Member States and observers, regional and local governments, and private donors.

In emergencies, UN humanitarian organizations apply jointly for funding that is immediately released if the proposals meet CERF's criteria, i.e., the needs are urgent and the proposed activities will save lives. With money available immediately, humanitarian organizations can deliver food, safe drinking water, medical supplies and other life-saving aid faster and more efficiently.

In December 2016, the UN General Assembly endorsed an expansion of CERF to \$1 billion per year by 2018 to ensure that the Fund can respond to the world's dramatically increasing needs.

The ERC manages CERF on behalf of the Secretary-General. The CERF Advisory Group provides policy guidance to the Secretary-General on the use and impact of the Fund.

¹At current levels, this would translate to almost \$2 billion per year

INFORMATION MANAGEMENT



Since 2014, OCHA's information strategy has aimed to improve key information and communications technology (ICT) services for staff and management, and to provide better information services for humanitarian partners. In 2016, OCHA continued to improve field Internet connectivity, support ICT in field offices and deploy emergency ICT equipment. Data analytics and business intelligence for corporate decision-making were strengthened, and they informed the change management process.

OCHA is streamlining web services, starting with ReliefWeb, to make relevant information easier to find for end users. The ReliefWeb Crises mobile application helped to integrate and provide access to specialized content from multiple sources and to gain comprehensive understanding of a crisis.

In 2016, the Humanitarian Data Exchange team focused on speeding up the flow of data across partner systems, from data collection to implementation, through the use of standard and improved workflows.

OCHA updated the Financial Tracking Service (FTS), offering a more user-friendly online service that reflects complex aid flows, such as multi-year or pass-through funding. It also continued to develop other information services intending to support the HPC, such as the field-tested Response Planning Module, which enables collaboration around the development of a HRP. To help track and better evaluate private sector contributions, OCHA also developed a guide to evaluate in-kind private sector contributions.

At the field level, OCHA offices published core information products in support of improved situational analyses to provide critical and timely information to stakeholders and the public on humanitarian emergencies. These products, which include flash updates, situation reports, bulletins, dashboards and snapshots, bring together data and analyses from the humanitarian spectrum so that decision makers receive a full picture of the current situation and trends. These humanitarian analyses strengthened effective and efficient decision-making and coordination.

The new website for OCHA's Financial Tracking Service now offers an improved user experience



In 2016, OCHA also strengthened field data, trend and contextual analysis by improving information products, content management work flows, information services, training and information management (IM) capacity. The third annual Index for Risk Management (INFORM) was published, providing data and analysis on humanitarian crisis risks for all Member States. The INFORM partnership expanded its work at the subnational level, managing risk models for Central Asia and the Caucasus, Colombia, the Horn of Africa, Latin America and the Caribbean, Lebanon and the Sahel.

OCHA completed an intensive cycle of IM training, with nearly 90 per cent of the organization's 160 IM field staff attending one of five Information Management Preparedness and Coordination Training (IMPACT) events. The training aimed to update OCHA's IM field staff on current policy, practice, tools and services that support situational awareness, which will allow them to excel in their functions in country offices.

In line with the Senior Management Team-endorsed Information Strategy 2013-2017, OCHA's digital services approach was revised in 2016 and tailored to available resources. This saw a prioritization of new funding to information services that support the HPC, notably for the completion and launch of the new FTS. In parallel, existing resources were used to strengthen OCHA's shared-services technology architecture and to start work on rationalizing key information platforms and services.

The Rationalization of Humanitarian Response and ReliefWeb initiative was launched to better support OCHA's operations by rationalizing and improving how it manages and delivers humanitarian content to its global audience and operational partners. The initiative will also make greater use of ReliefWeb and its advanced content system and curation team.

Bangkok, Thailand
OCHA and partners
attend IMPACT in
March 2016.
Credit: OCHA/Joel
Opulencia



POLICY



OCHA's policy work provides the strategic direction to ensure that humanitarian action is forward looking, adaptive, effective and principled.

Within a constantly changing humanitarian environment, OCHA's policy function provides thought leadership by anticipating and analysing emerging trends, as well as challenges and gaps, in effective humanitarian action. Working with partners, OCHA serves as an incubator by developing innovative and forward-looking concepts and strategies. It addresses gaps and trends in order to keep humanitarian action adaptive and principled, improve its effectiveness and initiate transformative processes and guidance.

OCHA's policy function also helps to advance and strengthen the normative framework for humanitarian action, including its implementation and its support to policy in action. The policy function supports Member States as an adviser and facilitator in intergovernmental processes in the Security Council and the General Assembly, and during ECOSOC negotiations. It also promotes, advances and strengthens effective and principled humanitarian action through the various mandated reports it drafts on behalf of the Secretary-General on natural disasters, the strengthening of coordination and the protection of civilians, and through its products (reference guides, aides memoire) that assist Member States and partners in their deliberations on issues including international humanitarian law (IHL), protection, principles and legal instruments.

OCHA's policy function offers authoritative, predictable and coherent thematic field advice to inform the decision-making of the ERC, and at the regional and country level, on issues such as humanitarian principles, IHL, the protection of civilians, IDPs, access, resilience and integration. Policy offers operational partners, the ERC and the broader humanitarian community advice and knowledge on system-wide relevant topics based

on its expertise, repository of policy guidelines, norms, and a collection of best practices and lessons learned. OCHA's policy products include flagship studies on system-wide issues, with recommendations and guidance on moving policy into action.



The policy function also promotes change through networks and initiatives, such as the Global Humanitarian Policy Forum, the ECOSOC Humanitarian Affairs Segment, the Dialogue for Humanitarian Partnership and, most recently, PACT.

New York, USA

To mark the twenty-fifth anniversary of GA resolution 46/182, the 2016 Global Humanitarian Policy Forum brought together more than 100 experts from Member States, UN agencies, local and international NGOs, academia and the private sector for technical discussions. The event maintained the spirit of the multi-stakeholder approach of the WHS.
Credit: OCHA/Charlotte Cans



Former UN Secretary-General Ban Ki-moon with Heads of State and Government during the World Humanitarian Summit.
Credit: UN Photo/Eskinder Debebe

World Humanitarian Summit

In 2016, the extraordinary level of humanitarian need generated an unprecedented call to action to end human suffering. For the first time in its 70-year history, the United Nations organized a World Humanitarian Summit (WHS) to mark a major shift in how the international community prepares for and responds to crises. The Secretary-General tasked OCHA to organize the Summit, which was generously hosted by the Government of Turkey.

In the lead-up to the Summit, OCHA and partners organized a series of regional, thematic and online consultations that gathered the views of more than 23,000 people and helped identify the most pressing changes that are required. These priorities were brought together in the then Secretary-General's report for the Summit, *One Humanity: Shared Responsibility*. In the report's annex, the Secretary-General put forward the Agenda for Humanity, which lays out five Core Responsibilities to reduce human suffering from crises and 24 transformations to help achieve them. This became the guiding basis for the Summit and beyond.

On 23 and 24 May 2016, the WHS brought together 9,000 participants to galvanize action and commitments to address the pressing humanitarian challenges causing so much suffering in the world. Representatives from 180 Member States, including 55 Heads of State and Government, hundreds of private sector representatives, and thousands of people from civil society and NGOs, gathered in Turkey's capital, Istanbul, to commit to action and change.

At the Summit's seven high-level round tables, senior Government representatives and representatives of civil society and the private sector discussed critical issues of the Agenda for Humanity and made concrete policy, legal and operational commitments to advance them. New initiatives and alliances were launched at 15 special sessions, and the world's best technological partners and innovators participated in an innovation fair on cutting-edge solutions. A total of 132 side events were organized by participants from a broad range of humanitarian stakeholders, including Member States, resilient communities, international, national and regional organizations, NGOs, diaspora communities, faith-based organizations, the private sector, academia and others.

The Summit generated huge support and momentum for the changes called for in the Agenda for Humanity. Stakeholders made more than 3,500 commitments and launched dozens of new partnerships and initiatives to take forward the Core Responsibilities. To sustain the spirit of collaboration, these were brought together on the Platform for Action, Commitments and Transformations, which will serve as a dynamic space to report on progress, showcase results and build on the momentum. The Summit was the starting point for concrete changes in the way the international community works with partners to address humanitarian need, risk and vulnerability.

Connecting Business initiative

The Agenda for Humanity, the Sendai Framework and the Sustainable Development Goals all emphasize the need for the systematic engagement of the private sector. Therefore, Governments, civil society, international organizations and the private sector joined forces to launch the Connecting Business initiative (CBI) at the WHS in 2016. CBI is recognized as the primary mechanism for private sector engagement in disaster risk reduction, emergency preparedness, response and recovery in the Secretary-General's report on WHS outcomes. The initiative is implemented by UNDP and OCHA with technical advice from UNISDR.

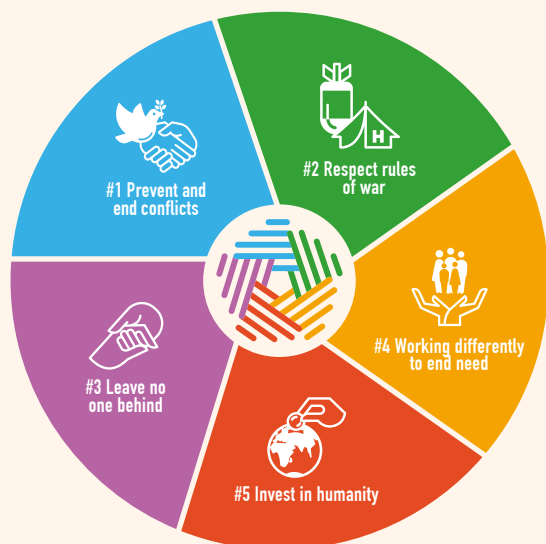
CBI engages the private sector before, during and after emergencies, increasing the scale and effectiveness of business engagement. It strengthens and supports private sector networks, providing guidance and catalytic investments to scale and replicate effective structures at national and regional levels. It provides a clear entry point for the private sector through the CBI Global Portal, sharing leading practice, facilitating collaborative action, and connecting global and local actors.

By the end of 2016, CBI worked with 10 member networks globally, with plans to expand to 40 by 2020.

Platform for Action, Commitments and Transformations

The Agenda for Humanity's Platform for Action, Commitments and Transformation (PACT – www.agendaforhumanity.org) was launched in September 2016 to sustain the spirit of collaboration demonstrated at the WHS, and to ensure continued progress in the advancement of the Agenda. PACT is a dynamic advocacy tool for all stakeholders in their efforts to advance the Agenda and the commitments made at the Summit, and to foster new commitments and partnerships.

The online platform displays individual and joint commitments, alignments with core commitments, and some of the major initiatives launched during the WHS. It also provides a voluntary self-reporting mechanism, allowing stakeholders to submit reports on progress in implementing commitments. Users can search for commitments and reports by transformations in the Agenda for Humanity, initiatives launched and cross-cutting issues (e.g., cash, gender, disaster risk reduction). Through PACT, users can also learn more about the Agenda for Humanity and the various initiatives, partnerships and alliances launched, and read success stories of how stakeholders are turning their commitments into action.



The Agenda for Humanity's 5 Core Responsibilities

STRATEGIC GOAL ONE: FIELD EFFECTIVENESS

The first goal of OCHA's 2014-2017 Strategic Plan is to ensure that the needs of crisis-affected people are met through more effective and principled humanitarian action in the field.

To achieve this goal, OCHA works with partners to ensure that humanitarian action is led by empowered, competent and experienced professionals, and that the HC and the HCT members are supported with the information, advice and analysis they need to make the key strategic decisions required. OCHA provides key situational awareness and information to stakeholders, including the public, on the humanitarian situation by developing a compelling contextual analysis and a coordinated and common narrative of needs with data.

OCHA leads the process to establish a joint understanding of humanitarian needs, and it brings together response actors to develop joint strategic plans. OCHA ensures that the in-country coordination mechanisms are adapted to each context. It also leads inter-cluster coordination to support the effective and coherent delivery of humanitarian assistance.

In line with the recommendations stemming from the WHS, OCHA ensures that coordination is effective at the subnational level, including the participation of NGOs and local actors, to better engage with affected people and to respond to their priority needs. It advocates sufficient humanitarian financing that is predictable, timely and allocated based on these priority needs. In many countries, OCHA manages CBPFs, which incentivize the wider inclusion of humanitarian partners in coordination mechanisms and funding decision-making processes, while also enhancing the opportunity for NGOs, including local NGOs, to access funding in line with commitments under the Grand Bargain to ensure more support and funding tools for first responders.

By preparing for a disaster before it strikes, OCHA can help minimize the loss of life and suffering and other related costs. Globally, OCHA manages international emergency response mechanisms, such as UNDAC and the International Search and Rescue Advisory Group (INSARAG) to guarantee rapid capacity to respond to new disasters. OCHA's field offices support the emergency response readiness capacity, including with national actors, by developing contingency plans and by taking a diverse set of actors through each step of the preparedness process.

Jérémie, Haiti
Following Hurricane Matthew, an Emergency Directors Group visits severely affected Jérémie to assess needs and scale up the humanitarian response with local and international partners on the ground.
Credit: OCHA/Rébar Jaff



LEVEL 3 EMERGENCY RESPONSE

Iraq

In 2016, military operations intensified to retake areas under the control of ISIL. Nearly 700,000 people were newly displaced, including in major military operations in Ramadi in February and Fallujah in June. Some 3 million Iraqis were internally displaced, living in 3,700 locations across the country. Iraq's Kurdistan Region hosted more than 1 million Iraqi IDPs and refugees from neighbouring countries. Another 1.5 million people had returned to retaken areas, where many continue to depend on assistance.

Iraq had been an active IASC System-Wide Level Three Emergency since 2014. However, the humanitarian crisis escalated further on 17 October 2016, with the start of military operations to retake the city of Mosul. At that time, it was estimated that between 1.2 million and 1.5 million Iraqis were living in the affected area, and contingency planning estimated that up to 1 million people might flee the fighting in a worst-case scenario. But by the end of 2016, most of the territory on the eastern bank of the Tigris had been recaptured, more than 121,000 people had been displaced from Mosul and conditions were rapidly deteriorating in remaining ISIL-held areas, primarily in western Mosul.

In an extremely challenging operating environment, with ongoing conflict, large-scale displacement and simultaneous mass returns, OCHA Iraq continued to provide vital coordination services, including support to the HC and HCT, field coordination, civil-military coordination, humanitarian planning, management of the Iraq Humanitarian Pooled Fund (IHPF), communications, response monitoring and reporting. In 2016, assistance was coordinated to reach some 5.8 million people through 155 humanitarian organizations. To provide a dedicated coordination hub for the Mosul response, including in newly accessible areas close to the front lines, the OCHA-managed Humanitarian Operations Centre for Mosul (HOC)

was established in Erbil. The HOC served to strengthen coordination between humanitarian clusters, emergency response managers, civil-military coordination, UN Mine Action Services and the NGO community, ensuring resources are easily accessible to all humanitarian responders. The HOC established a system of zone coordinators to provide holistic support and help allocate resources to areas of greatest need. It provides a liaison function with Government and local inter-cluster coordination structures, and it maintains a direct reporting line to the HC.

The two OCHA-coordinated and highly prioritized appeal documents for 2016 helped to raise a significant amount of humanitarian funding. The 2016 HRP received 84 per cent, or \$725 million, of the \$861 million requested. The Mosul Flash Appeal, launched in July to ensure humanitarian partners could prepare for the humanitarian fallout of military operations, received 97 per cent, or \$277 million, of the \$284 million requested. The IHPF allocated \$88.3 million, supporting 55 partners and 135 projects.



Coordination demands in the Iraq context are high and complex: in 2016, the operation involved engagement with the national Government and the Kurdish regional governments, 10 governorates, 11 ministries, 2 Government coordination centres, multiple security forces, armed groups and religious endowments, 150 NGO partners, 13 UN agencies and more than 66 Member States active through the Counter-ISIL Coalition.

Akré, Iraq

A displaced Yezidi-Kurdish child from Sinjar living in Mamilyan IDP camp in Akré, Duhok Governorate, Iraq. Some 13,000 IDPs, mostly Yezidi Kurds, live in this camp. Credit: OCHA/Giles Clarke

Humanitarian partners work with 18 separate coordination bodies between the two Government structures. The HCT and Inter-Cluster Coordination Group are split between the capital, Baghdad, and the regional capital, Erbil.



Busia, Uganda

A South Sudanese boy holds his brother during registration procedures in the city of Busia. Uganda took in just under 400,000 South Sudanese refugees in 2016, as armed conflict spread fear and uncertainty in the world's youngest country.

Credit: UNHCR/
Alessandro Penso

South Sudan

The South Sudan crisis deepened and spread in 2016, with fighting engulfing previously stable areas, and food insecurity and malnutrition escalating to unprecedented levels. The eruption of clashes in the capital, Juba, in July 2016 preceded mass displacement in multiple locations, and there were reports of grave violations against civilians, including sexual violence.

In addition to rising needs, humanitarian workers were faced with an increasingly difficult and dangerous operating environment. Following the outbreak of conflict in Juba in July 2016, there was a spike in humanitarian access challenges. Twenty-four aid workers were killed in 2016, more than 1,100 aid workers were relocated due to active hostilities and insecurity, and aid supplies were looted in 71 incidents.

Despite these challenges, more than 5.1 million people received assistance in 2016. OCHA ensured robust prioritization of the HRP, and it supported system-wide resource mobilization, leading to the appeal being 92 per cent funded—the highest level of any L3 or corporate emergency.

OCHA contributed significantly to the scale-up of humanitarian operations, coordinating the response to major outbreaks of violence, including in Malakal and Pibor in February, Wau in February and June, Juba in July, and key hotspots in the Equatorias in the latter half of the year. In addition to being based in Juba, OCHA South Sudan maintained a subnational presence in Bentiu, Bor, Kuajok, Malakal, Mingkaman, Rumbek and Wau.

Given the complexity of the humanitarian situation, OCHA South Sudan stepped up its efforts to promote the centrality of protection in the humanitarian response in 2016, and it continued to engage with the United Nations Mission in the Republic of South Sudan (UNMISS) to promote the mission's robust and proactive Protection of Civilians activities. OCHA South Sudan intensified operational access negotiations as the conflict spread, facilitating collective humanitarian response in hard-to-reach areas, including south of Mundri, outside Wau town, and in central and southern Unity. OCHA also engaged in high-level dialogue to urge parties to the conflict to ensure free, safe and unhindered humanitarian access.

OCHA South Sudan revised the thresholds and content of inter-agency rapid needs assessments, enhancing the availability of empirical data to inform the response, and it improved the availability of real-time data on internal displacement, working closely with partners.

Syria

In 2016, protracted fighting and human rights and IHL violations—compounded with mass displacement, injuries and loss of life—continued to cause immense human suffering for the 13.5 million people in need across the country. Warring parties continued to block and impose constraints on humanitarian access, failing to lift sieges, end the indiscriminate targeting of civilians and ci-

vilian objects, or provide rapid, safe, unhindered, unconditional and sustained access to all people in need.

Throughout 2016, the UN and its humanitarian partners in Syria and across its borders reached an estimated 11.2 million people in need. On average, some 6.2 million people were reached on a monthly basis. Despite multiple challenges, 2016 saw an increase in assistance reaching people in besieged and hard-to-reach locations, with an average of 288,000 people reached monthly with some form of humanitarian assistance in besieged locations and 558,000 in hard-to-reach locations. OCHA supported the humanitarian community in Syria to deliver assistance through various modalities, such as regular programming, cross-line and cross-border operations and air drops.

OCHA's Syria crisis response takes a Whole of Syria approach, combining the efforts of offices in Amman, Beirut, Damascus and Gaziantep with a Regional Office for the Syria Crisis into a single coordinated response. OCHA Syria (Damascus) works to ensure improved effectiveness on the response inside Syria, including through effective intersector operational coordination, and by supporting the HC, HCT and intersector coordination group. The office also supports improved humanitarian access and leads the planning and deployment of inter-agency convoys to besieged and hard-to-reach locations.

OCHA Turkey (Gaziantep) supports the wider humanitarian community through coordination, IM support, and regular reporting and analysis. On the operational front, OCHA Turkey conducts advocacy and negotiation with non-State armed groups (NSAGs) for access and the promotion of IHL, facilitating contact with NSAGs and humanitarian partners. The office also supports partners with clarifying NGO registration and operational rules in Turkey.

OCHA Jordan (Amman) acts as secretariat to the Cross-Border Task Force, which is the senior strategic and decision-making body for southern Syria under the RC/HC's stewardship. OCHA Jordan also provides civil-military coordination support between the Jordanian Armed Forces and humanitarian actors involved in providing assistance to Syrians stranded at the berm, on Jordan's north-eastern border.

OCHA Lebanon supports the RC/HC's endeavour to ensure a coherent and effective humanitarian response to people in need in



Jibreen, Syria
Children staying in a large warehouse in Jibreen village. The warehouse is used to shelter displaced families from eastern Aleppo. Credit: UNICEF/Rzehak

Lebanon and the centrality of protection in humanitarian action within the context of the Syrian crisis. The offices also have a focal point based in Beirut for coordination with NGOs working cross border from Lebanon.

The Regional Office for the Syria Crisis (Amman) provides services and convening functions to support the humanitarian leadership for Syria, the four OCHA country offices and humanitarian partners in Iraq, Jordan, Syria and Turkey, acting as a sub-regional hub for technical support to enhance aid effectiveness and accountability for the Syria response. In addition, the regional office provides day-to-day oversight of the OCHA Whole of Syria Dohuk cell in Iraq. In 2016, the CBPFs allocated \$48.5 million in Syria, \$26 million in Lebanon, \$94 million in Turkey and \$11.1 million in Jordan.

Yemen

The conflict between the Government of Yemen and allied Saudi Arabian-Led Coalition security forces and the Houthi/General People's Congress continued throughout 2016. The front lines did not change significantly during the year, but Taizz Governorate in particular was contested, and active ground fighting made the regular delivery of humanitarian goods to Taizz city challenging. The country remained a Level 3 emergency response throughout 2016, and OCHA supported a newly appointed HC in making progress against the Level 3 emergency response benchmarks. The operational environment improved compared with 2015, and OCHA maintained offices in Aden, Amman, Ibb, Hudaydah, Sa'adah and Sana'a. In Riyadh, OCHA also supported the Deconfliction Liaison Team.

OCHA coordinated assistance to more than 5.6 million people, with nearly 4 million people receiving food assistance every month. It also coordinated the provision of safe drinking water to more than 1.2 million people, medicine and supplies for 1.3 million people, the treatment of 530,000 cases of acute malnutrition and the delivery of essential house-

hold items to more than 500,000 displaced people. The Yemen Humanitarian Fund allocated nearly \$100 million, and CERF provided \$15 million to support urgent needs, such as those related to the cholera outbreak.

In May 2016, an Emergency Directors Group team travelled to Yemen to assess support requirements. It noted that significant additional support was required to ensure adequate response capacity, especially across subnational hubs, and it later informed IASC Principals to extend the Level 3 emergency response activation. In October, the ERC visited Sana'a and Hudaydah, witnessing the challenges faced by health facilities and the impact of restrictions imposed by the parties caused by conflict-related damage to Yemen's main port in Hudaydah.

The protracted conflict affected livelihoods and services. As a result, the World Bank and the UN developed joint programming, focusing on Yemen's most vulnerable areas to ensure the survivability of basic services and the provision of emergency livelihoods support to the most vulnerable people.

Sa'ada, Yemen
A student at Aal Okab school stands in the ruins of a classroom that was targeted in a June 2015 air strike



CORPORATE EMERGENCIES

Haiti and Hurricane Matthew

Category 4 Hurricane Matthew, which struck Haiti on 4 October, affected more than 2.1 million people, mainly in the southern Departments of Grand'Anse, Nippes and Sud. As this was the first new crisis following the WHS, OCHA increased the effectiveness and efficiency of the humanitarian response through the key commitments of the Grand Bargain.

OCHA declared a corporate emergency in order to quickly scale up the response and strengthen its country office capacity through surge deployments. An UNDAC team was pre-deployed to Haiti ahead of the hurricane to reinforce national and local systems. Rapid assessments ascertained the impact of the devastating hurricane and shaped the response, and OCHA deployed a DHC and additional OCHA emergency response capacity.

OCHA supported the HCT and the Government-led response entity, the Department of Civil Protection (DPC), to agree on the coordination strategy and immediate response priorities. Under the leadership of national and departmental authorities, intersectoral coordination was established to ensure coherence of activities and avoid duplication of efforts. To move field coordination and response closer to the most affected areas and people, OCHA set up two coordination hubs in Jérémie (Grand'Anse) and Les Cayes (Sud).

In coordination with the Government and humanitarian partners, OCHA supported the HCT to launch a Flash Appeal for \$120 million (revised to \$139 million) to meet the most urgent humanitarian needs of 750,000 people. CERF provided \$10.3 million to address hurricane-related needs, as well as a loan of \$8 million to UNICEF to scale up the response to a spike in cholera cases.

OCHA encouraged non-conditional and multisectoral cash coordination and deployed dedicated cash-coordination capacity. It also



deployed dedicated capacity for community engagement and ensured that the Humanitarian Information Service (led by Internews) was integrated into coordination structures to ensure that feedback from affected communities informed decision-making. OCHA advocated a smooth transition from relief to recovery and sought donor funding of resilience activities to help bridge the gap to development.

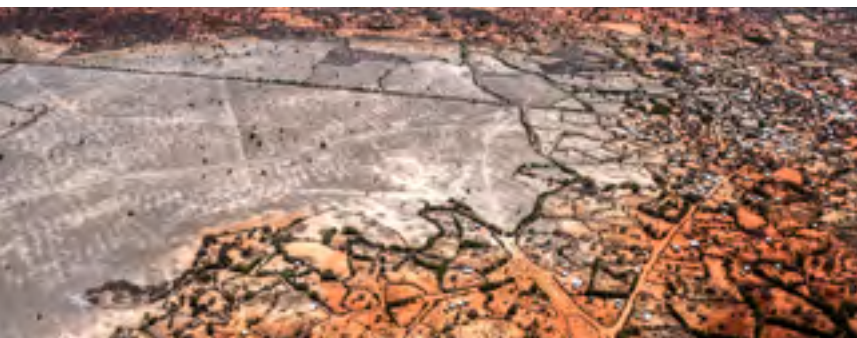
In addition to coordinating response to the hurricane, OCHA Haiti worked throughout 2016 to raise awareness and funding for persistent humanitarian issues, such as the cholera epidemic, the vulnerability of Haitians returning from the Dominican Republic, food insecurity, and the need for disaster preparedness and response. To address these needs, OCHA coordinated the development of an HRP in early 2016, requesting \$193.8 million, targeting 1.3 million people of the 2.1 million people who needed assistance (20 per cent of the country's population). OCHA prepared key information products to highlight the cholera epidemic, food security and Hurricane Matthew to enhance coordination to the response. OCHA seconded three staff members to provide technical capacity in coordination, communication and information management to the DPC. At the request of the Haitian Ministry of Interior, OCHA also facilitated collaboration with the National Emergency Commission of the Dominican Republic to ensure a coordinated joint response to future disasters.

South-west Haiti

People cross a flooded river with the help of a rope and porters after a bridge was washed away. Hurricane Matthew hit Haiti on 4 October 2016. Credit: UN MINUSTAH/Logan Abassi

El Niño

The 2015-2016 El Niño was one of the strongest in recorded history. It severely affected the lives and livelihoods of more than 60 million people, especially in East and



Dinsoor (Bay Region), Somalia: A birds-eye view from a UN Humanitarian Air Service aircraft shows the severe impact of drought in the region.
Credit: Giles Clarke

Southern Africa, Central America and the Pacific. Twenty-three countries appealed for international humanitarian assistance at a total cost of more than \$5 billion. There is still room to improve the timeliness of the global response to future episodes, but with OCHA's efforts, the response was mobilized earlier and at a greater scale than in any previous episode. OCHA field offices played a critical role in raising the alarm among humanitarian partners and leading El Niño-related preparedness and response work, supporting the development of appeals and facilitating a coordinated and effective response.

In many contexts, OCHA proactively supported more effective collaboration and coordination with development partners, including by supporting more joint analysis and advocating more collective and coherent programming. Globally, CERF was one of the quickest and largest supporters of early humanitarian action, allocating nearly \$61 million to 13 countries affected by El Niño: Angola, Djibouti, Fiji, Guatemala, Lesotho, Madagascar, Mongolia, Mozambique, Papua New Guinea, Somalia, Swaziland, Timor-Leste and Vietnam.

OCHA supported an unprecedented global coordination of the response by conven-

ing regular inter-agency El Niño meetings, bringing together UN and non-UN humanitarian partners, UNDP, the World Bank, the World Meteorological Organization and an inter-agency subgroup focused on communication and advocacy to agree on common messaging and to support resource mobilization.

OCHA organized or co-organized regular high-level events in Geneva, New York and Rome to raise the profile of El Niño's impact and related needs to mobilize greater support for the response. It maintained an El Niño information hub through www.unocha.org/el-nino to act as a one-stop shop for information from various organizations and from around the world.

OCHA also produced a series of analytical information products at the global, regional and national levels, including a monthly global overview with the latest forecasts and information on the humanitarian impact, needs and response. From May to December 2016, OCHA hosted the inter-agency secretariat for the Secretary-General's Special Envoys on El Niño and Climate. As part of this mandate, OCHA supported a number of field visits as well as donor capital visits, which highlighted the broader El Niño and climate issue.

OCHA facilitated the development of the Special Envoys' Blueprint for Action for at-risk Governments on how to adapt national development plans to prevent El Niño episodes from becoming a humanitarian crisis.

OCHA also co-led a process to develop inter-agency standard operating procedures (SOPs) to support earlier action to future El Niño episodes. This involves outlining a set of actions that development and humanitarian organizations commit to take on within agreed timelines when early warning signs indicate an elevated probability of an event.

Ethiopia

In 2016, OCHA Ethiopia supported the Government-led response to one of the largest droughts to hit the country in decades. At the peak of the drought, more than 10.2 million people were targeted for assistance.

Successful early warning and early action defined the humanitarian response in 2016. In late 2015, OCHA prepared an early warning document on the El Niño-driven drought on behalf of the HCT. Throughout 2016, OCHA continued to inform partners of changing humanitarian needs and the deteriorating context. This included releasing two statements highlighting the priorities to complement the 2016 Humanitarian Requirements Document (HRD), prepared jointly with the HCT and the Government. The year concluded with another early warning document, raising the alarm of a new drought in southern and eastern Ethiopia. The document preceded the launch of the 2017 HRD and allowed partners to recalibrate the response to the newly affected areas.

OCHA's partnership with the Government's Disaster Risk Management Commission (NDRMC) on behalf of the HCT was key to a successful humanitarian response, as identified by a lesson-learning exercise in late 2016. OCHA began to co-chair the federal Disaster Risk Management Technical Working Group meetings with NDRMC in 2016, strengthening the HCT's interaction with Government counterparts. By liaising closely with NDRMC, OCHA regularly updated joint Government-HCT messaging to donors. OCHA also supported the HC in her engagement with high-level Government officials.

Throughout the year, OCHA worked with the Government and the HCT to improve the evidence base to inform decision-making on humanitarian operations and resource mobilization. This included support for the Government-led, inter-agency biannual needs assessments that informed the 2016



HRD and its midyear review, and launching a new methodology for humanitarian response monitoring to identify the scope of emerging humanitarian needs.

To support greater effectiveness and accountability of cluster leadership, OCHA convened HCT, cluster-lead agency and inter-cluster coordination meetings and identified clusters requiring additional support. All clusters had dedicated coordinators for the year, but in instances where certain clusters were underperforming, OCHA advocated with cluster-lead agencies to strengthen the existing structures. It also advocated with the IASC Emergency Directors Group to strengthen cluster leadership and accountability for cluster performance.

When the scale of the crisis became clear in late 2015, donors contributed nearly \$1 billion to the response efforts, complementing the significant Government contributions. In addition to preparing early warning documents, OCHA supported resource mobilization by organizing a joint Government-HCT visit to donor capitals to highlight the Global Call for Support and Action: Responding to El Niño and a visit by the OCHA Donor Support Group to El Niño-impacted areas in Ethiopia. The donor interaction was complemented by high-level advocacy efforts, including a round-table discussion that OCHA organized in Addis Ababa, with the participation of the UN Secretary-General, Deputy ERC, Deputy Prime Minister of Ethiopia, ECHO Commissioner and USAID Administrator. In May, OCHA supported the

Tigray Region, Ethiopia

Seed distribution is carried out during the *meher* (summer) season.

Credit: GOAL/ Anteneh Tadele

Government of Ethiopia's participation at the WHS, including co-chairing a side event on the situation in Ethiopia.

The OCHA-managed Ethiopia Humanitarian Fund (EHF) halved its application processing time in 2016 from two months to 30 days. The Fund allocated \$75 million for 82 projects in 2016, making EHF one of the world's largest CBPFs. The pooled fund gained four new donors in 2016: Australia, Germany, South Korea and the United States.

OCHA Ethiopia is based in Addis Ababa with sub-offices in Dire Dawa, Gambella Town, Gode, Hawassa, Jijiga and Semera.

Nigeria

The humanitarian crisis in north-east Nigeria was among the world's largest in 2016. Some 14.8 million people in Adamawa, Borno, Gombe and Yobe states were affected, including 7 million people who needed urgent assistance and 2.2 million IDPs.

What started as a protection crisis developed into an urgent food crisis, with thousands of people on the verge of a famine. An estimated 4.7 million people across Adamawa, Borno, Gombe and Yobe were severely food insecure in 2016. The figure was expected to remain high, with a credible risk of famine in 2017.

Ongoing returns added complexity to the humanitarian crisis. More than 1 million IDPs have returned to their places of origin since August 2015. However, many remained in the nearest town centre, unable to return to their home villages due to insecurity. They remain largely dependent on humanitarian aid. Meanwhile, some 200,000 Nigerians remained refugees in neighbouring Cameroon, Chad and Niger.

Given the complexity of the situation, OCHA supported the continued deployment of a DHC in north-east Nigeria along with the shift of the centre of operations of all humanitarian activities from Abuja to Maiduguri, the epicentre of the crisis. OCHA played a significant role in establishing effective humanitarian coordination structures and infrastructures in the north-east, including the Operational Humanitarian Country Team and sector working groups in Maiduguri, and humanitarian hubs in Borno state. This allowed the humanitarian community to rapidly scale up humanitarian assistance in the highly volatile security environment.

OCHA's coordination efforts with the Nigerian military were of utmost importance in ensuring and sustaining access to the affected people in hard-to-reach areas. By the end of 2016, an estimated 700,000 people remained beyond humanitarian workers' reach. OCHA also supported journalists travelling to those areas to report on and raise global awareness of this underreported crisis.

OCHA strengthened strategic coordination with the Government at all levels to help ensure greater coordination on humanitarian issues between the authorities and the humanitarian community, which supported the timely scale up of humanitarian assistance.

OCHA supports humanitarian action in Nigeria through its offices in Abuja, Damaturu, Maiduguri and Yola, and a small presence in Gombe.

Nigeria
Young girls in the Bama centre in north-east Nigeria, which sheltered some 7,500 displaced people escaping Boko Haram insurgents in 2016.
Credit: UNHCR/
Helene Caux





Iraqi IDPs, mainly from Gogjali on the eastern outskirts of Mosul, arrive at Hasansham camp within 24 hours of its opening.
Credit: UNHCR/Ivor Prickett

Level 3 (L3) emergencies and corporate emergencies

An IASC Humanitarian System-Wide Emergency Response, more commonly referred to as an **L3 emergency response**, is activated when a humanitarian situation suddenly and significantly changes and, following an analysis of five criteria (scale, complexity, urgency, capacity and reputational risk), it is clear that the capacity to lead, coordinate and deliver humanitarian assistance and protection on the ground does not match the scale, complexity and urgency of the crisis. In coordination with the Inter-Agency Standing Committee Principals, the Emergency Relief Coordinator designates a crisis a Level 3 emergency response to mobilize the resources, leadership and capacity of the humanitarian system. The decision to designate a Level 3 emergency response depends on key criteria, including the scale of the emergency, the urgency and complexity of the needs, the lack of national capacity to respond and the reputational risk for the humanitarian system. In 2016, OCHA managed and supported four IASC Level 3 emergency responses in Iraq, South Sudan, Syria and Yemen.

Corporate emergencies are rapid-onset or rapidly escalating crises requiring OCHA's highest level of response. The Under-Secretary-General for Humanitarian Affairs declares a corporate emergency after considering the scale, complexity and urgency of the situation, as well as OCHA's capacity to respond in the affected country and region. Corporate emergencies prompt all parts of OCHA to prioritize support to the OCHA field offices involved.

PROTRACTED EMERGENCIES



Higlo village, Somalia

The rapid spread of drought has stripped millions of people of their means of survival. This photo shows livestock that perished in the drought.

Credit: UNOCHA/
Cedric Petit

South Sudan, Somalia, North-East Nigeria and Yemen

In 2016, a combination of escalating violence, mass displacement, drought and one of the strongest El Niño events on record led to widespread food insecurity and humanitarian needs. In many parts of the world, protracted conflict was the primary driver of food insecurity, malnutrition and outbreaks of preventable diseases.

In Yemen, nearly two years of war left an estimated 18.8 million people in need of humanitarian or protection assistance—a 20 per cent increase since 2014. In north-east Nigeria, the eight-year violent conflict exacerbated as the Nigerian Armed Forces took back areas previously held by Boko Haram, resulting in a food and nutrition crisis for 4.7 million people. The violence spilled over to neighbouring states and countries in the Lake Chad Basin, causing a regional crisis with mass displacement within and across borders.

In South Sudan, fighting between armed actors and intercommunal violence spread across the country, including to previously peaceful areas. By mid-December, more than 3 million South Sudanese had been forced to flee their homes. Food insecurity and disease

had reached their highest levels since the conflict began in 2013.

In Somalia, successive failures of seasonal rains worsened drought and stripped millions of people of their means of survival. Drought conditions quickly spread to the southern and central regions and, combined with ongoing insecurity and conflict, they forced thousands of people to leave their homes to search for food and safety.

By the end of 2016, global food insecurity showed clear signs of deterioration in South Sudan, Somalia, north-east Nigeria and Yemen. The collapse of basic services, endemic food insecurity, destruction of livelihoods, and underdevelopment and conflict increased displacement and led to alarming levels of hunger and malnutrition. In these four countries alone, nearly 20 million people were facing severe food insecurity and the risk of famine. Humanitarian partners continued to carry out large-scale operations throughout the year, but protracted conflict and compromised humanitarian access undermined operations in all four countries.

Tawilla, North Darfur

OCHA Director of Operations John Ging and Government of Sudan officials meet staff of the clinic run by Médecins Sans Frontières (Spain), which provides health-care services for internally displaced persons in Tawilla.
Credit: OCHA/Amy Martin



OCHA ensures that coordination is effective at the subnational level, including the participation of NGOs and local actors.

FIELD OFFICES

Europe, Central Asia and the Caucasus



Afghanistan
Displaced Afghan children living in the Bish-Bator camp wait to receive psychosocial assessments and support. In 2016, some 661,000 people were newly displaced around the country.
Credit: OCHA

Afghanistan

In 2016, the conflict continued to worsen, causing 661,000 people to be newly displaced, the highest annual level of displacement recorded to date. Humanitarian needs were further compounded by the return of 620,000 refugees and undocumented Afghans from Pakistan, many of whom will be unable to return to their places of origin.

In March, OCHA took over UNHCR's responsibility to coordinate the response to the needs of conflict-affected IDPs. OCHA's approach included reviewing and screening petition lists, planning joint assessments, coordinating response, and reporting on and updating the numbers of IDPs who needed assistance and those assisted. To showcase displacement trends across Afghanistan and to ensure a well-coordinated response, OCHA developed a weekly interactive online dashboard.

OCHA developed the HCT-approved Household Emergency Assessment Tool (HEAT)—a household-level questionnaire designed to obtain a quick and accurate picture of key needs and vulnerabilities in the immediate aftermath of an emergency. Some 275 HEAT needs assessments were carried out in 2016, tripling the 2015 number. This helped to standardize assessments and the data-collec-

tion methodology and led to a more coherent response. The tool is also available through the KoboCat platform, which enables the digital collection of data through mobile phones and tablets.

In line with the Grand Bargain commitments, OCHA supported the global DFID-funded preparedness initiative in Afghanistan, aimed at strengthening the humanitarian community's readiness to collectively use cash transfers as part of emergency response, market harmonization, partner capacity enhancement and strengthening protection.

Following the 2015 Coordination Architecture Review, the HCT agreed on the use of a quarterly reporting framework tool for cluster-lead agencies to update on progress, key concerns and gaps around clusters' core functions and deliverables. OCHA's country office is based in the capital, Kabul, with sub-national offices in Fayzabad, Gardez, Herat, Jalalabad, Kandahar, Kunduz, Maimana and Mazar-i-Sharif.

Pakistan

In 2016, while supporting IDPs in displacement, humanitarian partners assisted the Government of Pakistan in facilitating the return of 117,395 IDPs to the Federally Administered Tribal Areas, and the repatriation of some 381,275 refugees and 248,189 undocumented Afghans. The centrality of protection, joint advocacy for humanitarian space, gender mainstreaming and the transition from humanitarian to development action have guided the overall response in Pakistan.

OCHA worked closely with the HCT and the clusters to review coordination mechanisms to ensure a robust, efficient and sustainable response, including facilitating a mission of the Senior Transformative Agenda Implementation Team. At the operational level, coordination mechanisms have focused on joint field assessments, response, monitoring

and advocacy. Good collaboration between the clusters, Government partners and the HCT resulted in a tightly focused Humanitarian Strategic Plan (HSP).

OCHA supported the HCT to formulate a new strategy on access and establish a Humanitarian Access Working Group (HAWG). Proactive and positive engagement between the HAWG and the military removed 85 per cent of access limitations. OCHA also led HCT preparedness and partnership efforts with the Government, ensuring the complementarity of preparedness plans. Procedures were jointly developed with the Pakistan National Disaster Management Authority to implement the multisector initial rapid assessment (MIRA). OCHA supported the INSARAG External Classification process to strengthen national rescue capacity.

OCHA continued to support the Government in formulating national guidelines and a policy on cash-transfer programmes. In line with its commitments under the Grand Bargain, OCHA provided support to the multisectoral Cash Working Group to harmonize cash-based interventions.

In 2016, the Pakistan Humanitarian Pooled Fund disbursed \$6 million, of which 73 per cent was disbursed through national NGOs. The HSP was funded at 52 per cent by the end of December. OCHA Pakistan is based in the capital, Islamabad, with subnational offices in Karachi, Lahore and Peshawar.

Ukraine

The armed conflict in eastern Ukraine continued in 2016, triggering humanitarian needs, claiming lives and resulting in damages to critical civilian infrastructure. The OCHA country office continued to provide support and advice to the HC and the HCT to ensure coherence in advocacy and principled, strategic action.

OCHA's major role in advocacy and access-related efforts continued to be prioritized and appreciated as a way to effectively support the humanitarian community and address the plight of affected people.



OCHA Ukraine was recognized as an effective and dedicated body that supported humanitarian coordination in leading interaction with parties to the conflict on access and other issues of humanitarian concern. The highly politicized and unpredictable context required an impartial, principled and all-encompassing approach to these issues, for which OCHA was well positioned to pursue in support of and collaboration with other organizations. In addition, the country office regularly facilitated visits by donors and the Government to eastern Ukraine.

The five sub-offices in Donetsk, Kramatorsk, Luhansk, Mariupol and Sievierodonetsk in eastern Ukraine remained fully operational. They provided enhanced coordination in the most affected areas, particularly along the contact line, which has become the de-facto border between the Government-controlled

Kramatorsk, Ukraine

People of all ages attended a humanitarian marketplace on World Humanitarian Day 2016.
Credit: OCHA

and non-Government-controlled areas of eastern Ukraine.

A consultative development of the HPC resulted in an evidence-based 2017 HRP targeting the most vulnerable people. It included a clear path for bridging siloes between humanitarian and development action.

Regional Office for Central Asia and the Caucasus (ROCCA)

Throughout 2016, ROCCA's activities focused on reinforcing field support to UN RCs and humanitarian partners, concentrating on priorities set for the most vulnerable countries.

In Armenia, ROCCA provided IM support to the UN RC during the April conflict escalation in the Nagorno-Karabakh (South Caucasus) conflict zone. As part of its preparedness activities, an emergency response preparedness (ERP) approach was introduced in all countries of the region. And with the support of its Humanitarian Advisory Teams (HATs), ROCCA organized and facilitated simulation exercises in Georgia, Kyrgyzstan and Tajikistan.

ROCCA continued building awareness and providing consultation to the region's Governments regarding accession to INSARAG. Focusing on the centrality of protection, ROCCA succeeded in integrating protection into Minimum Preparedness Actions and Advanced Preparedness Actions. It advocated

mainstreaming protection, including child protection and gender-based violence (GBV), into country-based preparedness-and-coordination efforts in partnership with UNFPA, UNHCR, UN Women and Governments.

The regional risk model at subnational level, based on INFORM, was developed in consultation with the Regional IASC Task Force for the Caucasus and Central Asia. ROCCA brokered customs agreements between the UN and the Governments of Armenia and Tajikistan.

In Kyrgyzstan, ROCCA spearheaded the development of an international humanitarian assistance law, which is expected to be adopted in 2017. As part of strengthening partnerships with regional organizations, the Collective Security Treaty Organization, IFRC and OCHA signed a document confirming key areas for cooperation in 2017. Cooperation was also maintained with the Almaty-based Center for Emergency Situations and Disaster Risk Reduction (CESDRR). As part of the OCHA/UNEP Joint Project, ROCCA contributed to building the capacity and expertise of CESDRR staff and Government agencies of Kazakhstan and Kyrgyzstan in environmental emergencies and information management.

ROCCA is based in Almaty, Kazakhstan, with three HATs in Armenia, Kyrgyzstan and Tajikistan.

Latin America and the Caribbean

Colombia

Despite the positive impact of the peace process with the Revolutionary Armed Forces of Colombia-People's Army, other actors, such as the National Liberation Army and post-demobilization armed groups, continued to create humanitarian impacts in 2016. OCHA continued to monitor humanitarian trends and support links between humanitarian, development and peacebuilding efforts.

OCHA promoted better interaction with peacebuilding and development actors in an enlarged HCT/UNCT and with 12 newly created Local Coordination Teams. It directly supported these teams with the collection, processing and analysis of humanitarian data in relation to attacks against civilians, threats, sexual and gender-based violence and other IHL infractions. OCHA monitored the humanitarian impact of new sources of violence. Some were less visible and more difficult to monitor, such as threats against civilians, access constraints and social control imposed by new armed groups, GBV, and the use of children by armed groups.

OCHA regularly engaged national authorities for common analysis and information sharing. It created an Information Management and Analysis Unit, managed jointly with UNDP and the UN RC's office. The unit worked closely with think tanks, the UN Human Rights Office, the Ombudsman's Office and field staff to better analyse the nature and humanitarian impact of threats against civilians.

OCHA supported the Disaster Risk Management Unit (UNGRD) in analysing natural disaster figures, impacts and response gaps. The HCT developed an inter-agency emergency response plan, which was tested in the simulation exercise in October 2016. An Inter-agency Border Response Plan was developed for the situation on the border with Venezuela.



The Colombia CBPF financed 12 projects with a total value of \$2.1 million, aligned fully with the 2016 HRP.

OCHA Colombia is based in Bogota, with seven subnational offices in Arauca, Cali, Cucuta, Monteria, Pasto, Quibdo and Villavicencio.

Regional Office for Latin America and the Caribbean (ROLAC)

More than 10.7 million people across Latin America and the Caribbean were affected by disasters and emergencies in 2016. Livelihoods were destroyed when El Niño exacerbated the drought in Central America and the Caribbean and caused heavy rains in South America. Large-scale emergencies, such as the Ecuador earthquake in April and Hurricane Matthew in the Caribbean in October, demanded the humanitarian community's attention and response.

Millions more people were affected by the Zika epidemic and other vector-borne diseases. Violence forced families to flee and seek refuge in the Northern Triangle in El

Colombia

In one of her visits to the country, ASG for Humanitarian Affairs and Deputy Emergency Relief Coordinator Kyung-wha Kang listens to an elderly woman discuss the humanitarian challenges facing her community. Credit: OCHA

Salvador, Guatemala and Honduras. ROLAC provided coordination to ensure effective and inclusive humanitarian action, and to improve operational readiness and response.

The 2016 hurricane season was the most active since 2012 and the deadliest since 2005, with hurricanes Earl, Matthew and Otto strongly impacting the region.

ROLAC helped mobilize more than \$205 million, including \$28 million through CERF for five disasters in the region. ROLAC supported Guatemala and Honduras to develop a joint HRP requesting \$57 million for Guatemala and \$44.2 million for Honduras in response to the drought.

ROLAC deployed 53 people to support emergency response in the region: 20 OCHA ROLAC staff and 41 UNDAC members to Ecuador

for the earthquake, to Haiti for Hurricane Matthew, to Paraguay for floods and to Angola to respond to the yellow fever outbreak.

In response to the Ecuador earthquake, which caused 661 deaths, injured 6,274 people and affected 380,000 people, OCHA mobilized an UNDAC team, and ROLAC maintained an active presence in the field during six months of the emergency. This enabled intersector coordination, assessment and advocacy for an efficient response to the most vulnerable communities. A Flash Appeal for \$72.8 million was launched, and CERF allocated \$7.5 million.

ROLAC is based in Panama. In 2016, it had HATs in eight countries: Bolivia, the Dominican Republic, Ecuador, Guatemala, Honduras, Mexico, Nicaragua and Peru.

Ecuador

Former students of the Mons Enrique Bartolucci primary school play at the site of their former school, which was damaged heavily by the earthquake.
Credit: UNHCR/
Santiago Arcos
Veintimilla



West and Central Africa



Chad

Hadia, 32, from CAR brings her children and their local friends to the field to play and help after school. After more than a decade in Chad, Hadia has rebuilt her life with the family by working with the host community. Credit: UNHCR/Qualid Khelifi

Central African Republic (CAR)

In 2016, OCHA supported the HCT in developing a three-year HRP strategy (2017-2019) with annual plans to ensure better alignment of humanitarian, early recovery and development initiatives of the National Recovery and Peacebuilding Plan. The strategy aims to start preparing the ground for an eventual gradual transfer of responsibilities to national authorities, and to provide basic social services and protection to the population.

OCHA CAR fostered the process of decentralization and strengthened three subnational offices in Bouar, Bambari and Kaga Bandoro, providing them with additional support and field capacity in coordination, the production of IM products, analyses and the promotion of humanitarian access and principles. The capacities of five smaller sub-offices were also strengthened to enable OCHA to quickly establish mobile sub-offices to ensure coordination structures in locations where the humanitarian context suddenly deteriorated. The dynamic field presence allowed OCHA to adjust to changing humanitarian conditions

so that it can respond adequately to coordination challenges and enable a more efficient and adapted response.

OCHA CAR also continued working with all humanitarian actors' programming to ensure improved contextual, conflict-sensitive analysis that has enhanced evidence-based response planning. This required continuous coordination with an INGO coordination committee that was implemented to strengthen partnerships with the INGO community and the UNICEF-led Rapid Response Mechanism project.

Chad

In 2016, internal and regional political, military and socioeconomic challenges continued to generate vulnerability and suffering for millions of Chadians who needed emergency humanitarian assistance. Among an estimated 3.9 million affected people, some 2.3 million people required humanitarian assistance.

OCHA coordinated the increasing life-saving response in the Lake Chad Basin region, where repeated Boko Haram attacks affected 350,000 people. It held multiple advocacy events to raise the profile of the crisis and to generate the needed resources for the response.

In February, a Senior Transformative Agenda Implementation Team (STAIT) travelled to Chad to review the situation, and to ensure a fully functioning humanitarian community and the delivery of quality and timely humanitarian assistance for the millions of people in need.

OCHA introduced the Access Monitoring and Reporting Framework, which provided improved analysis of access constraints, with a view to resolving them with the relevant parties and authorities, especially through a strengthened capacity in civil-military coordination. CERF provided \$20 million to jump-start the flow of aid in the Lake region to ensure a life-saving response to the underfunded crisis in southern Chad.

Through its country office and five sub-offices in Abeche, Baga Sola, Gore, Mao and Sarh, OCHA coordinated a \$541 million appeal for humanitarian needs in Chad, bringing together a number of aid organizations to ensure a coherent and efficient response.

Côte d'Ivoire

In 2016, Côte d'Ivoire was affected by two main emergencies that required an urgent coordinated response.

In February, intercommunal conflict between farming and herding communities broke out in Bouna in the north-east, resulting in the destruction of homes and the displacement of 2,200 people. OCHA deployed staff to support local authorities in managing the crisis.

In July, the Ivorian Government forcibly evicted some 23,000 people from the Mont Peko National Park. In response, OCHA set up coordination structures to manage the displacement emergency and coordinated a \$2 million CERF allocation to assist the displaced people living in host communities near the national park. Through an Enlarged Coordinating Committee, co-chaired by the HC and the Ministry of Solidarity, OCHA coordinated needs-assessment missions and the CERF request process.

OCHA also contributed to training sessions on humanitarian principles and civil-military coordination to the Ivorian military, prior to the deployment of Ivorian peacekeepers to Mali (MINUSMA). OCHA played a key role in the creation of a Private Sector Humanitarian Platform by establishing and facilitating a task force comprising private companies, the Ministry of Solidarity, the national Red Cross and UNDP. The Connecting Business initiative and the General Confederation of Côte d'Ivoire Companies were also involved in the process.

At the end of 2016, OCHA transformed its presence in Côte d'Ivoire from a country office to a HAT, reporting to the Regional Office for West and Central Africa to reflect the decreased demand for OCHA's coordination services.

Democratic Republic of the Congo (DRC)

The humanitarian situation in DRC remained relentlessly acute and deteriorated throughout the year, as violence and conflict continued to displace an average of more than 4,200 people per day, mostly due to armed conflict. The humanitarian context was aggravated by a political deadlock surrounding the holding of elections, an economic downturn and a spike in intercommunal strife, including in Tanganyika Province and the Kasai region.



Due to the highly dynamic context, OCHA coordinated preparedness and contingency-planning efforts. They resulted in multi-risk provincial contingency plans to be activated at the onset of emergencies, and contingency plans related to the potential humanitarian impact of national electoral processes. OCHA undertook a comprehensive review of the most pressing funding gaps across key response provinces to enable informed discussions with donors. It also mobilized critical resources, including \$16.5 million in CERF funding to support life-saving humanitarian assistance.

OCHA also laid the groundwork for the innovative multi-year HRP 2017-2019 in line with the commitments emanating from the WHS and the Grand Bargain. This was elaborated in alignment with other planning processes, including those of development partners and international financial institutions.

OCHA continued to be present in DRC's worst-affected regions, with nine sub-national offices in the cities of Beni, Bukavu, Bunia, Goma, Kalemie, Kindu, Lubumbashi, Shabunda and Uvira.

Mali

With limited progress in the implementation of the Malian peace agreement, insecurity has spread from the north to the centre of the country. The exacerbated needs were mostly linked to underdevelopment and the State's inability to provide basic services, particularly in conflict-affected areas.

Humanitarian actors provided an essential lifeline for vulnerable communities in 2016. An inter-agency communication and advocacy plan was implemented in 2016 on behalf of the HCT and under OCHA's coordination and leadership. Public advocacy was carried out through a wide range of communication channels to support the protection of affected people and an effective response to their needs. However, the humanitarian response remained severely underfunded in 2016.

OCHA Mali continued to take part in the work of the Reconciliation, Justice and Humanitarian Issues Sub-Committee, which is responsible, inter alia, for monitoring humanitarian issues throughout the implementation of the peace agreement. This allowed OCHA Mali to further advocate access to and protection of civilians.

North Kivu, DRC
Displaced women and men patiently waiting for non-food items distribution in JTN village.
Credit: OCHA/N. Berger

OCHA Mali supported the HC in discussions with armed-group representatives and community leaders to negotiate access to people in need. The office was actively involved in sensitizing stakeholders with humanitarian principles and IHL, and training the Malian armed and security forces, MINUSMA civilian and military personnel, international forces, NGOs, UN personnel and armed-group elements.

OCHA Mali's main office is in the capital, Bamako, with sub-offices in Mopti, Timbuktu and Gao, which covers the Kidal region.

tation of the Rapid Response Mechanism (RRM), which provided the basis for a quick and flexible response to sudden emergencies. Some 42 multisectoral assessments (MSAs) were completed in 2016 under the RRM. OCHA maintained strong relations with governmental counterparts and helped facilitate trainings to strengthen coordination with national and regional counterparts. The Government of Niger and OCHA co-facilitated joint MSAs across the country.

Based on a general agreement on the potential to scale up cash activities nation-



Niger

Nigerian refugee Aissata, 8, and her family peer through the entrance of their hut in the Maine-Soroa settlement, in Niger's Diffa region. They fled to Niger from the border town of Kanama to escape fighting. Credit: UNHCR/Roberta Russo

Niger

In 2016, Niger continued to be confronted with a cycle of chronic humanitarian needs, with 2 million people severely food insecure and almost 1.5 million children malnourished, including 400,000 severely malnourished. Boko Haram's violent campaign in neighbouring Nigeria and in Niger's Diffa region displaced 200,000 people, further exacerbating the security-and-protection crisis.

In the Diffa region, OCHA was instrumental in consolidating coordination and rapid-response mechanisms. It spearheaded the creation of the Inter-organization Coordination Committee and supported the implemen-

wide in several sectors, OCHA initiated the implementation of a multisectoral Cash Transfer Working Group in Niamey. The group's activities include harmonizing activities related to the assessment, design and implementation of cash-based interventions, both as part of current programmes and to strengthen preparedness efforts in case of increased humanitarian needs. OCHA's response to the humanitarian situation was nationwide through a main office in Niger's capital, Niamey, and six sub-offices in Agadez, Diffa, Maradi, Tahoua, Tillabery and Zinder.

Regional Office for West and Central Africa (ROWCA)

The Sahel region and the crisis in the Lake Chad Basin required urgent attention in 2016. ROWCA made significant contributions to placing the region on the international agenda, which led to funding commitments from various donors.

ROWCA led several communication campaigns, organized high-level events on the Lake Chad Basin and Mali's regional crisis at the WHS, and supported high-level events on the Lake Chad Basin at ECOSOC and the General Assembly.

ROWCA ensured emergency response through the deployment of staff to support ongoing operations. It deployed 11 staff, who spent 411 days working in the field. It also supported emergency preparedness activities in 13 countries of the region by rolling out six emergency response preparedness trainings, supporting contingency planning in Burkina Faso, Cameroon, Mali and Niger, and backing simulation exercises in Gabon, Ghana and the Republic of Congo.

In 2016, 11 staff spent 357 days supporting countries on preparedness, and 20 first responders at the country level were trained. ROWCA also strengthened the capacity of sub-regional organizations to lead in emergency response and preparedness. It revised contingency plans and supported an inter-agency assessment on the national capacity for disaster risk reduction and emergency preparedness in Guinea, and conducted Ebola preparedness evaluations in Guinea Bissau and Togo. ROWCA also supported countries across the region during their humanitarian planning processes, and it ensured the overall monitoring of the 2016 humanitarian response through the Online Reporting System.

In 2016, ROWCA oversaw HATs in Burkina Faso, Cameroon and Mauritania, with plans to become an OCHA country office in 2017 due to the deteriorating situation in the Lake Chad Basin region.

Chad
A Chadian returnee widow from Sudan.
Credit: UNICEF/
Bahaji



Southern and Eastern Africa

Burundi

After the political crisis erupted in 2015 in Burundi, the subsequent political instability, insecurity and socioeconomic deterioration continued to exacerbate the humanitarian plight of the country's impoverished and vulnerable people in 2016.

In February, OCHA established a country office and worked with international and national partners to build the necessary humanitarian architecture, coordination mechanisms and processes. The office developed progressively and increased the availability of data on humanitarian needs through assessments undertaken with humanitarian partners. The number of people who needed humanitarian assistance tripled from 1.1 million to 3 million by the end of 2016, particularly in the areas of food security, health and protection.

OCHA intensified its advocacy when access constraints created a difficult operating environment. This resulted in the Government facilitating access for humanitarian actors. OCHA also advocated more international attention to humanitarian needs in Burundi to reinforce operational capacity. It undertook capacity-building measures and supported NGOs and national partners in their role in humanitarian action. This was complemented through strengthening resource mobilization efforts by the end of the year, which helped to substantially increase humanitarian funding for 2016. Due to initial underfunding, OCHA facilitated a CERF allocation of \$13 million to scale up the flow of humanitarian aid. By the end of 2016, some 750,000 people had received humanitarian assistance.

Eritrea

In 2016, OCHA Eritrea continued to play a central role in ensuring that humanitarian needs were incorporated into the main development framework programmes and

response activities, and it continued to support and emphasize resilience-building in the country.

OCHA, the UNCT and Government counterparts produced the joint UN-Government of the State of Eritrea Strategic Partnership Cooperation Framework (SPCF) for 2017-2021. Launched in December 2016, the SPCF is a development framework into which basic services are incorporated in the absence of a separate humanitarian plan.

OCHA produced essential service-response priorities project sheets for donors, requesting \$25 million for basic-services projects for 2017. Throughout the year, OCHA helped to mobilize funds for the SPCF 2013-2016, which was funded at 83 per cent by the end of the four-year programme. As part of the fundraising activities, OCHA organized a number of donor missions to the country and briefed donors and interested parties inside and outside Eritrea.

OCHA also continued to provide situational analysis to support humanitarian decision-making, and it produced IM products that were used for resource mobilization and general advocacy. Based on the analysis, OCHA updated UNCT contingency plans in line with IASC guidelines, taking into account key developments in Eritrea and the wider region.

Somalia

Despite progress on the political front, the humanitarian situation in Somalia continued to deteriorate due to climatic shocks, insecurity, armed conflict, human rights violations, political instability and low levels of development. Of the country's 12.3 million people, 5 million required some form of humanitarian assistance.

To avert a further deterioration of the situation and to increase advocacy, OCHA sup-

ported the development of a Call for Aid that outlined immediate priority needs and requirements over a six-month period. It facilitated a STAIT mission that led to the HCT prioritization of response to protection, access, cash programming and GBV issues.

In light of the deteriorating humanitarian situation due to drought, OCHA stepped up advocacy and resource mobilization. Funding for humanitarian activities increased noticeably compared with previous years. Allocations from the Somalia Humanitarian Fund were aligned with the CERF rapid-response allocations to ensure complementarity and effective use of resources.

In collaboration with humanitarian and Gov-

ernment partners, OCHA led and supported needs assessments in nine regions and the roll-out of the newly developed Somalia Initial Rapid Needs Assessment tool. As part of efforts to ensure more effective humanitarian response and a greater focus on sustainability, OCHA worked with the HCT to formulate the 2016-2018 humanitarian strategy for Somalia. The strategy provides the overall multi-year framework for the annual appeals, and it links to State-building and development activities that help strengthen communities'

ability to prepare for, respond to and recover from future crises.

OCHA continued to support the HCT Access Task Force through systematic monitoring and reporting on humanitarian access impediments. It also facilitated the development of the HCT access strategy to be implemented over a one-year period.

OCHA Somalia is managed out of the capital, Mogadishu, with a support office in Nairobi and a subnational presence in nine locations: Baidoa, Belet Weyne, Bossaso, Dhobley, Doloow, Gaalkacyo, Garowe, Hargeisa and Kismayo.



ernment partners, OCHA led and supported needs assessments in nine regions and the roll-out of the newly developed Somalia Initial Rapid Needs Assessment tool. As part of efforts to ensure more effective humanitarian response and a greater focus on sustainability, OCHA worked with the HCT to formulate the 2016-2018 humanitarian strategy for Somalia. The strategy provides the overall multi-year framework for the annual appeals, and it links to State-building and development activities that help strengthen communities'

Sudan

In 2016, OCHA played a critical role in supporting a coordinated response to a range of new emergencies. During the first half of the year, fighting in Darfur's Jebel Marra area between the Government and the Sudan Liberation Army-Abdul Wahid displaced more than 158,000 people, many of them initially inaccessible to humanitarians. OCHA provided regular updates on humanitarian needs and gaps and advocated access to areas

Sudan

Women carry empty bags as they line up to receive food at the Tawilla site for newly arrived IDPs from Jebel Marra. Credit: OCHA



Malakal, South Sudan
ASG for Humanitarian Affairs and Deputy Emergency Relief Coordinator Kyung-wha Kang visited Malakal in February 2016. She witnessed the devastating impact of the armed violence that took place on 17 and 18 February in the UN Protection of Civilians site
Credit: OCHA/Guimar Pau Sole

of reported displacement. During 2016, many locations in Jebel Marra were reached with humanitarian assistance for the first time in five years.

Due to the conflict in South Sudan, more than 130,000 refugees also arrived in Sudan during the year. Many arrived in East Darfur, where UNHCR did not have an established presence. OCHA worked with UNHCR to coordinate the initial response, including information updates, as UNHCR's presence was being scaled up.

OCHA played a key role in activating and co-chairing a flood task force jointly with the Humanitarian Aid Commission, which ensured that humanitarian actors and Government ministries had a common platform to coordinate and share information on the response to the seasonal flooding. OCHA worked with the Government and partners to advocate revised humanitarian directives, issued in December, to simplify the operational procedures for the movement and delivery of assistance.

OCHA Sudan is based in the capital, Khartoum, with eight subnational offices in Abyei, Damazine, Ed Daein, El Fasher, El Geneina, Kadugli, Nyala and Zalingei.

Regional Office for Southern and Eastern Africa (ROSEA)

In 2016, Southern and Eastern Africa were affected by adverse climatic shocks, persistent violent conflict and the slowest economic growth in two decades. El Niño severely reduced rainfall, which resulted in rising food insecurity across Southern Africa, especially in Madagascar, Malawi, Mozambique, Lesotho, Namibia, Swaziland and Zimbabwe, and in Eastern Africa, namely in Djibouti, north Somalia, Sudan and northern parts of Ethiopia.

Conflict continued to displace record numbers of people, especially from South Sudan, bringing the total number of refugees close to 4 million in East Africa alone. In response to the multiple crises, ROSEA deployed staff to 22 out of 25 countries within its coverage, fielding more than 334 missions for a total of approximately 2,675 days of operational support to HCTs. This is more than double the surge support provided in 2015 due to a steady increase in the number and complexity of sudden, slow-onset and protracted crises in east and southern Africa. These deployments strengthened in-country coordination, IM, situational analysis, advocacy and fundraising efforts.



During his Agenda for Humanity campaign, former UN Secretary-General Ban Ki-moon visited several countries affected by crises and disasters.
Credit: Giles Clarke

As part of the Emergency Response and Preparedness roll-out, ROSEA organized multiple trainings during the year, including regional training on preparedness and coordination in Johannesburg for priority countries in Southern Africa. It also supported the development of contingency plans for Burundi, Kenya, Madagascar and Zimbabwe.

Implementing the WHS outcomes, ROSEA developed the Regional Inter-agency Standing Committee Action Plan, together with development actors such as the World Bank, to mobilize \$1.3 billion for humanitarian assistance to 13.8 million people, and to build resilience and implement risk-mitigating measures in Southern Africa.

Throughout the year, ROSEA consolidated its position as the thought leader and go-to organization for relevant and accurate humanitarian data and in-depth regional analysis for better-targeted humanitarian action, particularly through the quarterly Humanitarian Outlook for the Horn of Africa and the Great Lakes Region. The office also engaged with the regional United Nations Development Group for East and Southern Africa to develop a resilience framework to reduce humanitarian need.

ROSEA is based in Nairobi, with a subregional office in Johannesburg and a HAT in Madagascar.

Middle East and North Africa

Occupied Palestinian Territory (oPt)

In 2016, an estimated 2.3 million people, including 1.2 million refugees, required humanitarian assistance in oPt, mostly in the Gaza Strip, Area C and East Jerusalem of the West Bank. Palestinians continued to face a wide range of protection threats and a host of restrictions in their access to basic services.

OCHA oPt played a crucial role in the response, providing coordination leadership on behalf of the humanitarian community and mobilizing efforts for strategic advocacy. The office focused on areas where

tection of Civilians, Gaza crossings, West Bank demolitions and displacement, and a monthly Humanitarian Bulletin.

The findings of the Gaza IDP re-registration and vulnerability exercise were published in April 2016. A thorough update of the Gaza Inter-Agency Contingency Plan was completed and lessons learned from the 2014 conflict were implemented. Emergency responses to an energy crisis and flooding in Gaza were coordinated. In the face of growing access challenges and restrictions, effective coordination was improved with all local authorities.



Tripoli, Lebanon
Destroyed buildings
in Nahr El-Bared
Palestinian refugee
camp.
Credit: Giles Clarke

Palestinian authorities were least able to extend control. Regular background information, strong analysis and concept notes assisted the humanitarian leadership. Advocacy for increased respect for IHL and international human rights law was a key response component.

OCHA provided 157 in-house and field-based briefings to 1,951 people, 52 per cent of whom were diplomats and donors. It drafted 13 public statements for the HC and three Security Council briefings, and it continued to produce and share regular reports on Pro-

The oPt Humanitarian Fund, led by the HC and managed by OCHA, continued to be aligned with the HRP and needs-based prioritization. In 2016, more than 87 per cent of the humanitarian funds were used to address urgent needs. Two allocations totalling \$7.1 million were used for underfunded HRP priorities, and an additional four projects responded to unforeseen emergencies with funding from the reserve allocation. A total of 536,000 people were reached through these projects.

For oPt, OCHA has offices in Gaza, Hebron, Jerusalem, Nablus and Ramallah.

Regional Office for the Middle East and North Africa (ROMENA)

OCHA ROMENA conducted 113 missions in 2016, a majority of which provided direct response to two major humanitarian crises (Iraq and Yemen) and support to the humanitarian response in Libya. ROMENA staff spent 1,243 days deployed in 2016, exceeding the 2015 number by nearly 50 per cent.

The office provided partnership support

anon, Morocco, oPt, Tunisia and Turkey. It also targeted non-INSARAG member countries and countries with earthquake disasters to increase the adoption of INSARAG methodology. In Iran, key preparedness activities included a table-top exercise, an IM workshop, an INSARAG/UNDAC workshop and an emergency response preparedness (ERP) workshop.

In 2016, ROMENA developed the SOPs for responding to sudden-onset disasters, and it



Amran, Yemen

A group of IDP children from Sa'ada and Jawf play near the edge of an IDP camp in Khmer, Amran. An estimated 2.5 million people are now internally displaced and with no homes to return to.
Credit: UNHCR/Rawan Shaif

throughout the region, focusing on three flagship areas: the League of Arab States, and Iran and Turkey, both of which agreed on a new plan of action during the year. Substantial remote support to countries in the region was also provided through the translation of 57 documents and 143 media interviews.

ROMENA supported operational and emergency response preparedness in 10 countries: Afghanistan, Algeria, Egypt, Iran, Iraq, Leb-

anon, Morocco, oPt, Tunisia and Turkey. It also targeted non-INSARAG member countries and countries with earthquake disasters to increase the adoption of INSARAG methodology. In Iran, key preparedness activities included a table-top exercise, an IM workshop, an INSARAG/UNDAC workshop and an emergency response preparedness (ERP) workshop.

Asia and the Pacific

Myanmar

In 2016, Myanmar continued to be characterized by long-standing ethnic tensions, statelessness, ongoing armed conflict, internal displacement and the threat of natural disasters. During the year, 217,000 people, 80 per cent of whom are women and children, continued to be internally displaced across Kachin, Rakhine and Shan states. An additional 282,000 vulnerable people in Rakhine remained in need of humanitarian assistance. In October, more than 90,000 people were newly displaced or re-displaced in northern Rakhine, including more than 74,000 Rohingya who fled to Bangladesh following a series of attacks on border-guard police posts and subsequent security operations.



Rakhine, Myanmar
Residents of the Thet Kae Pyin camp for IDPs, where an estimated 5,500 people live.
Credit: OCHA/P. Peron

OCHA's presence in the country has been flexible and responsive to emerging needs. From its offices in Bhamo, Lashio, Myitkyina, Nay Pyi Taw, Sittwe and Yangon, OCHA helped to strengthen humanitarian coordination to better meet the needs of the country's most vulnerable people. It played a key role in advancing dialogue among Government stakeholders, leading to more systematic and consistent advocacy on issues of concern and enhancing preparedness-and-response efforts.

OCHA led the development of the \$150 million 2017 HRP, targeting 525,000 peo-

ple for assistance. OCHA responded to major floods in June that temporarily displaced 500,000 people in Ayeyarwaddy, Bago, Magway, Mandalay and Rakhine. It strengthened intersectoral coordination by streamlining coordination arrangements, and it included national NGOs and donors in the HCT. In Rakhine, OCHA supported partner organizations to help the State Government develop its socioeconomic development plan, providing an important opportunity to advocate for the needs of all communities.

OCHA continued to lead on information and humanitarian advocacy, providing regular humanitarian updates and critical political analysis to ensure humanitarian operations were grounded in a common situational awareness, including inputs from national partners. OCHA's advocacy for HRP funding resulted in multi-year funding commitments. It supported a \$3.5 million CERF application for flood response to address food security, health and protection needs. Through the Myanmar Humanitarian Fund, OCHA allocated \$5.5 million to 22 projects in Kachin, Rakhine and Shan. About 45 per cent of the Fund was allocated either directly or indirectly to local NGOs, exceeding the 20 per cent WHS commitment.

Other initiatives included establishing the Myanmar Private Sector Disaster Management Network, and supporting the Cash Working Group to ensure improved cash preparedness. This included an inter-agency cash-feasibility study and the first cash 4W (Who does What, Where, When/Why) and infographics related to cash programming in Myanmar.

Office for the Pacific Islands

In February, Tropical Cyclone Winston hit Fiji and caused one of the largest natural disasters in the region in recent times. OCHA provided successful coordination support to the Fijian Government by embedding the

Pacific Humanitarian Team within the nationally led disaster response. For the first time, Fijian authorities used the standardized Flash Appeal to raise international awareness and funding for the response. Nearly 60 per cent of funds raised through the appeal went directly to programmes implemented by the Government, and 10 per cent went to national NGOs' programmes, directly supporting the WHS localization agenda.

OCHA provided regular briefings on humanitarian issues to the UN RCs in Fiji and Samoa on preparedness and response, strengthening their leadership and advocacy roles with affected Governments and humanitarian partners. Humanitarian affairs also became a standing agenda item for the Pacific UNCT

agement plans and to produce a humanitarian strategy aligned with international practices and standards.

OCHA Pacific worked with partners to secure broad, high-level Government participation at the WHS in Istanbul, supporting Pacific Governments and civil-society partners, and coordinating their messages on how to adapt and improve humanitarian work to fit the region's unique challenges.

OCHA Pacific also worked with partners and Governments to implement the key recommendations and outcomes of the WHS, including through a dedicated Pacific Humanitarian Partnership meeting in October 2016.



Philippines
During Super Typhoon Nock-Ten, OCHA supported Government efforts by releasing analyses of the probable humanitarian impact, fielded an experienced response team to facilitate needs-based humanitarian assistance, and provided critical technical advice to authorities on the ground.
Credit: OCHA

meetings, securing a broader engagement and appreciation of humanitarian concerns.

OCHA provided training for UN Joint Presence Offices on humanitarian coordination, particularly in information sharing, and it provided an advisory role to the Government within the first few days of an emergency. Following Tropical Cyclone Winston, OCHA provided substantial support to the Government of Fiji to review disaster man-

Philippines

The Philippines is one of the world's most disaster-prone countries, with an average of 22 typhoons hitting the country each year. Protracted conflict between multiple armed groups on the southern island of Mindanao continues to displace indigenous people.

OCHA made significant progress in advancing response readiness in the Philippines with

humanitarian partners and the Government. The advances in data preparedness are a key component of this. Emergency responders were brought together to build a database that informs pre-crisis disaster-impact modelling to better enable first responders to identify the people likely to require assistance and prepare responses accordingly. Visualized impact-analysis maps were one of the most shared OCHA products on social media. Equipped with this database, OCHA also facilitated contingency planning for international aid organizations and the updating of a national plan.

In December 2016, as the Philippines braced for Super Typhoon Nock-Ten, the authorities evacuated at-risk communities and prepared rescue and relief operations. To support the Government's efforts, OCHA released analyses of the probable humanitarian impact, fielded an experienced response team to facilitate needs-based humanitarian assistance, and provided critical technical advice to authorities on the ground. The successful preparatory work validated the importance of OCHA's investments in response preparedness. In recognition of the years of OCHA's collaborative work with the Philippines' authorities, OCHA was invited to work with the military's executive officers to promote the principles and good practice of civil-military coordination. This approach is essential in a country prone to large-scale natural disasters.

OCHA's sub-office in Mindanao maintained close contact with local organizations who are the first to detect security concerns that fuel protracted internal displacement. OCHA operationalized the access monitoring framework in 2016, which helped partners keep abreast of trends in humanitarian access. Through regular visits to communities most heavily affected by conflict, OCHA advocated principled humanitarian action and durable solutions.

¹A HAT includes one to three staff members who provide the UN RC with advice on and support for the humanitarian situation and response, including preparedness activities. Each HAT is located in the UN RC's office and reports directly to a regional office

Regional Office for Asia and the Pacific (ROAP)

OCHA ROAP deployed support teams to respond directly to eight natural disasters in the Asia-Pacific region. It also provided support through the HATs¹ in Japan for the Kumamoto earthquake (April 2016) and in Indonesia for the Aceh earthquake (December 2016). ROAP staff spent 519 days deployed to 13 crises, including support to five crises in other regions. Substantial remote support to countries in the region was also provided, including working with UNCTs to prepare at least five country response plans and 13 grant proposals funded by CERF.

Well-established evidence has proven that investments in emergency preparedness and humanitarian partnerships support a more effective response, reducing the loss of life and the humanitarian impact. OCHA ROAP directly supported emergency response preparedness in 15 countries and worked with the IASC Regional Network for Asia and the Pacific to contextualize the global guidance on ERP for the region. ROAP continued to promote interoperability with regional response teams, such as co-locating response teams from the UN and the Association of Southeast Asian Nations (ASEAN) during the annual INSARAG Regional Simulation Exercise (August 2016) and ASEAN's Regional Disaster Relief Exercise (November 2016). New operational partnerships were fostered through initiatives such as the training provided to Chinese civil-society organizations in Beijing (October 2016), and existing partnerships were strengthened through continued support to regional networks, such as the Regional Consultative Group on Humanitarian Civil-Military Coordination for Asia and the Pacific. ROAP also maintains a HAT in the Democratic People's Republic of Korea.

GLOBAL FIELD EFFECTIVENESS

To enhance its field effectiveness throughout the year, OCHA produced its flagship advocacy tool to mobilize resources for the system through the Global Humanitarian Overview (GHO) Mid-Year Status Report for 2016, and the new GHO Report for 2017. At the beginning of 2016, the global appeal was \$19.8 billion to target 89.4 million people in 37 countries, and developments were tracked through a monthly funding update. By the end of the year, funding coverage was at 57 per cent (\$12.6 billion) for a requirement of \$22.1 billion towards HRPs, RRP and Flash Appeals—the highest nominal amount ever received.

The Financial Tracking Service (FTS) provided continuously updated funding information for more than 62 emergencies and 44 appeals/HRPs or similar action plans in 2016. A total of 345 organizations reported 15,000 contributions to FTS in 2016. This means that FTS processed an average of 60 new contributions every working day throughout the year, verifying records, completing missing information, matching information to the plan requirements, and cross-checking it with existing records and data providers.

The continued outreach with reporting partners has helped improve existing financial reporting from key partners such as UNFPA, UNICEF, the European Union (EU) and Gulf donors, and helped establish new reporting mechanisms with other humanitarian actors. FTS collaborated with the International Aid Transparency Initiative (IATI) and facilitated interaction with other humanitarian partners through the Humanitarian Financing Task Team on humanitarian reporting standards discussions, promoting the IATI standards v2.02 humanitarian extension among donor/agency partners.

The FTS team trained more than 200 staff and partners throughout the year, including 50 OCHA IM officers, 50 OCHA humanitarian affairs officers, and more than 100 external staff from donors and reporting partners.

FTS completed the technical developments related to the remodelling of its database and website, and it initiated the testing phase prior to the launch of the new platform in January 2017. The new platform will allow reporting in IATI standards and track pass-through funding down to the local level, the level of earmarking and the use of cash-based assistance.

As a key part of the ERC's coordination mandate,² OCHA has continued to lead and coordinate IAHEs on behalf of the humanitarian system. IAHEs are an important tool to ensure learning and accountability and to continue to improve the way OCHA responds to crises. Three key IAHE activities that were concluded in 2016 include the IAHE in CAR, a synthesis of findings from inter-agency humanitarian evaluations conducted to date, and the Syria Coordinated Accountability and Lesson Learning synthesis and gap analysis.

The IAHE in CAR, triggered by the Level 3 emergency response declaration, considered the achievement of results against the objectives of the collective humanitarian response in the country. As with all inter-agency humanitarian evaluations, it provided a number of recommendations at the field level to the HC and the HCT to improve the ongoing response. It also offered recommendations directed to the IASC on issues that need to be considered and addressed at the broader policy level.

The Synthesis of Key Findings from IAHEs summarized and assessed key lessons from three IAHEs (evaluations of the international responses to crises in CAR, the Philippines (Typhoon Haiyan) and South Sudan). The synthesis highlights areas of convergence and divergence of main findings, highlighting common conclusions, and identifying crucial lessons and challenges for the collective humanitarian response.

The Syria Coordinated Accountability and Lesson Learning Evaluation Synthesis and

²ECOSOC resolution E/2003/5 (2003), which recognizes the role of the ERC and calls upon relevant United Nations organizations, as well as other humanitarian actors, to enhance the coordination, effectiveness and efficiency of their humanitarian activities, including by developing further methods for monitoring and evaluation



DRC
Local women
greet former UN
Secretary-General
Ban Ki-moon during
his visit to DRC as
part of his Agenda
for Humanity
campaign.
Credit: Giles Clarke

Gap Analysis is a unique exercise that reviewed findings from 24 publicly available evaluations of the international response to the Syria crisis, conducted by UN entities, NGOs and donors between 2012 and 2015. The report provided a synthesis of key issues and lessons learned highlighted in those reports. It also identified a number of areas where additional evidence is necessary with regards to the Syria crises.

Findings from the IAHE synthesis were presented at a panel discussion, titled *The Role and Contribution of Collective Response Evaluation for Accountability and Learning to Accelerate Progress towards the 2030 Agenda*. This was held during the ECOSOC Humanitarian Affairs Segment in June 2016, which was well attended by Member States, NGOs, UN representatives and other stakeholders. Member States participating in the discussion highlighted how, from a donor-Government perspective, evaluation is a critical tool to build trust, and to advise donors that funds provided for response operations are adequately channelled to the most-affected people, and are spent effectively and efficiently. Donor Governments have an obligation to inform their citizens of the adequate use of their funds, and independent evidence provided by evaluations is a key tool to enable this. Civil-society representatives highlighted how, from the perspective of civil society, evaluations must be understood as a right of citizens. They fulfil the right to be informed by sound and independent evidence.

The panel concluded that findings from humanitarian evaluations are an important source of evidence to inform progress towards the achievement of the Secretary-General's Agenda for Humanity, and to help guide decisions and actions related to the Agenda's implementation. Despite the complexity and long-term nature of policy change, evaluations have the potential to lead to a fundamental re-thinking of the way business is done. To make sure this happens, evaluations must continue to refine the way they inform decision-making processes, including improving the engagement of stakeholders, and ensuring transparency and accountability in decisions related to evaluation.

The OCHA-facilitated Global Cluster Coordinators Group (GCCG) produced a global mapping of humanitarian coordination arrangements in order to identify gaps in coordination deliverables and identify areas requiring focused support from the global level. This was accompanied by OCHA-facilitated GCCG field support in countries such as Mozambique, Niger and Ukraine to strengthen and enhance coordination among inter-cluster/sector groups and the HCTs.

Due to the increased use of cash to meet humanitarian needs and OCHA's role in supporting cash coordination, OCHA cash focal points were trained to guide HCs and HCTs in strategic decision-making on cash programming in 2016. OCHA's Inter-Cluster Coordination Section also worked with partners on a joint cash-feasibility study aimed at increasing the uptake of multi-purpose cash grants.

OCHA led and supported collective initiatives to ensure that community engagement and accountability to affected people are an integral part of humanitarian response. It worked with the Communicating with Disaster-Affected Communities Network to capture lessons learned and good practices. Based on lessons learned from the Ebola response and the Iraq and Nepal crises, OCHA

Haiti. UNDAC teams can deploy at short notice (12-48 hours) anywhere in the world. They play a major role in assessment, coordination and IM during emergency response missions. Credit: OCHA

worked with partners to create a collective approach to field-level community engagement to strengthen the quality, accountability and effectiveness of humanitarian response. The aim was to ensure that people at risk have the information they need to take action to protect themselves, and that the design of humanitarian responses is informed by the views of at-risk and affected populations. OCHA supported offices in CAR, Haiti, South Sudan and Yemen in setting up such collective approaches linked to inter-cluster coordination and HCTs.

OCHA finalized an IASC-endorsed guidance note establishing standard practices for estimating humanitarian population figures as part of an extensive and inclusive inter-agency process. The guidance standardizes terminology around people affected and in need, and it provides an overview of methodologies and consolidated current good practices. Its content has helped inform capacity-building efforts within OCHA, cluster lead agencies and NGOs. As a result, the robustness and transparency of figures of people in need in HNOs and flash appeals have improved.

In 2016, OCHA began convening and facilitating an inter-agency initiative to strengthen the coordination and quality of humanitarian needs assessment and analysis by sharing data and analysis capacities. This Joint Intersectoral Analysis Group (JIAG) focuses on two pillars: refinement or development of methods and tools, and remote support to joint intersectoral analyses. The JIAG approach was tested successfully in the field in 2016 by mobilizing eight agencies to support the preparation of the 2017 HNO in Libya.



United Nations Disaster Assessment and Coordination (UNDAC)

UNDAC is designed to help the United Nations and Governments of disaster-affected countries during the first phase of a sudden-onset emergency. It assists in the coordination of incoming international relief at the national level and/or at the site of the emergency. UNDAC teams can deploy at short notice (12-48 hours) anywhere in the world to assess, coordinate and manage information as part of UNDAC's core mandate in an emergency response mission.

On 1 and 2 October, a seven-person UNDAC team, including MapAction specialists, was pre-deployed to Jamaica, and an initial seven-person UNDAC team was deployed to Haiti, which included IT and logistics experts from the Americas Support Team. On 4 October, when Hurricane Matthew hit Haiti as a strong Category 4 storm, it caused displacement and widespread damage, affecting 2.1 million people, with more than 1.4 million people in need of humanitarian assistance.

The pre-deployment of the teams in both countries allowed for valuable preparatory work to be carried out for initial assessments as soon as the hurricane passed. OCHA had already decided to reinforce the team in Haiti on 3 October, and it requested team members to travel as soon as the airport in Haiti's capital, Port-au-Prince, reopened.

The UNDAC team was deployed to the two worst-affected areas in the country, Jérémie and Les Cayes. It supported the departmental coordination hubs of the Haitian Civil Protection to help coordinate humanitarian partners' work to deliver crucial assistance to the population. The team also supported the development of the Flash Appeal, seeking \$119.9 million (later revised to \$139 million) to provide humanitarian assistance to 750,000 people in priority areas over the first three months.

OCHA-managed first-response mechanisms

OCHA augments first-response capacities at the immediate onset of a crisis or when a protracted crisis situation escalates. In 2016, OCHA played a key role in operational coordination through three priority areas: rapid response, preparedness and partnership.

Rapid response

OCHA ensures that coordination mechanisms are rapidly established upon request of the Governments of the affected people and the UN system in all major emergencies. OCHA ensures that its rapid response capability is met through the timely deployment of trained staff and equipment. Key achievements of the rapid response services in 2016 include the following:

- In 2016, 13 UNDAC missions were carried out in 12 countries, including Ecuador, Fiji, Haiti, Iraq and Paraguay. During the year, 98 UNDAC members and 25 support staff were mobilized, contributing to the rapid establishment of on-site coordination and assessments, support to national emergency management authorities, HCTs and RC/HCs, and the development of Flash Appeals.
- The International Search and Rescue Advisory Group (INSARAG), a life-saving network of 80 countries and organizations dedicated to urban search-and-rescue operations, ensured minimum standards and the preparedness of at-risk countries to respond. INSARAG proved its unique capabilities when a 7.8-magnitude earthquake struck Ecuador on 16 April. Search-and-rescue teams from around the Americas deployed to the affected areas immediately, providing life-saving assistance and working according to common global standards and guidelines, coordinated by the local emergency management authority and an UNDAC team.
- The Virtual On-Site Operations Coordination Centre is a real-time online coordination platform that allows information exchange early in an emergency. It was activated in 37 sudden-onset disasters to facilitate information

exchange and coordination among international actors in the first disaster-response phase.

- In 2016, the added value of effective humanitarian civil-military coordination (CMCoord) was prominent in Iraq, Nigeria, Somalia, South Sudan, Syria and Yemen. In these situations of armed conflict, humanitarian organizations operated in the same geographic space as national and foreign military forces. OCHA-trained CMCoord officers sought to represent humanitarian priorities and distinguish the roles and responsibilities of each actor to support coordinated, principled and safe humanitarian access to the affected people.
- In terms of response to environmental emergencies, OCHA's partnership with the UN Environment brought together 15 environmental experts to support eight countries on environmental emergency preparedness and response. The environmental expertise was mobilized as part of the UNDAC mission to Mosul, Iraq, to develop a response plan in view of a potential collapse of the Mosul Dam.

Preparedness

In 2016, OCHA trained more than 800 responders and experts in humanitarian coordination. A number of disaster managers were trained in response methodology through the joint Jordan-Israel-Palestine project to foster cooperation across organizations in the region.

OCHA also coordinated various emergency simulations to improve how organizations and the humanitarian system respond to natural disasters and complex emergencies. OCHA's continued roll out of the ERP approach enabled the humanitarian community to proactively prepare for crises requiring a coordinated international response. In 2016, the ERP approach was updated or introduced in 55 countries that had ongoing relief operations or were at high risk of crisis.

Partnership

OCHA maintains partnerships with a variety of organizations, NGOs, private sector companies, UN agencies and Member State networks that provide specialist and technical knowledge, services and support capabilities to rapid responses, complementing the work of the UN and Governments.

Humanitarian Financing

In 2016, OCHA managed 18 CBPFs, which are country-specific funds that allow donors to pool their contributions to meet the most critical humanitarian needs identified in HRPs. During the year, OCHA continued to improve its management of CBPFs, including its ability to manage risks and ensure proper oversight and accountability. To better support CBPF grant-management processes and to provide transparency, OCHA improved its Grant Management System with the addition of an online Business Intelligence platform (gms.unocha.org/bi) to present real-time contributions and grant information.

Donors contributed a record \$704 million through CBPFs in 2016. Seven top-ten donors increased their contributions, and five Member States (Canada, Cyprus, Qatar, Saudi Arabia and the United States) returned as contributors. This reflects the international community's growing recognition of CBPFs as flexible, timely and inclusive funding mechanisms that support the delivery of a more effective, principled and coordinated response.

CBPFs were instrumental to the delivery of WHS and Grand Bargain commitments, including support for national and local responders, improved transparency, more flexible funding and promotion of cash-based programming. Following the WHS, the UN Secretary-General stressed the critical role of CBPFs in his Agenda for Humanity, calling on donors to increase the proportion of humanitarian appeal funding channelled through CBPFs to 15 per cent by 2018.

During the year, CBPFs accounted for 8.6 per cent of the \$8.1 billion received against common response plans in the 18 countries with active funds. They ensured that funding went to locally prioritized programmes for maximum impact. The funds allocated \$713 million to 635 partners to support some 1,300 critical humanitarian projects, providing millions of people with health care, food aid, clean water, shelter and other assistance.

About 65 per cent of these allocations were disbursed to NGOs, including 18 per cent (\$129 million) directly to national and local NGOs, making CBPFs their largest source of direct funding. Another 35 per cent was allocated to UN agencies, and the remaining 1 per cent supported the efforts of Red Cross/Red Crescent organizations. The Haiti Humanitarian Fund, which was critical to the 2010 earthquake response, was closed in 2016 and replaced by other funding mechanisms.

As a fund for all and by all, CERF continued to be one of the fastest and largest enablers of life-saving humanitarian action for people affected by conflict and natural disasters around the world. During the year, CERF allocated \$439 million to support 445 projects in 47 countries. More than half of its 2016 total funding, or \$289 million, allowed humani-

Pledging Conference: Supporting Syria and the Region: London 2016

On 4 February 2016, Germany, Kuwait, Norway, the UK and the UN co-hosted the Supporting Syria and the Region: London 2016 conference. OCHA led the UN-related planning and implementation. The successful conference marked a step change in the international community's response to the Syria crisis. The conference brought together more than 60 Member States, including about 30 Heads of State/Government, as well as international organizations, businesses, civil society, Syrians and people affected by the conflict. They agreed on a comprehensive new approach on how we respond to this protracted crisis by focusing on jobs, economic opportunities and education, thereby giving people hope and skills for the future and a means to support themselves. The conference raised unprecedented levels of funding. More than \$12 billion—the largest amount ever raised in a single day for a humanitarian crisis—was pledged for people affected by the crisis. A total of \$6.1 billion was pledged for 2016, and a further \$6 billion for 2017-2020 for longer-term support. By the end of 2016, 90 per cent of the original pledges for 2016 had been met, allowing partners to deliver vital humanitarian aid to millions of people in need in Syria and neighbouring countries. Progress has also been made on the conference commitments by refugee-hosting countries.

tarian partners to immediately jump-start or scale up urgent aid in new or rapidly deteriorating emergencies, while \$150 million was allocated to sustain humanitarian operations in underfunded and protracted crises.

The humanitarian crisis in Iraq received the largest portion of CERF's total allocations. More than \$33.3 million enabled humanitarian partners to respond quickly to increasing needs in Fallujah, Mosul and other affected areas.

The second-highest total allocation of \$28.2 million supported humanitarian operations in Uganda, helping hundreds of thousands of refugees fleeing escalating conflict and violence in South Sudan and from DRC. Since the crisis began in 2013, CERF has allocated almost \$220 million to provide assistance to people in South Sudan and South Sudanese refugees, and host communities in DRC, Ethiopia, Kenya, Sudan and Uganda. In 2016, CERF allocated almost \$83 million to support an estimated 1.1 million people affected by the crisis and in urgent need of aid.

More than half of CERF's annual funding was disbursed to provide urgent food assistance (\$100.4 million), critical health care (\$79 million) and emergency shelter and relief items (\$55 million). Among UN agencies, WFP received the largest total amount of CERF funding for the year (\$122 million), followed by UNICEF (\$105.4 million) and UNHCR (\$72.7 million).

In line with the aspirations set out in the Grand Bargain, CERF is flexible and unearmarked, and it facilitates a collective and strategic humanitarian response. As with CBPFs, CERF reduced its management costs from 3 to 2 per cent.

At the forefront of promoting transparency in aid delivery, CERF tracked and published the "second layer" of its grant implementation. This reflects funding from recipient UN agencies to their implementing partners, thereby providing full transparency of CERF funding. In December 2016, the UN General Assembly endorsed the Secretary-General's call to expand CERF's annual funding target to \$1 billion by 2018.

*The Syria Pledging
Conference in London raised
the largest amount ever
raised in a single day for a
humanitarian crisis.*



CBPFs

Country-Based Pooled Funds (CBPFs) enable humanitarian partners operating in countries affected by natural disasters and armed conflict to deliver principled, timely and effective life-saving assistance to people who need it most. They allow donors to pool their contributions into single, unear-marked funds to support local humanitarian efforts. Funds are allocated through an inclusive and transparent process in support of priorities set out in Humanitarian Response Plans. This ensures that funding is available and prioritized locally by those closest to people in need. Funding is directly available to national and international NGOs, UN agencies and Red Cross/Red Crescent organizations. CBPFs are locally managed by OCHA under the leadership of the HC and under the oversight of an Advisory Board representing the wider humanitarian community.

\$713M allocated

18 CBPFs¹

22 Member States and other donors

¹The 18 CBPFs include Haiti, which was closed in 2016.

CERF

Established by the UN General Assembly in 2005, the Central Emergency Response Fund (CERF) delivers funding quickly to humanitarian responders to kick-start, scale up or sustain humanitarian operations. Since then, it has become one of the fastest and most effective ways to support rapid humanitarian response for people affected by conflict and natural disasters around the world. Managed by OCHA on behalf of the Secretary-General, CERF receives voluntary contributions from donors into a single fund with a \$450 million annual funding target. The CERF secretariat is responsible for ensuring that the funds are allocated properly and disbursed in a timely manner, and that use of the funds is reported appropriately and transparently. The CERF Advisory Group provides policy guidance to the Secretary-General on the use and impact of the Fund.

\$439M² allocated

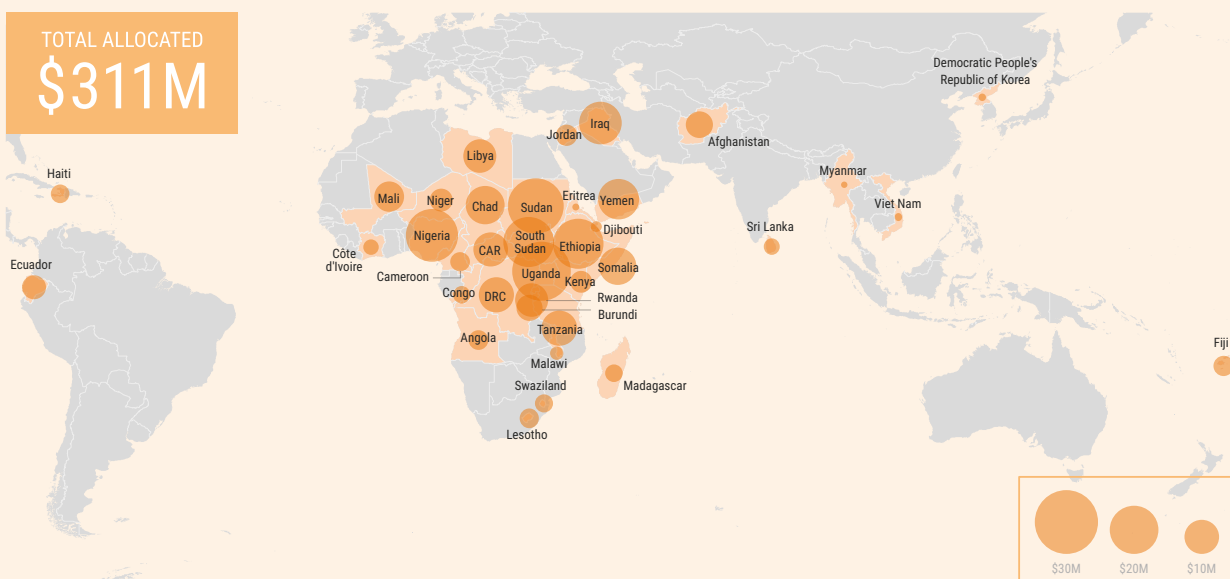
47 CERF-recipient countries

54 Member States and other donors

²\$289M rapid response | \$150M underfunded emergencies

CERF ALLOCATIONS TO OPERATIONS SUPPORTING DISPLACED PEOPLE (US\$)

In 2016, CERF responded to a worsening global displacement crisis by allocating two thirds of its funds (\$311 million) to support operations targeting IDPs, refugees or host communities



CAR - Central African Republic
DRC - Democratic Republic of the Congo

ALLOCATIONS BY COUNTRY AND FUNDING MECHANISM

	CBPF		CERF Rapid Response		CERF Underfunded Emergencies		TOTAL	
Iraq		\$88.29M		\$33.35M		\$12.99M		\$121.64M
Yemen		94.07		2.00				109.06
South Sudan		82.39		20.82				103.21
Turkey ¹		93.31						93.31
Ethiopia		60.52		9.49		10.99		81.01
Democratic Republic of the Congo		57.64		5.59		11.00		74.23
Afghanistan		39.75		9.78				49.54
Syria		44.14						44.14
Somalia		30.7		12.89				43.59
Sudan		38.78						38.78
Central African Republic		22.06		2.99		9.00		34.04
Uganda				10.30		18.00		28.30
Lebanon		27.44						27.44
Republic of the Sudan				17.64		6.99		24.64
Nigeria				23.48				23.48
Jordan ²		11.86		9.38				21.24
Chad				9.99		10.00		19.99
Mali						16.00		16.00
Democratic People's Republic of Korea				5.05		8.00		13.06
Burundi						12.99		12.99
United Republic of Tanzania				1.50		10.99		12.49
Libya						11.99		11.99
Haiti				10.38				10.38
Rwanda				4.22		5.00		9.22
Myanmar		5.56		3.57				9.13
occupied Palestinian territory		8.16						8.16
Fiji				8.02				8.02
Angola				7.99				7.99
Ecuador				7.50				7.50
Pakistan		6.29						6.29
Madagascar				5.99				5.99
Cuba				5.35				5.35
Niger				4.99				4.99
Kenya				0.96		4.00		4.96
Bangladesh				4.89				4.89
Guatemala				4.83				4.83
Lesotho				4.78				4.78
Papua New Guinea				4.74				4.74
Mozambique				4.68				4.68
Sri Lanka				4.32				4.32
Cameroon				4.19				4.19
Viet Nam				3.90				3.90
Swaziland				3.14				3.14
Guinea				2.97				2.97
Mongolia				2.44				2.44
Congo				2.37				2.37
Colombia		2.12						2.12
Eritrea						2.00		2.00
Djibouti				1.97				1.97
Côte d'Ivoire				1.97				1.97
Nepal				1.94				1.94
Malawi				1.44				1.44
Timor-Leste				0.85				0.85
Lao People's Democratic Republic				0.33				0.33

¹For cross-border operations into Syria

²Including for cross-border operations into Syria

Grand Bargain

At the World Humanitarian Summit in May 2016, donors and humanitarian partners made public an agreement on a Grand Bargain that will help to place more means into the hands of people in need by accumulating up to \$1 billion in efficiency savings for humanitarian action over the next five years. The Grand Bargain comprises 51 concrete commitments designed to strengthen the humanitarian system through more efficient, transparent, accountable and effective ways of working beyond the Summit. The commitments span 10 thematic areas or work streams: greater financial transparency, more support to national and local responders, increased cash-based assistance, a reduction in duplication and management costs, strengthened needs assessments, a 'participation revolution' to better include beneficiaries in decision-making, a move towards multi-year humanitarian planning and funding, less earmarking in aid allocations, simplification of reporting requirements, and enhanced engagement between humanitarian and development actors.

The realization of the Grand Bargain will require multi-faceted engagement, contributions and concrete actions. Since the launch of the initiative, OCHA has taken a whole-of-organization approach to implement its share of commitments. Activities to achieve the commitments, many of which are related to OCHA's core areas of work, have been mainstreamed into OCHA's Field Effectiveness workplans, in line with Goal 1 of the Strategic Framework. Furthermore, OCHA is leveraging its facilitation, advocacy and coordination functions at the global and field levels to achieve the vision articulated by the Grand Bargain. By co-convening with ECHO the Grand Bargain Needs Assessments work stream, OCHA aims to contribute to the delivery of an intersectoral analysis model for needs assessments in the context of crisis, as it remains a priority for supporting the response and coordinating donor and partner action.

The Grand Bargain also provides the opportunity to scale up the use of cash-based programming according to work stream 3 and contribute to better coordination in its delivery. The large-scale use of cash-transfer programming in response to Typhoon Haiyan in the Philippines and throughout new emergencies has added substantially to the increasing body of evidence showing that it can be a highly efficient, effective and accountable means of meeting the needs of crisis-affected people. To ensure that cash-based assistance is effectively coordinated in the field, OCHA identified cash focal points in each country office and provided training to staff to strengthen their understanding of the technical and strategic issues of cash programming and coordination. Field offices have supported cash coordina-

tion in a number of contexts, including Iraq, Myanmar, Nepal, Pakistan, the Philippines, Ukraine and, more recently, Somalia and Yemen.

Responding to the Grand Bargain focus on support to the national first responders work stream 2, CBPFs allocated \$713 million in 2016, of which \$129 million (18 per cent) was directly allocated to national NGOs. This is almost double the net amount recorded in the previous two years. The participation of national NGOs has been increased in global CBPF coordination mechanisms.

CERF also embodies many of the aspirations set out in the Grand Bargain: it provides a unique global source of fast, flexible and unearmarked humanitarian funding (work stream 8) at the humanitarian community's disposal, and it facilitates collective and strategic humanitarian response by country-level actors.

Since the adoption of the Grand Bargain and under work stream 1 (transparency), OCHA invested in the improvement of the financial reporting system, particularly FTS, allowing donors to see where their money goes. A new version of the FTS platform was launched in January 2017, which supports the tracking of pass-through funding, IATI reporting and greater visibility of unearmarked donations. The FTS website has been continuously updated with additional features to improve accessibility and ease of use, such as the ability to embed charts and directly access their underlying data.

CBPFs and the Localization of Aid

In 2016, CBPFs were instrumental in ensuring greater localization of aid—a key commitment of the WHS.

During the year, CBPFs were the largest source of direct international funding for national NGOs, receiving 18 per cent (\$129 million) of the \$713 million allocated that year. An additional \$37 million was sub-granted through UN agencies and international NGOs, bringing total CBPF funding to local responders to more than \$166 million (23 per cent).

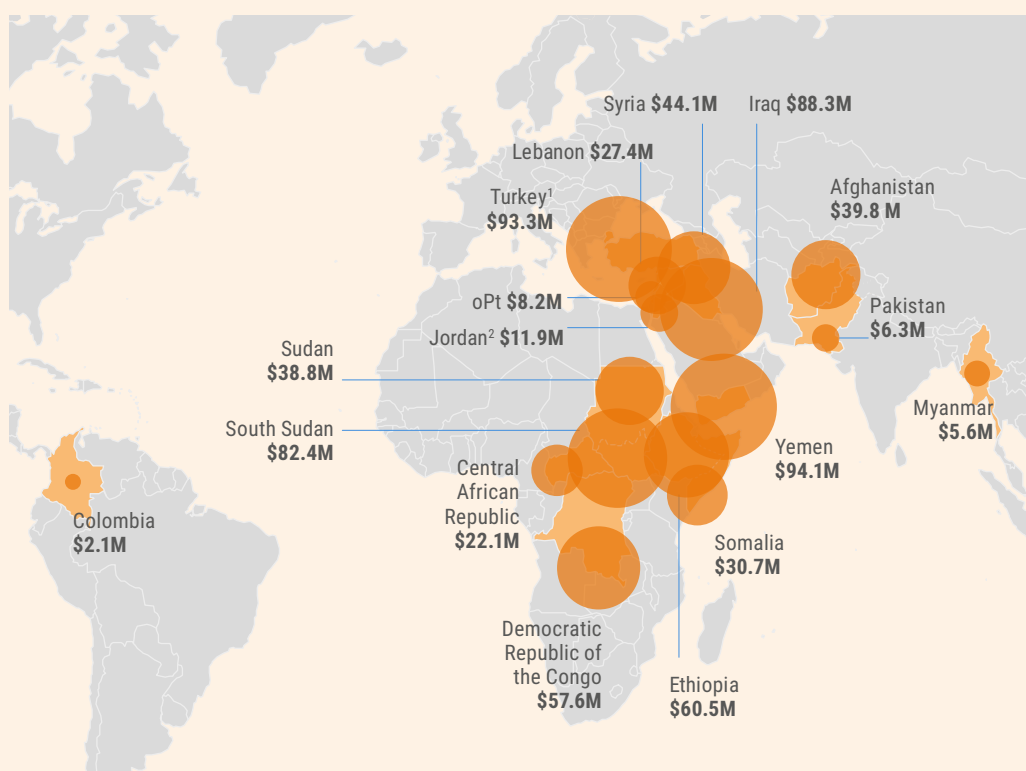
CBPFs also promoted the equitable inclusion of local actors in the collective prioritization, programming and delivery of humanitarian assistance, and they leveraged the comparative advantages of local and national NGOs.

With CBPF support, local actors demonstrated the added value of their proximity and access to affected people, understanding of needs, and local knowledge of culture, language, territory and social networks. In Syria, for example,

CBPFs improved aid delivery in besieged and hard-to-reach areas, such as Aleppo, by providing predictable and sustainable direct funding to Syrian NGOs with reliable access inside the country.

Beyond just access to funding, OCHA has used CBPF grant processes to build local actors' capacity, and it has encouraged UN agencies and international NGOs to work in partnership with local responders in the delivery of their CBPF-funded projects. For example, the Turkey Humanitarian Fund, which funds cross-border operations into Syria, encouraged international partners to include activities for capacity-building components for local counterparts in their grant applications.

CBPFs ALLOCATIONS BY COUNTRY (US\$)



¹For cross-border operations into Syria

²Including for cross-border operations into Syria

Protection and Access to Assistance

In 2016, OCHA operated in many complex emergency settings where the human rights of affected people were routinely violated and they were unable to regularly access assistance. OCHA worked hard to achieve its mandated responsibility to improve humanitarian access for the effective delivery of assistance and protection. Its advocacy and coordination to advance the protection of affected people and their access to assistance required systematic monitoring, analysis and the development of context-appropriate strategies to overcome constraints.

OCHA continued to host the Inter-Agency Standby Capacity Support Unit, which serves as the secretariat for the Protection Standby Capacity (ProCap) and Gender Standby Capacity projects. In 2016, the ProCap project deployed 21 senior protection advisers to provide technical guidance to humanitarian leadership and regional bodies on the Centrality of Protection.

Advisers were deployed at country and regional levels to support protection, coordination and advocacy efforts to promote the application of normative frameworks, and to advance the protection of affected populations and access negotiations. With the support of ProCap advisers, protection HCT strategies were developed in CAR, Chad, South Sudan and Yemen through consultative inter-agency processes. OCHA-managed

CBPFs also funded critical protection-related activities, such as the clinical management of rape and the reunification of children separated from their families.

In 2016, a number of advisers were deployed at the global level to support global protection processes and the development of global protection policies and tools, including the IASC Protection Policy (2016) and the operational guidance for developing strategies on durable solutions for displacement.

OCHA coordinated and drafted the Secretary-General's report on the protection of civilians in armed conflict, which, since 2015, is prepared annually for the Security Council. OCHA briefed Council members on country-specific situations through the Informal Expert Group on Protection. In light of growing violations against medical workers and facilities, the Security Council adopted resolution 2286 (2016), after which OCHA coordinated with partners to draft recommendations of the Secretary-General on the protection of health care in conflict.

OCHA actively contributed to the development and dissemination of an IASC protection policy. It worked with the Global Protection Cluster to create practical guidance on integrating standards on protection, access and displacement in a HCT protection strategy.

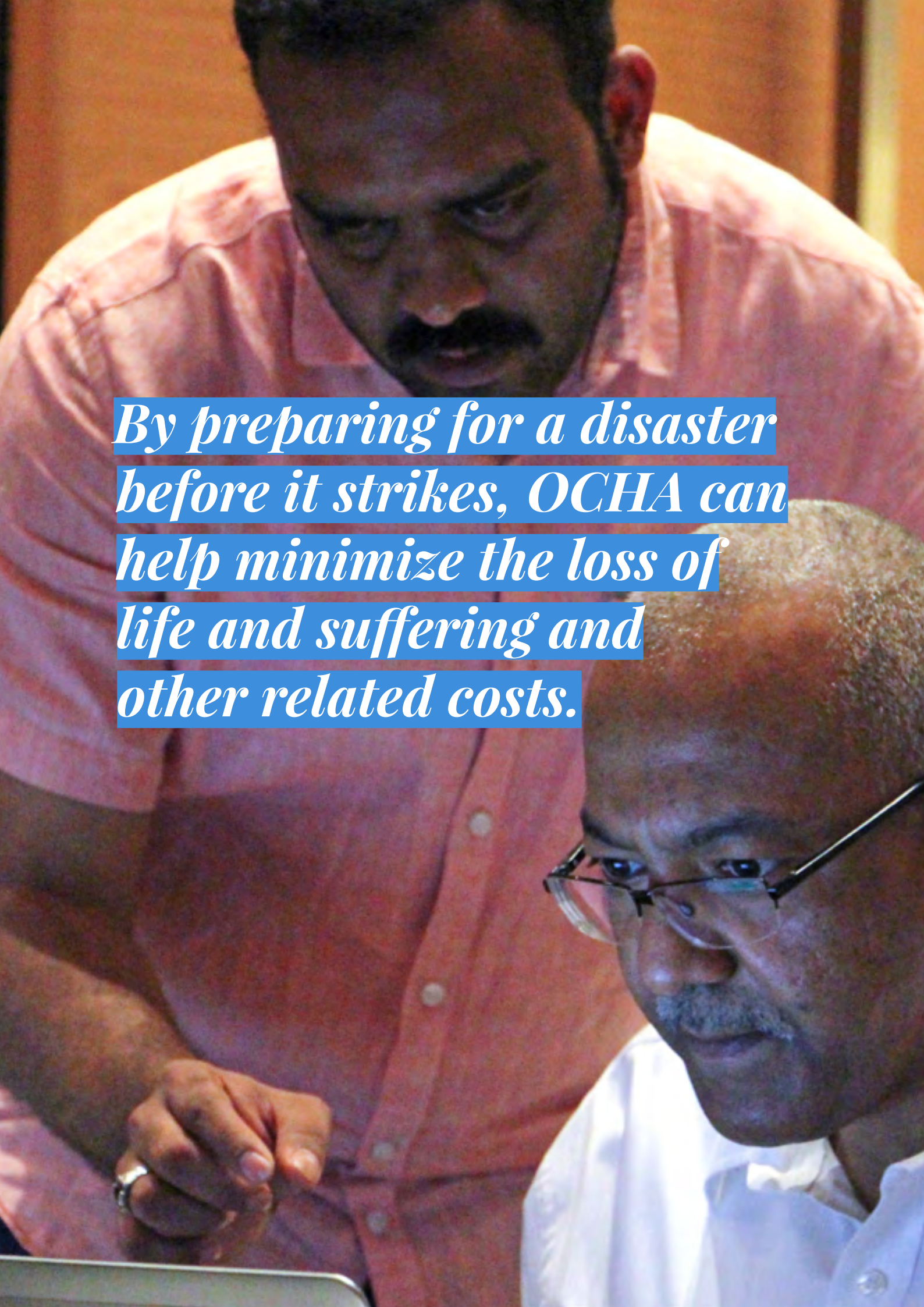
In partnership with the University of Oxford, OCHA finalized guidance on the law relating to humanitarian relief operations in situations of armed conflict. This practical publication provides guidance to a variety of actors, including parties to armed conflict, States, humanitarian organizations, the Security Council and the General Assembly. It enhances understanding of the rules of international law, informs policies and advocates strategies for improving humanitarian access to conflict-affected populations. The guidance was distributed to OCHA country offices and launched in Geneva and New York.

Cameroon
Refugee children
who have fled from
Boko Haram attacks
in Nigeria in a
school in Minawao
refugee camp.
Credit: UNHCR/
Alexis Huguet



Bangkok, Thailand

Simulation exercise during the Information Management Preparedness and Coordination Training for Asia-Pacific, Latin America and the Caribbean.
Credit: OCHA/Joel Oplencia

A close-up photograph of two men looking at a laptop screen. The man in the foreground is older, with glasses, a mustache, and a white shirt. The man in the background is younger, with a mustache, wearing a pink shirt. The text is overlaid on the image in a blue box with white italicized font.

By preparing for a disaster before it strikes, OCHA can help minimize the loss of life and suffering and other related costs.

STRATEGIC GOAL TWO: FIT FOR THE FUTURE

In 2016, OCHA continued its outreach with Member States, regional organizations, NGOs and the private sector, which contributed to the engagement of a more diverse set of actors in supporting the multilateral humanitarian system. OCHA supported, among others, the Government of South Africa in developing its external humanitarian aid policy, strategy and institutions, and it is now poised to be a significant actor and supporter of OCHA's perspectives in key forums, including the African Union and the BRICS group. The policy framework consolidated humanitarian aid budget lines, streamlined decision-making across the Government, identified aid capacity, brought a focus to the key areas of support, and strongly reinforced multilateralism as a prime tenet embedding and highlighting instruments and practices of the UN-led multilateral humanitarian system.

trainings in France, Morocco, Qatar, Switzerland, Tunisia and the United Arab Emirates.

Through its three liaison offices in Abu Dhabi, Addis Ababa and Brussels, OCHA intensified its engagement with the EU, the AU and the Gulf. In Brussels, OCHA engaged or strengthened the dialogue with a more diverse range of EU institutions, specifically at the political level, including the European Council and the European Parliament. The diversification of partnerships produced tangible outcomes for OCHA in its consultations on key resolutions and policies, and widened its range of interlocutors for debating issues and influencing political orientations.

In Addis Ababa, OCHA supported the AU in the development of the African Union Humanitarian Policy Framework and the

Yemen

OCHA coordinated assistance for 5.6 million people in Yemen.
Credit: OCHA/Giles Clarke



Using a series of high-profile events throughout the year, OCHA helped to raise awareness of humanitarian crises and funding needs, and to engage and strengthen its global partnerships. In the margins of the seventy-first UN General Assembly, OCHA organized and co-organized several high-level meetings on key crises and issues, including the participation of the UN Secretary-General, the Deputy Secretary-General, three Heads of State and many ministers.

OCHA helped bring an additional 180 NGOs, mainly from developing countries, into the OCHA-coordinated system by facilitating

Common African Position on Humanitarian Effectiveness. It also had an important role in drafting and operationalizing the AU Policy Guideline on the Role of the African Standby Force and in Humanitarian Action and Natural Disaster Support.

In the Gulf, OCHA supported the King Salman Centre (KSC) for Relief and Humanitarian Aid with the development of the Centre's humanitarian priorities and plans for 2016. OCHA provided strategic and technical advice on the preparation of the plans, collection and analysis of information, and on-the-job training to relevant KSC staff. OCHA further supported the work of the Sec-

retary-General's Humanitarian Envoy in undertaking public and private advocacy for the multilateral humanitarian system in the Gulf.

OCHA fostered greater engagement with the private sector to support humanitarian action during 2016. This included supporting 21 global business consultations in the lead up to the WHS and securing the participation of more than 450 senior-level business representatives at the Summit. As a result, 47 private sector partners made commitments across all areas of the humanitarian agenda. After the WHS, OCHA supported the establishment of 10 national business networks worldwide through the Connecting Business initiative, the launch of Principles on Public-Private Cooperation in Humanitarian Payments, and the launch of the Steering Group of the Insurance Development Forum.

OCHA supported the 2016 ECOSOC Humanitarian Affairs Segment (HAS) in New York, which was the first opportunity to discuss the outcomes of the WHS in an intergovernmental forum. Deputy Secretary-General Jan Eliasson gave keynote remarks on how to collectively strengthen humanitarian action in light of the progress shown at the WHS. OCHA worked with Member States on participation in the general debate, three high-level panels organized around WHS outcome topics. It also coordinated 20 side events by partners on numerous issues. ECOSOC HAS discussions set the stage for the annual General Assembly humanitarian omnibus resolution, to which OCHA provided secretariat support against a complex backdrop of developments in various humanitarian crises.

With the OCHA-drafted reports of the Secretary-General on strengthening coordination and international cooperation on humanitarian aid in natural disasters as starting points, advances were made in corresponding General Assembly resolutions. This included resolutions in negotiated language on humanitarian financing; IHL and protection; cash programming; localization; data; the

humanitarian-development nexus; preparedness; and disaster displacement.

Throughout 2016, OCHA supported the meetings of the Dialogue for Humanitarian Partnership, an informal, cross-regional group of 25 Member States that discuss and provide guidance on operational and policy issues of concern to international humanitarian actors. OCHA also supported the Chairs of the Humanitarian Liaison Working Group—an informal group of Member States and humanitarian partners—in Geneva and New York by organizing meetings on operational and thematic issues.

Interoperability

In 2016, OCHA continued to work with a variety of actors and partners to optimize the international humanitarian response to affected people's needs. The organization facilitated the compatibility and coordination between various humanitarian response mechanisms and actors, including those of military systems and technical agencies. The Humanitarian Networks and Partnerships Week brought together more than 800 experts in emergency preparedness and response from a myriad of institutions and organizations to exchange information and identify opportunities for synergies. In total, 67 Governments, 22 UN agencies and international organizations, 10 regional organizations, 53 NGOs, 35 private companies and 25 academic institutions came together to initiate collective actions for strengthened interoperability. The partner-

New York, USA
ASG Kyung-wha Kang (left) signs a memorandum of understanding for the Republic of Korea's core contribution to OCHA for 2017-2019.
Credit: OCHA/Charlotte Cans



ship between UN Environment and OCHA was leveraged to build synergies between development and humanitarian actors on disaster waste, and on chemical, biological, radiological and nuclear response, as well as to streamline ongoing humanitarian response work with that of environment and climate change actors. Through an established peer process, the INSARAG network has classified more than 48 international USAR teams for international deployments.

In the context of the 2030 Agenda, and in recognition of record levels of humanitarian need and appeals, OCHA undertook significant efforts to propose a model towards reducing and ending need, risk and vulnerability: the “New Way of Working.” OCHA, the UN Secretary-General, eight UN agencies, the World Bank and IOM signed a World Humanitarian Summit Commitment to Action to Transcend Humanitarian-Development Divides through a New Way of Working. The concept of working among diverse actors based on a comparative advantage towards collective outcomes over multiple years is the core of this New Way of Working, and it has its roots in OCHA analysis over recent years. OCHA spearheaded its operationalization with key partners, including by providing support to country and regional offices in planning processes.

Innovation

In May 2016, a major upgrade to the **KoBo platform** was released. KoBo is a community mobile data-collection tool optimized for humanitarian use that supports the rapid collection and processing of primary data for needs assessment and monitoring activities. Users across the humanitarian community have praised the tool for how it improves the user experience.

The **Response Planning and Monitoring (RPM)** tool fills a critical gap in the HPC information cycle by bringing online the cre-

ation, management and subsequent monitoring of the strategic frameworks, which are at the heart of every HRP. This highly structured information—which should link to underlying needs, and to which implementation activities and funding should align—was previously managed through Word and Excel.

OCHA’s engagement with the World Bank intensified in 2016, particularly through OCHA’s formal inclusion into the UN/WB Partnership for Crisis-affected States. Through this mechanism, OCHA has been able to help develop the World Bank’s initiatives to increase its investment in crisis contexts, including in progressing the New Way of Working.

In co-lead with the WHS secretariat, OCHA launched the Global Alliance on Humanitarian Innovation (GAHI) at the WHS. The GAHI, with the support of select Member States, aims to be a connector of resources for humanitarian innovation. Ahead of the GAHI’s launch, OCHA convened a consultation in Berkeley, California, with more than 30 partners to discuss creating a pathway for businesses to engage in developing innovative solutions to humanitarian challenges, how to adopt a user-centred design approach for innovation, and financing for innovation. OCHA also led discussions on innovation and urban response at the Classy Collaborative conference in Boston; innovation and the WHS at the HumTech Conference in Boston; and innovation to reduce crises at the Science Technology and Innovation Forum at the UN.

OCHA also worked with Microsoft and the UN Office of Information and Communications Technology to bring together software developers at Microsoft’s offices in New York over a week to support OCHA ROMENA. This “hackfest” event resulted in the development of a prototype data-collection and analysis tool that displays analyses of the humanitarian situation on heat maps for the Libya context.

World Humanitarian Data and Trends

World Humanitarian Data and Trends is an annual OCHA publication that highlights major trends in the nature of humanitarian crises, their underlying causes and drivers, and the actors that participate in crisis prevention, response and recovery. Beyond providing statistics, the report uses infographics to display trend analyses that show how the humanitarian landscape is evolving and how the humanitarian system can be more effective in a rapidly changing world. The report is structured in three main sections: The Year in Review, which provides an overview of the humanitarian landscape in terms of funding, capacity, crises and appeals; Regional Perspectives; and Trends, Challenges and Opportunities, which provides case studies on issues that impact humanitarian operations. The 2016 edition focused on the Agenda for Humanity, launched at the World Humanitarian Summit held in May 2016. It aimed to showcase elements of the Agenda by highlighting issues such as the protection of health care in emergencies, gender-based violence, disability in humanitarian action and financing local actors.

A highlight of the 2016 edition was an original case study that looked at the development profile of people in humanitarian need. In 2015, OCHA and its partners estimated that 125 million people needed humanitarian assistance. What if these 125 million people were a single country in need? What would that country look like? And what future prospects would its people have? Life expectancy in this country would be 24 years shorter than the global average, and only one third of children would complete primary school. This case study was enhanced by an interactive visualization developed by OCHA's Humanitarian Data Exchange as well as a social media campaign. The report was launched by former Deputy Secretary-General Jan Eliasson at the Global Humanitarian Policy on 12 December 2016, and it was presented at a dedicated event during Humanitarian Networks and Partnerships Week in Geneva. This report continues to be one of the most widely read OCHA products among academics, practitioners, Member States and other partners. It is one part of OCHA's efforts to improve data and analysis on humanitarian situations worldwide.

It is accessible through its companion microsite www.unocha.org/datatrends2016. Printed copies have been disseminated through OCHA's regional and country offices.



ReliefWeb marks 20 years of humanitarian information service

ReliefWeb, the humanitarian information service provided by OCHA, turned 20 in 2016. Endorsed by a UN General Assembly resolution in 1997, ReliefWeb provides comprehensive coverage of humanitarian crises on a 24/7 basis by teams located in Bangkok, Nairobi and New York. It currently holds almost 700,000 reports and maps on global humanitarian crises and disasters.

2016 saw a record 6 million users of the website, an increase of 4.5 per cent from 2015 and nearly double the number of users 10 years ago. Most of these unique users came from Africa, which saw a 17.5 per cent jump from the previous year, confirming the continent as ReliefWeb's top user base. There was also a remarkable increase in the number of users from the Middle East, notably Turkey (+35 per cent) and Jordan (+15 per cent). One third of visitors tend to come from within countries with humanitarian operations.

ReliefWeb redesigned its topic pages, which offer the latest curated information on gender, humanitarian financing, safety and security, as well as regional humanitarian issues such as the European refugee/migrant crisis.



More than 6 million users visited ReliefWeb in 2016



During its 20 years, ReliefWeb has harnessed new technologies to improve the accessibility of the information it collects and curates. In 2016, it launched four mobile applications to enhance users' access to key humanitarian information: they can now get the latest videos and updates on crises, headlines and jobs on their smartphone using iOS or Android.

Also released in 2016, the ReliefWeb Data Snapshots yield insights into content and users. The collected data provides an array of information ranging from the type of reports published, to the topic and source of information, to the language and gender of the users.

ReliefWeb developed a number of applications that facilitate the work of the humanitarian community

MANAGEMENT AND ADMINISTRATION

People Management is OCHA's first objective in the 2014-2017 Management Plan. In 2016, OCHA continued to perform its key function of ensuring first-response capability through flexible staffing modalities to prepare, train and deploy specialized staff.

OCHA's surge mechanisms work together to get the right people with the right capacity and skills wherever they are needed to support an emergency response, be it a response to a sudden-onset natural disaster, an escalation in a protracted emergency or an unforeseen critical staffing gap. The UNDAC system activated one or more of the three corporate surge roster mechanisms mobilized to identify internal and external resources. During the year, 98 people were deployed to 12 countries through the UNDAC system.

crease and reduce resources in a timely and efficient manner.

The Inter-Agency Protection and Gender Standby Capacity mechanism worked closely with the Norwegian Refugee Council, which manages the roster. In 2016, 21 protection and 24 gender senior advisers were deployed to support HCs.

To adapt to the ever-changing global humanitarian landscape, and in line with OCHA's management plan to ensure that OCHA adds the highest value to humanitarian response, the USG launched a comprehensive Functional Review of OCHA in 2016. The review processes included extensive consultations with OCHA's key humanitarian stakeholders as well as OCHA staff. It focused on OCHA's

Somalia
Deployed OCHA staff speak with local community members about their humanitarian needs.
Credit: OCHA/Matija Kovač



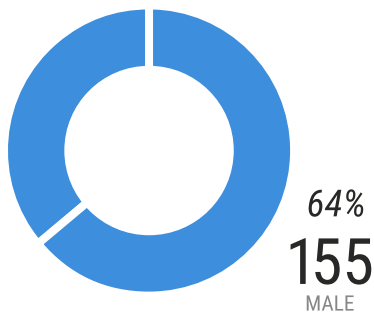
In addition to the surge deployments managed out of each OCHA regional office, OCHA's corporate roster mechanisms were used to deploy 144 people covering a range of profiles to 32 countries. They contributed nearly 17,000 surge days, equivalent to 65 staff for the year. Surge deployments to the L3 emergency response in Iraq received the highest number of surge staff. OCHA corporate emergencies in Ethiopia, Haiti and Nigeria dominated other demands. The surge mechanisms work together to help respond quickly to new, escalating or unexpected needs, providing flexibility to in-

organizational design, management, operating modalities and staffing strategy to improve its organizational effectiveness and efficiency. The Functional Review process has unambiguously confirmed OCHA's value and underscored OCHA's critical role in the humanitarian eco-system. The review also identified a number of opportunities and challenges that OCHA needed to address. Following consensus reached at the OCHA Global Management Retreat in August 2016, OCHA's senior management launched a Change Management Process that is expected to conclude in June 2017.

SURGE DEPLOYMENTS

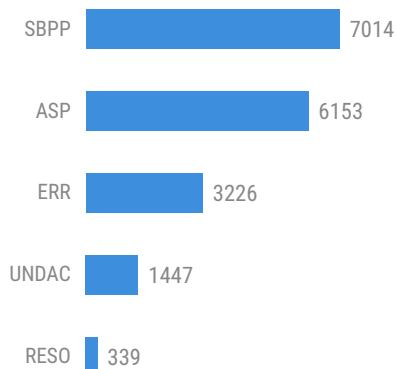


26%
87
FEMALE

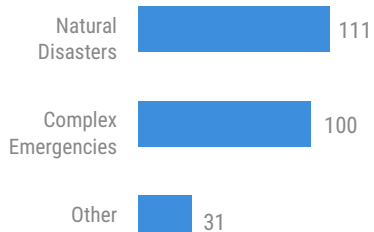


40
COUNTRIES*

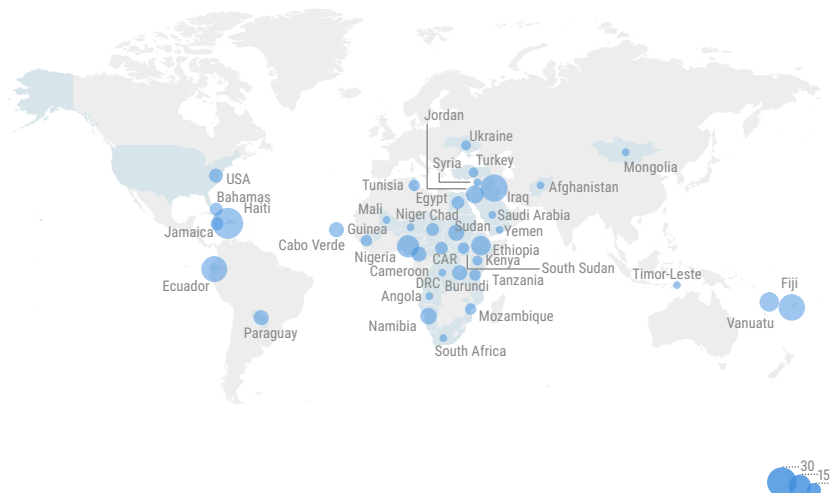
18,179
DAYS OF SURGE



DEPLOYMENTS BY
TYPE OF EMERGENCY

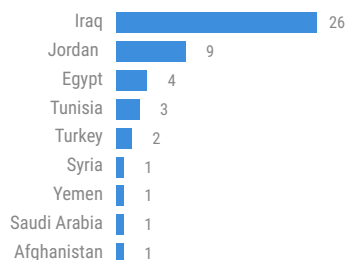


LOCATION OF
DEPLOYMENTS



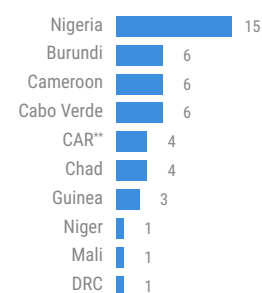
Middle East and North Africa

48 deployments



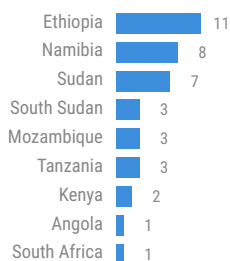
Western and Central Africa

47 deployments



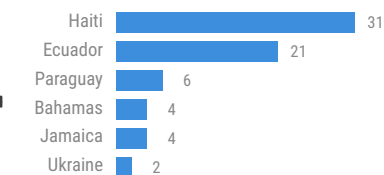
Eastern and Southern Africa

39 deployments



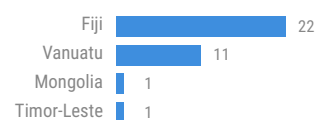
Eastern and Southern Africa

68 deployments



Asia/Pacific

35 deployments



*5 deployments in USA for WHS

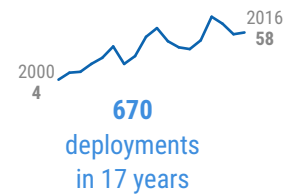
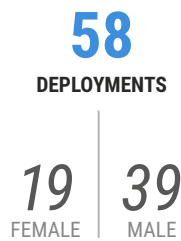
**Central African Republic

SBPP

Stand-By Partnership Programme

Launched in 2000

OCHA maintains agreements with 14 standby-partner organizations that provide gratis skilled external personnel for deployment to emergencies at short notice.

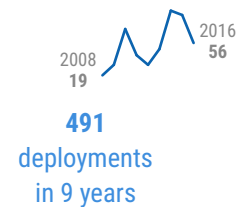
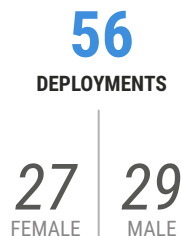


ERR

Emergency Response Roster

Launched in 2008

OCHA's internal surge mechanism, the ERR, consists of approximately 45 staff from a range of functional profiles and duty stations. They are placed on standby for a six-month period.

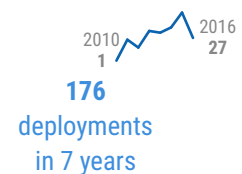


ASP

Associates Surge Pool

Launched in 2010

ASP members are experts who deploy for OCHA on temporary appointments to fill critical surge needs and/or bridge the gap until longer-term staff arrive. They can deploy for three to six months with the flexibility to extend for up to 364 days.



RESO

Roaming Emergency Surge Officer

Launched in 2013

Two experienced OCHA staff are on stand-by for deployments, spending approximately 80 per cent of the time on surge assignments.

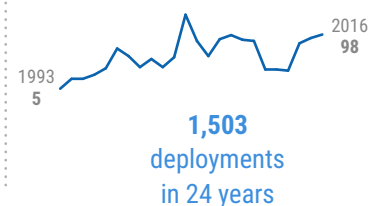
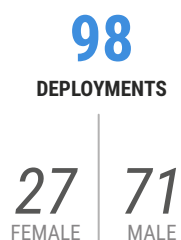


UNDAC

United Nations Disaster Assessment and Coordination

Launched in 1993

UNDAC teams deploy within 48 hours of a sudden-onset emergency to support early coordination and needs assessments.



FUNDING AND FINANCE

2016 Budget, Income and Expenditure

OCHA's extrabudgetary Programme budget was \$309 million at the beginning of 2016. This was lower than the closing 2015 budget of \$334 million. OCHA's 2015 budget was the culmination of several years of operational expansion, as OCHA adjusted to cope with increased expectations amid ever-growing needs and more complex humanitarian challenges. In 2002, just after its tenth anniversary, OCHA's extrabudgetary programme budget was \$90.5 million. Ten years later, in 2012, that budget had increased nearly threefold to \$268 million. OCHA's budget growth was accompanied by significantly increased donor income (in national currencies), but adverse exchange-rate trends meant that the US-dollar value of donor income stabilized over the last several years at about \$235 million. Gaps between income and expenditure were covered over the last few years by OCHA's reserves and carry-over.

To cut expenditures, OCHA reduced its budget at midyear to \$295 million. It planned for a decreased 2017 extrabudgetary Programme budget and reinvigorated its fundraising efforts to diversify its donor base.

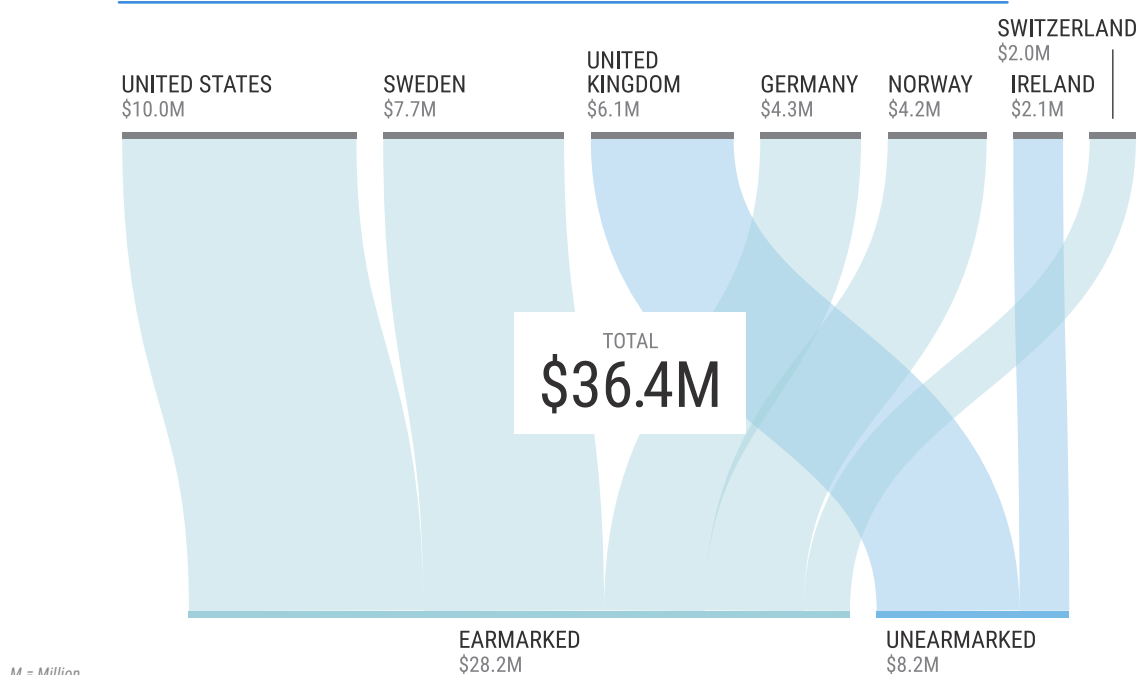
Income

OCHA's income in 2016 was \$262.6 million, the highest ever thanks to donors' continued support, notably an additional investment of \$36.4 million from seven donors in OCHA's Change Management Process. OCHA reached the end of 2016 with \$111.5 million in its closing balance, maintaining the minimum level of reserves required to operate for three months.

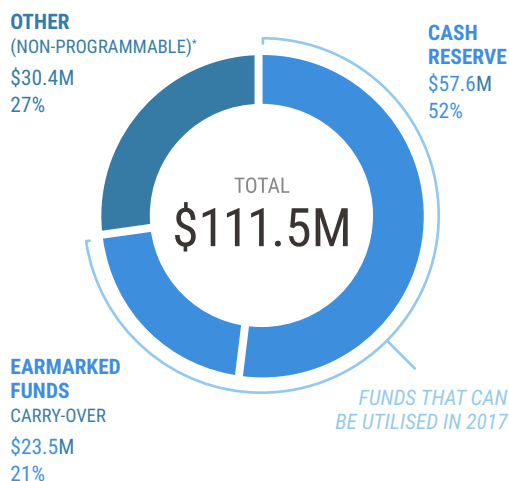
Flexibility

In 2016, OCHA received \$101.8 million in unearmarked funding from 29 donors—an extremely important type of funding, without which OCHA cannot operate seamlessly. The largest contributor of unearmarked funding was the United Kingdom's Department for International Development (DFID), contributing \$31.6 million, about 31 per cent of total unearmarked funding. A further \$31.7 million, or 31 per cent, was provided by Nordic donors (Sweden, Norway, Denmark, Finland and Iceland). Australia, the Netherlands and Ireland all contributed close to or above \$5 million in fully flexible funding.

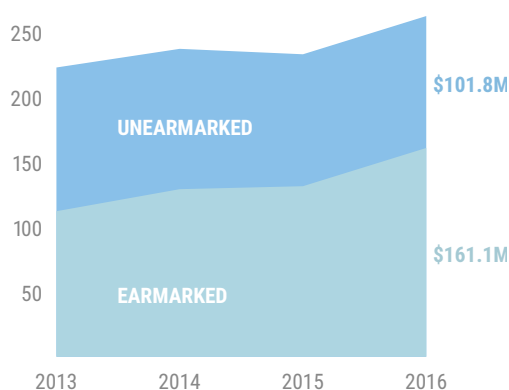
ADDITIONAL INVESTMENTS TO SUPPORT OCHA'S CHANGE MANAGEMENT PROCESS



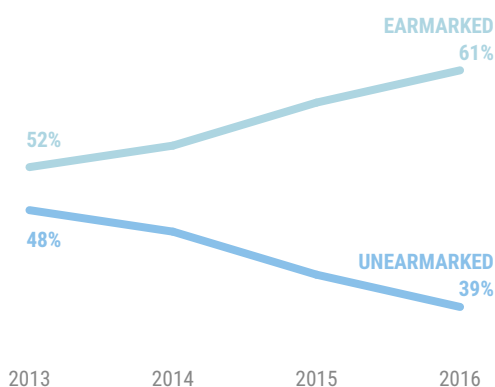
CLOSING BALANCE BREAKDOWN (US\$)



EARMARKING TRENDS - TOTAL (US\$)



EARMARKING TRENDS - PERCENTAGES



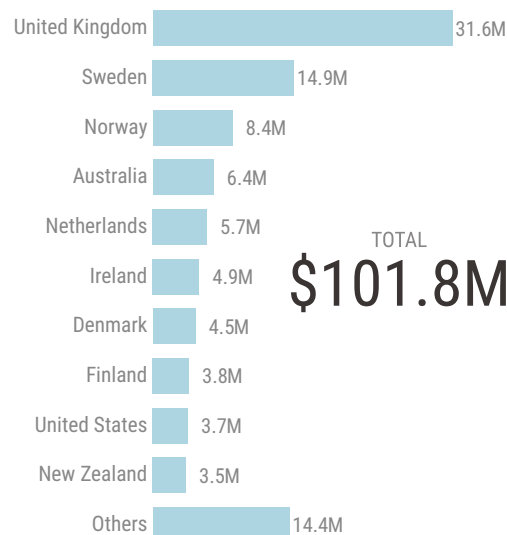
The overall volume of unearmarked funding has remained stable over the past two years at more than \$100 million. For an organization such as OCHA, with 70 per cent of its expenditure related to staff costs, this minimum level is vital in order to have sufficient levels of flexible funding to cover all operations, including so-called forgotten emergencies.

In 2016, unearmarked funding was critical for OCHA to quickly respond to new or worsening crises, including Tropical Cyclone Winston in Fiji, the Ecuador earthquake, Hurricane Matthew in Haiti, and deteriorating IDP crises in Libya (Sirt) and Iraq (Mosul). Unearmarked funding was used throughout the year to ensure that OCHA maintained an independent presence and capacity to deliver its core services in protracted complex emergencies, such as Afghanistan, DRC, Somalia and Sudan. Unearmarked funding was also essential to fill gaps in the funding of field offices in between injections of earmarked funding, ensuring seamless operations in the field. Lastly, unearmarked funding allowed OCHA to provide indispensable headquarters-based support to its field operations,

M = Million

*Includes contingency fund (\$4m); ASH (5.5m); UNDP clearing account (\$10.2m); unpaid pledges (\$6.1m); refunds to donors and UNDP (\$4m) and other (\$0.6m)

UNEARMARKED CONTRIBUTIONS BY COUNTRY (US\$)



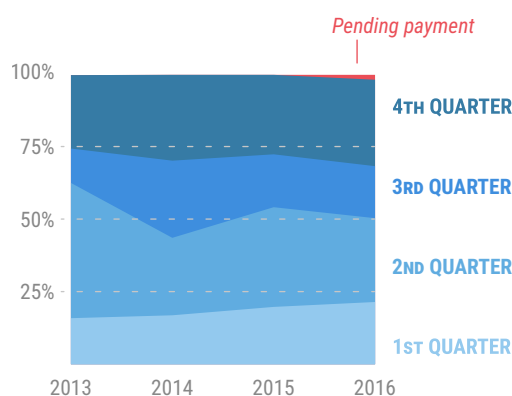
M = Million

including in programme cycle management, surge staff support and other rapid response tools, preparedness and IM. By year end, more than half of all unearmarked funding (54 per cent) was allocated to field operations.

Timeliness

In 2016, nearly 21 per cent of contributions were received in the first quarter, with 29 per cent in the second quarter, 18 per cent in the

TIMELINESS OF DISBURSEMENT



third quarter and 30 per cent in the last quarter (2 per cent remained unpaid at year end). This distribution is comparable to previous years. OCHA encourages early payment to ensure it can proceed with quarterly cash allocations and thereby reduce transaction costs.

Predictability

In 2016, OCHA had a guaranteed income of \$80 million through 18 multi-year donor agreements, as well as bridge funding to fill the gap during the negotiation phase of the subsequent agreement. Multi-year core funding agreements that expired in 2015 and 2016 were renegotiated (Luxembourg, New Zealand, the Netherlands and Switzerland), and new multi-year agreements were signed with Belgium, Canada and the Republic of Korea.

Diversity

In 2016, OCHA received contributions from 39 Member States and the EU, just one donor less than in 2015. In addition to contributions from the 27 members of the OCHA Donor Support Group, OCHA received contributions from Bulgaria, China, the Czech Republic, Georgia, Hungary, Iceland, Kazakhstan, Kuwait, Malta, Monaco, the Philippines, Romania, Singapore and Thailand. As with many other humanitarian organizations, OCHA's income remains heavily concentrated on its top donors, with half coming from the top three donors and 81 per cent from the top 10. OCHA will continue to make strong efforts to diversify its donor base.

OCHA Donor Support Group

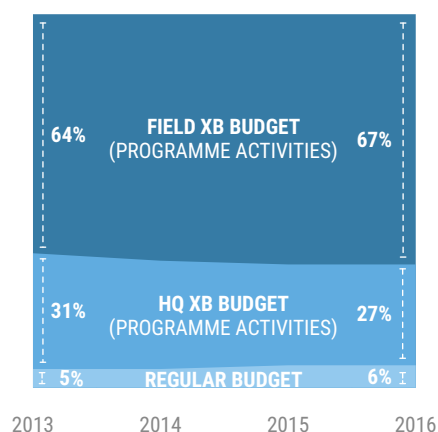
The OCHA Donor Support Group (ODSG) is a group of donors that was created in 1998. It is the main forum for interaction between OCHA and key donor Governments on a range of issues related to policy, management and finance. Under the leadership of a Chair, who sits for a year, the ODSG comprises 27 members and supports OCHA in fulfilling its mandate. The criteria for ODSG membership includes the commitment to provide continued and substantial financial support to OCHA, and the willingness to provide political support aimed at further strengthening OCHA. In 2016, ODSG members provided more than 99 per cent (\$250 million) of OCHA's total income from Member States. As of the end of 2016, the group consisted of the following members: Australia, Austria, Belgium, Canada, Denmark, Estonia, Finland, France, Germany, Ireland, Italy, Japan, Luxembourg, New Zealand, the Netherlands, Norway, Poland, Republic of Korea, Russian Federation, Spain, Sweden, Switzerland, Turkey, the United Arab Emirates, the United Kingdom, the United States and the European Commission.

2016 Expenditure

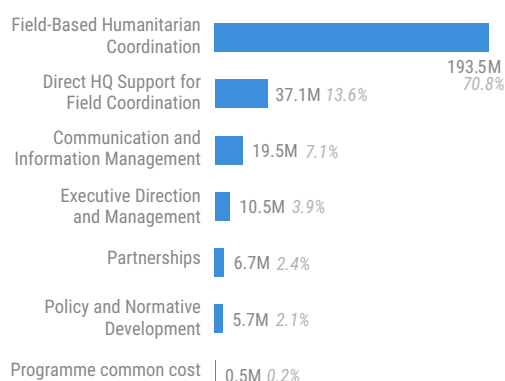
OCHA's expenditure-implementation rate reached 93 per cent under extrabudgetary budget, with a 95 per cent implementation rate in headquarters and 92 per cent in the field. This is a higher level of implementation than in 2015, indicating that OCHA is operating nearly at full capacity.

OCHA's preliminary expenditure-implementation rate reached 92 per cent under the Extrabudgetary Administrative Budget of \$31.8 million, while the preliminary expenditure-implementation rate for the Regular Budget reached 91 per cent approved at \$18 million, inclusive of the United Nations Monitoring Mechanism for Syria.

FIELD PROPORTION OF OCHA'S PROGRAMME BUDGET TREND



DIRECT EXPENDITURE BY PROGRAMME ACTIVITIES (US\$)

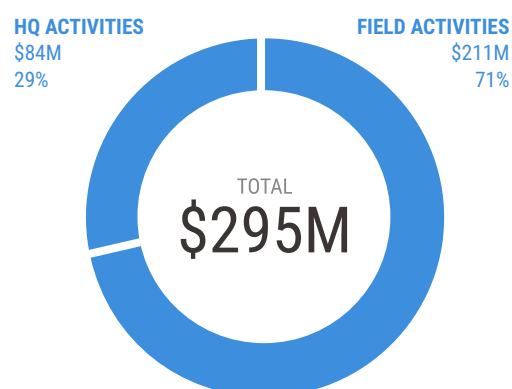


DIRECT EXPENDITURE BY ADMINISTRATIVE ACTIVITIES (US\$)



M = Million

FIELD VS HQ BUDGET (US\$)



2014 DONOR INCOME

Donor	US\$
United Kingdom	39,279,384
Sweden	31,898,313
United States	30,060,015
European Commission	24,394,920
Norway	16,957,656
Australia	11,683,939
Switzerland	8,980,287
Canada	8,855,471
Germany	7,961,003
Netherlands	6,518,905
Japan	6,115,896
Denmark	5,457,522
New Zealand	4,172,472
Finland	3,951,850
Saudi Arabia	3,584,025
Kuwait	3,000,000
Ireland	2,989,130
Belgium	2,837,327
United Arab Emirates	2,383,925
France	1,375,516
Russian Federation	950,000
Korea, Republic of	900,000
Luxembourg	857,843
Estonia	849,038
Italy	625,782
Spain	619,579
Poland	478,584
Turkey	453,886
Austria	122,449
Iceland	100,000
Argentina	90,000
Guyana	60,267
Kazakhstan	50,000
China	30,000
Monaco	27,586
Cyprus	25,221
Singapore	20,000
Subtotal 1	228,717,790
Multi-Donor Funds	8,206,428
UN and Other Agencies	238,610
Private Donations	299,390
Subtotal 2	8,744,429
TOTAL 2014*	237,462,219

2015 DONOR INCOME

Donor	US\$
Netherlands	8,745,557
Switzerland	8,530,123
Germany	8,168,310
Saudi Arabia	8,000,000
Canada	4,926,560
Denmark	4,811,949
New Zealand	4,081,633
Finland	3,791,983
Belgium	3,673,967
Ireland	2,985,197
Kuwait	2,500,000
Korea, Republic of	1,500,000
United Arab Emirates	1,355,975
France	1,122,334
Thailand	1,000,000
Turkey	1,000,000
Russian Federation	1,000,000
Morocco	1,000,000
Luxembourg	874,094
Estonia	797,294
Spain	549,451
Austria	536,462
Azerbaijan	500,000
Poland	450,956
Trinidad and Tobago	250,000
South Africa	118,362
Iceland	100,000
Czech Republic	82,918
Malaysia	40,000
Singapore	40,000
China	30,000
Monaco	27,199
Andorra	16,484
Afghanistan	1,000
Subtotal 1	233,046,144
Multi-Donor Funds	8,883,954
UN and Other Agencies	15,000
Private Donations	132,700
Subtotal 2	9,031,654
TOTAL 2015	242,077,798

2016 DONOR INCOME

Donor	US\$
United States	49,320,000
United Kingdom	42,373,626
Sweden	36,631,502
European Commission**	21,261,019
Germany	15,249,535
Norway	14,875,779
Switzerland	9,563,712
Japan	8,678,075
Belgium	8,290,546
Australia	7,337,360
Canada	5,969,019
Netherlands	5,894,868
Ireland	5,472,489
Denmark	4,460,303
Finland	3,791,983
New Zealand	3,462,604
Spain	1,387,347
Korea, Republic of	1,350,000
France	1,132,503
Russian Federation	850,000
Luxembourg	809,740
Austria	653,623
Poland	558,645
Turkey	500,000
Estonia	319,037
Malta	193,039
Kazakhstan	150,000
Thailand	100,000
Georgia	100,000
Iceland	100,000
Romania	55,188
Bulgaria	53,079
Singapore	50,000
Czech Republic	39,246
China	30,000
Monaco	27,933
United Arab Emirates	25,000
Hungary	22,124
Philippines	20,000
Kuwait	5,000
Subtotal 1	251,163,923
Multi-Donor Funds	11,186,824
UN and Other Agencies	150,212
Private Donations	100,214
Subtotal 2	11,437,249
TOTAL 2016	262,601,173

Totals include paid and pledged contributions.

Total donor income does not include transfers, including the transfer from the Italian pre-positioned fund of \$1.1 million to the OCHA Syria office in 2016.

* Due to retroactive implementation of IPSAS accounting standards, some 2015 donor income might have changed compared to what was published previously.

** Total includes funding to OCHA office in Sudan (EUR2M) and ROWCA (EUR202,000), signed and received in 2016 but intended for 2017.

OCHA FINANCIAL STATUS AS OF 31 DECEMBER 2016 (US\$)

OCHA-Mandated Programme and Administrative Activities	Programme Activities	Administrative Activities	Regular Budget	TOTAL
Opening Balance - 1 Jan 2016	92,737,110	-	-	92,737,110
2016 Donor Contributions ¹	262,601,173	-	18,098,055	280,699,228
Available Funds	355,338,283	-	18,098,055	373,436,338
Transfer of Programme Support Charges (PSC) ²	-16,548,701	30,705,035	-	14,156,334
Direct Expenditure ³	-257,079,709	-28,210,276	-16,544,303	-301,834,288
Total Expenditure Charged against ⁴	-273,628,410	-28,210,276	-16,544,303	-318,382,989
Net Available Funds before Other Income, adjustments, transfers, refunds	81,709,873	-	-	81,709,873
Other income, adjustments, transfers, refunds	29,779,226	-	-	29,779,226
Closing Balance ⁵	111,489,099	-	1,553,752	113,042,851
Increase / (Decrease) in opening balance	18,751,989	-	-	18,751,989
NET CLOSING BALANCE	111,489,099	-	1,553,752	113,042,851

¹For programme activities, includes paid contributions and unpaid pledges \$6.1M, and excludes deferred income.

²Transfer of PSC for Administrative Activities, includes PSC levied from programme activities, ERFs, and Specially Designated Contributions as well.

³Includes disbursement and unliquidated obligations as at 31 December 2016.

⁴For programme activities, expenditure charged against budget is the direct programme expenditure plus programme support transfers. For administrative and regular budget activities, it is the direct expenditure only.

⁵As of June 2015, PSC balances have been consolidated under one single PSC account for all Volume 1 entities under the Central Control of the UN Controller.

ODSG AND OTHER DONOR CONTRIBUTIONS (US\$)

	2012	2013	2014	2015 ³	2016
OCHA Donor contributions ¹	230,585,374	233,232,884	237,543,069	242,077,798	262,601,173
Contributions from ODSG	227,364,333	227,165,977	221,811,542	219,340,181	250,218,315
OCHA Extrabudgetary Programme	254,617,435	277,345,887	307,867,072	333,918,844	294,913,926
OCHA donors ²	40	40	40	44	43
OCHA ODSG members	25	25	27	27	27

¹Total includes paid and pledged contributions.

²Number include donors such as (Multi-Partner Trust Fund Office, private donors, ECHO and UN agencies).

³Starting 2015 income data also includes future pledges (except multi-year pledges), hence, 2015 donor income might have changed compared to what was published previously.

Conclusion

In 2016, OCHA made important advancements to align its budget and income, putting OCHA firmly on the path towards sustainable financial stability in the near term. However, more needs to be done to align budget and income. The high level of implementation in 2016 indicates that OCHA has reached full capacity. Going forward, budget reductions will come from a revised structure and vision, as the organization implements reforms stemming from the Functional Review, including decisions on what activities it can and cannot undertake within the available resources. In September 2016, OCHA's Executive Management Committee agreed to a 2017 budget of \$260 million, lower than the \$295 million budget of 2016, based on realistic income projections and analysis of available cash reserves.

On the income side, OCHA's donors have shown confidence in its reform process and financial management by increasing overall income to a record level. OCHA recognizes that it will need to continue to demonstrate its added value to ensure effective humanitarian action as well as efficient management of its resources for donors to consider OCHA a worthy investment.

ANNEXES

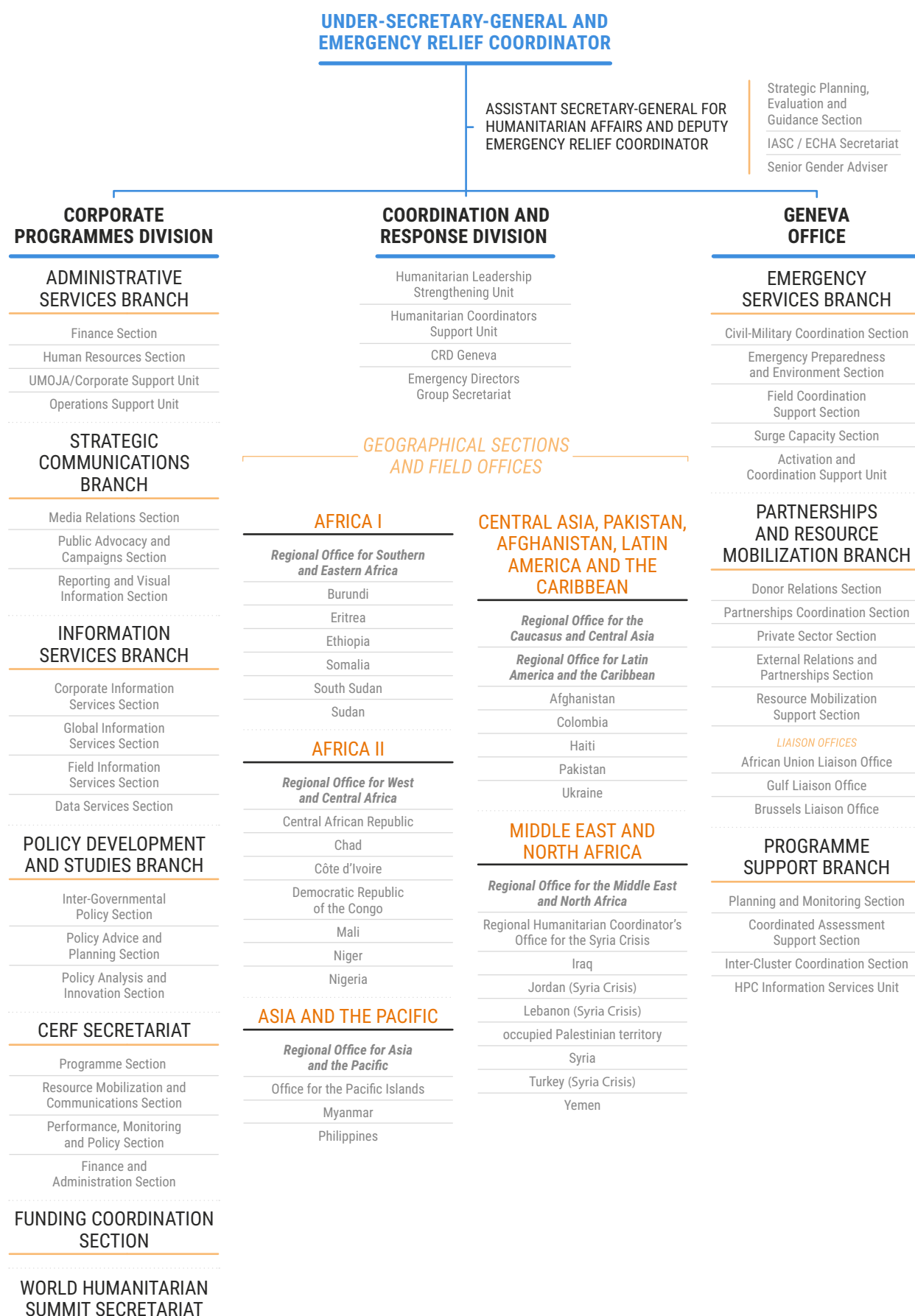
84	ACRONYMS AND ABBREVIATIONS
85	OCHA ORGANIZATIONAL CHART
86	FINANCIAL TABLES AND CHARTS

ACRONYMS AND ABBREVIATIONS

ASEAN	Association of Southeast Asian Nations	IDP	Internally Displaced Person
ASG	Assistant Secretary-General	IFRC	International Federation of the Red Cross
CAR	Central African Republic	IHL	International Humanitarian Law
CBI	Connecting Business initiative	IM	Information Management
CBPF	Country-Based Pooled Funds	IMPACT	Information Management Preparedness and Coordination Training
CERF	Central Emergency Response Fund	INFORM	Index for Risk Management
CESDRR	Center for Emergency Situations and Disaster Risk Reduction	INGO	International Non-Governmental Organization
CMCOORD	Civil-Military Coordination	INSARAG	International Search and Rescue Advisory Group
DHC	Deputy Humanitarian Coordinator	ISIL	Islamic State of Iraq and the Levant
DPC	Department of Civil Protection	JIAG	Joint Intersectoral Analysis Group
DRC	Democratic Republic of the Congo	L3	Level 3
ECHO	European Civil Protection and Humanitarian Operations	MSA	Multisectoral Assessment
ECOSOC	Economic and Social Council	NDRMC	National Disaster Risk Management Commission
EDG	Emergency Directors Group	NGO	Non-Governmental Organization
ERC	Emergency Relief Coordinator	NSAG	Non-State Armed Group
ERP	Emergency Response Preparedness	OCHA	United Nations Office for the Coordination of Humanitarian Affairs
EU	European Union	ODSG	OCHA Donor Support Group
FTS	Financial Tracking Service	PACT	Platform for Action, Commitments and Transformations
GA	General Assembly	PROCAP	Protection Standby Capacity
GAHI	Global Alliance on Humanitarian Innovation	RC	Resident Coordinator
GBV	Gender-based violence	ROAP	Regional Office for Asia and the Pacific
GCCG	Global Cluster Coordinators Group	ROCCA	Regional Office for Central Asia and the Caucasus
GHO	Global Humanitarian Overview	ROLAC	Regional Office for Latin America and the Caribbean
GHPF	Global Humanitarian Policy Forum	ROMENA	Regional Office for the Middle East and North Africa
GPC	General People's Congress	ROSEA	Regional Office for Southern and Eastern Africa
HAS	Humanitarian Affairs Segment	ROWCA	Regional Office for West and Central Africa
HAT	Humanitarian Advisory Team	RRM	Rapid Response Mechanism
HC	Humanitarian Coordinator	SLC	Saudi Arabian-Led Coalition
HCT	Humanitarian Country Team	SMT	Senior Management Team
HNO	Humanitarian Needs Overview	SOP	Standard Operating Procedure
HOC	Humanitarian Operations Centre	STAIT	Senior Transformative Implementation Team
HPC	Humanitarian Programme Cycle	UNDAC	United Nations Disaster Assessment and Coordination
HRD	Humanitarian Requirements Document	UNDP	United Nations Development Programme
HRP	Humanitarian Response Plan	UNEP	United Nations Environment Programme
HSP	Humanitarian Strategic Plan	UNFPA	United Nations Population Fund
IAHE	Inter-Agency Humanitarian Evaluation	UNICEF	United Nations Children's Fund
IASC	Inter-Agency Standing Committee	UNMISS	United Nations Mission in the Republic of South Sudan
IATI	International Aid Transparency Initiative	USG	Under-Secretary-General
ICRC	International Committee of the Red Cross	WFP	World Food Programme
ICT	Information and Communications Technology	WHS	World Humanitarian Summit

OCHA ORGANIZATIONAL CHART

AS OF DECEMBER 2016



FINANCIAL TABLES AND CHARTS

OCHA BUDGET AND EXPENDITURE IN 2016 (US\$)	Programme Budget				Extrabudgetary Administrative Budget			
	Original	Final	Expenditure	Expend. Rate	Original	Final	Expenditure	Expend. Rate
REGULAR BUDGET ACTIVITIES	18,171,600	18,098,055	16,544,303	91%	-	-	-	-
EXTRABUDGETARY ACTIVITIES								
HEADQUARTERS								
EXECUTIVE MANAGEMENT	6,807,148	7,367,043	6,487,548	88%	0	675,579	365,137	54%
CORPORATE PROGRAMME DIVISION	31,063,537	28,734,008	27,195,290	95%	29,570,945	31,133,836	28,969,031	93%
COORDINATION AND RESPONSE DIVISION	16,887,170	15,520,605	14,835,294	96%	-	-	-	-
OFFICE OF DIRECTOR GENEVA	31,531,540	32,559,920	31,470,158	97%	-	-	-	-
Total Headquarters Activities	86,289,395	84,181,576	79,988,290	95%	29,570,945	31,809,415	29,334,168	92%
FIELDS ACTIVITIES								
REGIONAL OFFICES	32,022,690	30,270,608	25,053,165	83%	-	-	-	-
Regional Office for Latin America and the Caribbean	4,142,202	4,353,905	3,680,509	85%	-	-	-	-
Regional Office for Asia and the Pacific	6,578,010	6,331,367	4,897,131	77%	-	-	-	-
Regional Office for the Middle East and North Africa	3,301,100	2,424,770	2,163,098	89%	-	-	-	-
Regional Office for Southern and Eastern Africa	7,825,927	7,682,807	6,033,981	79%	-	-	-	-
Regional Office for West and Central Africa	8,648,213	8,068,598	7,161,288	89%	-	-	-	-
Regional Office for the Caucasus and Central Asia	1,527,238	1,409,161	1,117,158	79%	-	-	-	-
LIAISON OFFICES	4,279,156	3,341,326	3,258,669	98%	-	-	-	-
AU Liaison Office	1,522,493	1,291,689	1,269,422	98%	-	-	-	-
Gulf Liaison Office	1,954,021	1,476,868	1,433,951	97%	-	-	-	-
Brussels Liaison Office	802,642	572,769	555,296	97%	-	-	-	-
AFRICA	87,762,508	86,807,369	80,597,097	93%	-	-	-	-
Eritrea	865,020	790,899	711,724	90%	-	-	-	-
Ethiopia	4,683,417	6,088,419	5,405,302	89%	-	-	-	-
Somalia	10,106,123	9,314,762	9,017,603	97%	-	-	-	-
South Sudan	12,557,594	12,503,209	12,259,094	98%	-	-	-	-
Sudan	10,081,090	10,721,674	10,553,528	98%	-	-	-	-
Burundi	0	1,240,187	905,513	73%	-	-	-	-
Central African Republic	9,503,902	8,228,987	7,057,348	86%	-	-	-	-
Chad	5,634,418	5,420,943	4,926,353	91%	-	-	-	-
Côte d'Ivoire	1,504,826	1,541,870	1,338,832	87%	-	-	-	-
Democratic Republic of the Congo	16,042,291	14,967,815	14,196,265	95%	-	-	-	-
Ebola Emergency Teams	741,800	739,973	592,339	80%	-	-	-	-
Mali	5,680,143	5,133,397	4,625,474	90%	-	-	-	-
Niger	3,997,779	4,125,401	3,837,980	93%	-	-	-	-
Nigeria	6,364,105	5,989,833	5,169,742	86%	-	-	-	-
ASIA AND THE PACIFIC	8,458,154	8,259,811	8,083,160	98%	-	-	-	-
Myanmar	5,217,248	5,278,782	5,112,792	97%	-	-	-	-
Office for the Pacific Islands	1,141,348	1,107,454	1,098,680	99%	-	-	-	-
Philippines	2,099,558	1,873,575	1,871,688	100%	-	-	-	-
CENTRAL ASIA, PAKISTAN AND AFGHANISTAN	15,777,763	15,034,021	14,866,682	99%	-	-	-	-
Afghanistan	10,628,783	10,540,222	10,399,080	99%	-	-	-	-
Pakistan	5,148,980	4,493,799	4,467,602	99%	-	-	-	-
EUROPE	4,476,865	3,980,761	3,229,530	81%	-	-	-	-
Ukraine	4,476,865	3,980,761	3,229,530	81%	-	-	-	-
LATIN AMERICA & THE CARIBBEAN	5,728,134	5,333,635	4,480,403	84%	-	-	-	-
Colombia	3,050,462	2,793,027	2,333,042	84%	-	-	-	-
Haiti	2,677,672	2,540,608	2,147,361	85%	-	-	-	-
MIDDLE EAST AND NORTH AFRICA	56,252,375	49,615,600	47,276,529	95%	-	-	-	-
Iraq	11,205,535	8,519,471	8,635,281	101%	-	-	-	-
occupied Palestinian territory	7,585,874	6,684,504	5,995,834	90%	-	-	-	-
Yemen	11,717,447	12,554,005	12,433,904	99%	-	-	-	-
Syria	7,976,331	7,284,029	7,513,871	103%	-	-	-	-
Turkey (Syria Crisis)	6,094,630	4,362,777	4,220,536	97%	-	-	-	-
Jordan (Syria Crisis)	2,663,873	2,249,488	1,607,311	71%	-	-	-	-
Lebanon (Syria Crisis)	2,977,671	2,428,139	2,345,918	97%	-	-	-	-
RHC for the Syria Crisis*	6,031,014	5,533,187	4,523,874	82%	-	-	-	-
Total Field Activities	214,757,645	202,643,131	186,845,234	92%	-	-	-	-
Total Extrabudgetary Activities	301,047,040	286,824,707	266,833,524	93%	29,570,945	31,809,415	29,334,168	92%
CBPFS MANAGEMENT UNITS (FORMER-CHF)	8,089,219	8,089,219	6,697,835	83%	-	-	-	-
Afghanistan	1,270,517	1,270,517	995,890	78%	-	-	-	-
Central African Republic	888,572	888,572	753,807	85%	-	-	-	-
Democratic Republic of the Congo	2,061,365	2,061,365	1,478,933	72%	-	-	-	-
Somalia	1,705,620	1,705,620	1,447,842	85%	-	-	-	-
South Sudan	1,122,505	1,122,505	1,110,086	99%	-	-	-	-
Sudan	1,040,640	1,040,640	911,278	88%	-	-	-	-
DORMANT ACCOUNTS AND OTHERS	-	-	97,050	-	-	-	-1,123,892	-
Total Extrabudgetary Activities including CBPF and Dormant	309,136,259	294,913,926	273,628,410	93%	29,570,945	31,809,415	28,210,276	89%
TOTAL OCHA ACTIVITIES (REGULAR BUDGET AND EXTRABUDGETARY)	327,307,859	313,011,981	290,172,713	93%	29,570,945	31,809,415	28,210,276	89%

*Regional Humanitarian Coordinator's Office for the Syria Crisis

SPECIALLY DESIGNATED CONTRIBUTIONS BY ACTIVITY (US\$)	CBPF*	Natural Disaster Activities	Other SDCs	ProCap and GenCap Rosters	UNDAC Mission Accounts	GRAND TOTAL
2016 Donor Contributions	433,759,983	1,133,787	631,857	4,993,700	744,166	441,263,493

*Further details and breakdown of this amount are provided in the table on page 92

SPECIALLY DESIGNATED CONTRIBUTIONS BY DONOR (US\$)

Donor	US\$
United Kingdom	181,684,805
Germany	49,283,671
Netherlands	46,662,723
Sweden	32,082,435
Belgium	30,149,083
Norway	16,409,121
Denmark	16,098,078
Ireland	14,509,739
United States	13,325,000
Switzerland	10,251,122
Australia	6,241,016
Qatar	5,000,000
Saudi Arabia	5,000,000
Canada	4,425,289
Spain	3,385,128
France	2,315,006
Korea, Republic of	1,300,000
Italy*	1,133,787
Jersey	603,659
Iceland	300,000
Luxembourg	283,126
Russian Federation	150,000
Estonia	106,157
China	50,000
Malaysia	50,000
Austria	39,950
New Zealand	13,000
Cyprus	10,616
Colombia	10,000
UN and Other Agencies	390,982
GRAND TOTAL	441,263,493

OTHER CONTRIBUTIONS (US\$)

Entity	Description	Total
DFID	Vehicles	671,974
Deloitte Consulting	Consulting Services	67,000
UNHCR	Technical assistance/expert services	97,198
FAO	Technical assistance/expert services	129,494
WFP	Technical assistance/expert services	88,692
UNICEF	Technical assistance/expert services	13,725
International Humnaitarian City	Office space	60,000
Hyogo Prefecture	Office space	44,187
Government of Kazakhstan through UNDP	Office space	14,570
Government of Tajikistan through UNDP	Office space	568
GRAND TOTAL		1,187,408

Total includes paid and pledged contributions.

Excludes: Contributions channelled through OCHA to NGOs and non-UN partners via the CHF for Somalia (US\$21,838,835.63), CHF Afghanistan (US\$28,436,504.22) and WHS (US\$3,131,000).

*Contribution to pre-positioned fund. In 2016 a transfer of \$1.1 million from the pre-positioned fund was made to the OCHA office in Syria.

VOLUNTARY CONTRIBUTIONS - BREAKDOWN OF DONOR EARMARKING (US\$)

OCHA Activities	Office	United States	United Kingdom	Sweden	European Commission	Germany	Norway	Switzerland	Japan	Belgium
UNEARMARKED CONTRIBUTIONS	Unearmarked	3,700,000	31,555,282	14,953,942	-	2,296,095	8,412,450	2,173,913	658,075	2,437,703
EARMARKED CONTRIBUTIONS										
HEADQUARTERS ACTIVITIES	Headquarter Activities	17,670,000	190,840	238,578	-	2,685,022	-	1,778,734	100,000	-
LIAISON OFFICES	Liaison Offices	700,000	-	-	-	-	-	-	-	-
REGIONAL OFFICES	Regional Office for Asia and the Pacific	800,000	-	715,734	-	-	-	-	320,000	-
	Regional Office for Latin America and the Caribbean	600,000	-	117,786	170,068	-	-	-	-	-
	Regional Office for Southern and Eastern Africa	1,600,000	845,254	238,578	-	558,659	-	-	-	-
	Regional Office for West and Central Africa	1,150,000	-	954,312	1,026,761	-	118,008	822,199	-	-
	Regional Office for the Middle East and North Africa	500,000	-	477,156	327,869	-	-	513,875	-	-
	Regional Office for the Caucasus and Central Asia	500,000	-	-	-	-	-	-	-	-
	Regional Offices Total	5,150,000	845,254	2,503,566	1,524,697	558,659	118,008	1,336,074	320,000	627,090
AFRICA	Central African Republic	1,000,000	-	1,049,509	1,457,368	-	-	-	-	-
	Chad	500,000	152,672	1,249,442	850,340	530,786	287,009	-	-	418,060
	Côte d'Ivoire	-	-	1,103,266	-	-	-	-	-	-
	Democratic Republic of the Congo	1,000,000	-	2,802,977	822,368	-	-	411,100	-	627,090
	Burundi	500,000	-	238,578	328,947	-	-	-	-	167,224
	Eritrea	-	-	551,633	-	-	-	-	-	-
	Ethiopia	1,800,000	3,614,631	238,578	1,133,787	558,659	584,112	-	-	-
	Mali	500,000	-	459,231	453,515	558,659	118,008	-	-	-
	Niger	-	-	1,249,442	169,109	530,786	238,723	-	-	668,896
	Nigeria	2,000,000	152,672	1,452,170	563,698	-	311,151	-	-	-
	Somalia	1,500,000	783,699	578,520	891,862	1,117,318	-	-	-	-
	South Sudan	2,500,000	-	817,098	836,120	-	584,112	411,100	1,000,000	836,120
	Sudan*	1,500,000	-	459,231	3,030,172	-	584,112	805,577	-	-
	Africa Total	12,800,000	4,703,673	12,249,676	10,537,286	3,296,208	2,707,227	1,627,776	1,000,000	2,717,391
ASIA AND THE PACIFIC	Myanmar	400,000	152,672	459,231	566,251	-	-	604,183	-	-
	Office for the Pacific Islands	700,000	-	238,578	-	-	-	-	-	-
	Philippines	250,000	-	569,558	-	-	-	-	-	-
	Asia and the Pacific Total	1,350,000	152,672	1,267,367	566,251	-	-	604,183	-	-
LATIN AMERICA AND THE CARIBBEAN	Colombia	-	-	459,231	339,751	-	-	308,325	-	-
	Haiti	550,000	-	781,248	-	-	-	-	-	-
	Latin America and the Caribbean Total	550,000	-	1,240,480	339,751	-	-	308,325	-	-
EUROPE	Ukraine	400,000	-	238,578	340,136	1,675,978	118,008	308,325	500,000	-
	Europe total	400,000	-	238,578	340,136	1,675,978	118,008	308,325	500,000	-
MIDDLE EAST, NORTHERN & CENTRAL ASIA	Afghanistan	500,000	152,672	790,211	1,541,491	558,659	236,016	-	-	-
	Iraq	2,000,000	-	357,867	1,360,544	1,944,276	467,290	-	1,000,000	836,120
	oPt ¹	-	-	339,942	1,132,503	558,659	467,290	513,875	-	836,120
	Pakistan	300,000	878,477	238,578	1,109,878	-	-	-	-	-
	Syria **	3,000,000	2,857,143	1,854,850	1,675,978	1,117,318	2,349,490	912,508	5,000,000	-
	Yemen	1,200,000	1,037,613	357,867	1,132,503	558,659	-	-	100,000	836,120
	Middle East, Northern & Central Asia Total	7,000,000	4,925,905	3,939,315	7,952,897	4,737,573	3,520,086	1,426,382	6,100,000	2,508,361
CBPFs MANAGEMENT UNITS (FORMER-CHF)***		-	-	-	-	-	-	-	-	-
GRAND TOTAL		49,320,000	42,373,626	36,631,502	21,261,019	15,249,535	14,875,779	9,563,712	8,678,075	8,290,546

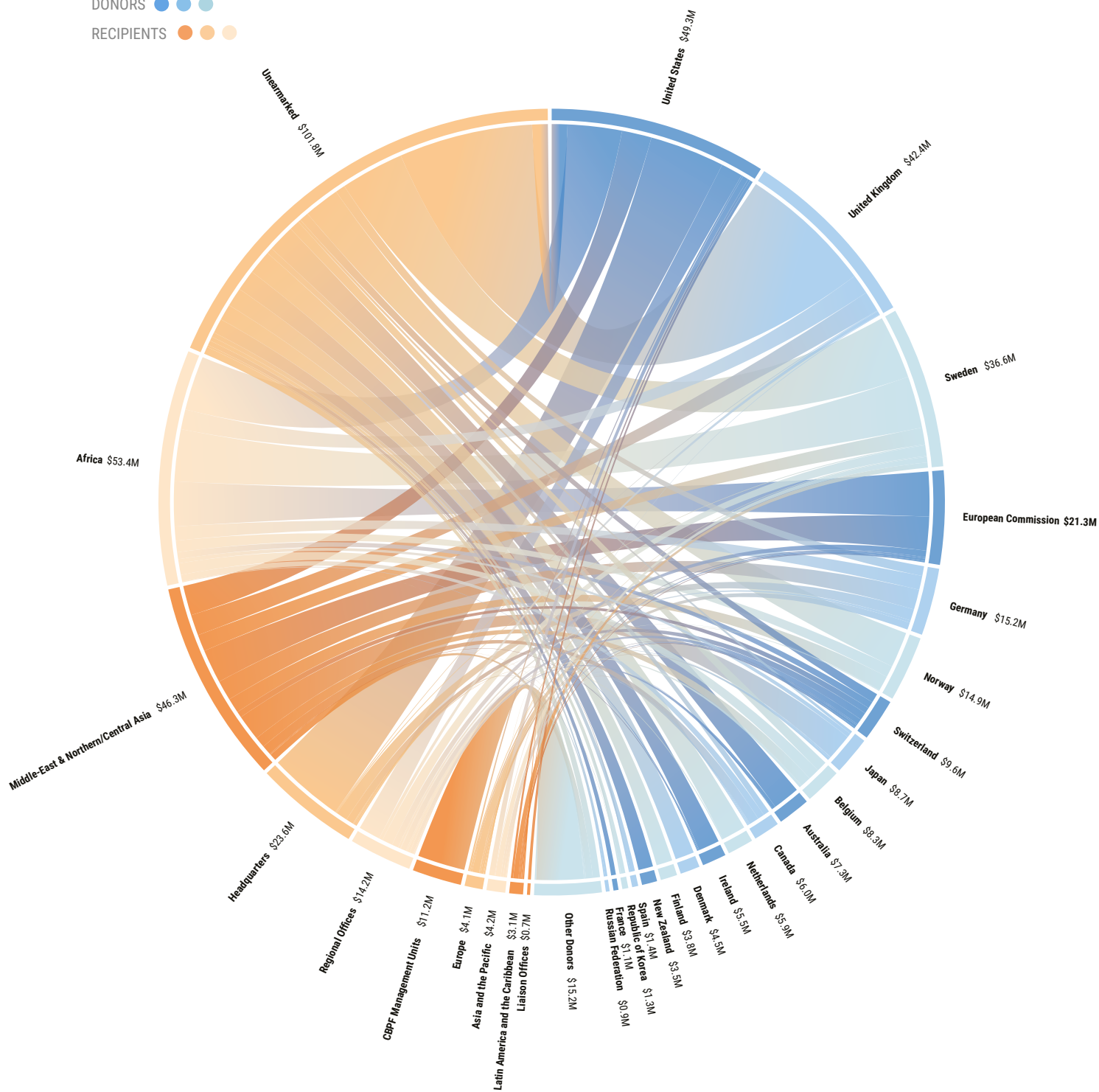
¹occupied Palestinian territory

	Australia	Canada	Netherlands	Ireland	Denmark	Finland	New Zealand	Spain	Korea, Republic of	France	Russian Federation	Other Donors	GRAND TOTAL
	6,360,691	1,431,639	5,668,934	4,957,609	4,460,303	3,791,983	3,462,604	1,109,878	1,000,000	1,132,503	500,000	1,697,727	101,761,333
	-	-	225,934	-	-	-	-	-	-	-	350,000	313,390	23,552,498
	-	-	-	-	-	-	-	-	-	-	-	-	700,000
	824,345	74,906	-	-	-	-	-	-	-	-	-	4,000	2,738,986
	-	87,391	-	-	-	-	-	-	-	-	-	-	975,244
	-	-	-	111,483	-	-	-	-	-	-	-	-	3,353,974
	-	-	-	111,483	-	-	-	-	-	-	-	-	2,056,736
	-	-	-	-	-	-	-	-	-	-	-	27,594	1,846,493
	-	-	-	-	-	-	-	-	-	-	-	100,000	600,000
	824,345	193,508	-	111,483	-	-	-	-	-	-	-	135,594	14,248,279
	-	224,719	-	-	-	-	-	-	-	-	-	-	3,731,596
	-	31,211	-	-	-	-	-	-	-	-	-	-	4,019,519
	-	31,211	-	-	-	-	-	-	-	-	-	-	1,134,477
	-	374,532	-	-	-	-	-	-	-	-	-	-	6,038,067
	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	551,633
	-	-	-	191,083	-	-	-	-	-	-	-	-	8,120,850
	-	31,211	-	-	-	-	-	-	-	-	-	-	2,120,624
	-	31,211	-	-	-	-	-	-	-	-	-	-	2,888,167
	-	181,024	-	-	-	-	-	-	-	-	-	-	4,660,715
	-	299,625	-	-	-	-	-	-	-	-	-	-	5,171,025
	-	374,532	-	-	-	-	-	-	-	-	-	4,000	7,363,083
	-	-	-	-	-	-	-	-	-	-	-	-	6,379,092
	-	1,579,276	-	191,083	-	-	-	-	-	-	-	4,000	53,413,597
	-	74,906	-	-	-	-	-	-	-	-	-	-	2,257,244
	152,323	-	-	-	-	-	-	-	-	-	-	-	1,090,901
	-	74,906	-	-	-	-	-	-	-	-	-	-	894,464
	152,323	149,813	-	-	-	-	-	-	-	-	-	-	4,242,609
	-	87,391	-	-	-	-	-	-	-	-	-	-	1,194,698
	-	87,391	-	-	-	-	-	277,469	-	-	-	232,362	1,928,470
	-	174,782	-	-	-	-	-	277,469	-	-	-	232,362	3,123,168
	-	187,266	-	-	-	-	-	-	250,000	-	-	87,799	4,106,089
	-	187,266	-	-	-	-	-	-	250,000	-	-	87,799	4,106,089
	-	374,532	-	-	-	-	-	-	-	-	-	-	4,153,581
	-	373,692	-	-	-	-	-	-	-	-	-	718,356	9,058,146
	-	383,436	-	212,314	-	-	-	-	-	-	-	4,000	4,448,139
	-	-	-	-	-	-	-	-	-	-	-	-	2,526,933
	-	1,121,076	-	-	-	-	-	-	100,000	-	-	868,851	20,857,214
	-	-	-	-	-	-	-	-	-	-	-	-	5,222,763
	-	2,252,736	-	212,314	-	-	-	-	100,000	-	-	1,591,207	46,266,776
	-	-	-	-	-	-	-	-	-	-	-	11,186,824	11,186,824
	7,337,360	5,969,019	5,894,868	5,472,489	4,460,303	3,791,983	3,462,604	1,387,347	1,350,000	1,132,503	850,000	15,248,902	262,601,173

Totals include paid and pledged contributions. | * Total includes funding to OCHA office in Sudan (EUR2M) which is meant for 2017 | ** Total for Syria includes funding to the following offices Syria, Jordan, Lebanon, Turkey, as well as funding to the Syria RHC | ***Cost of CBPF management units covered directly from the fund; amount under "other donors" refers to transfers from UNDP MPTF.

VOLUNTARY CONTRIBUTIONS BY DONORS AND RECIPIENTS - BY REGION (US\$)

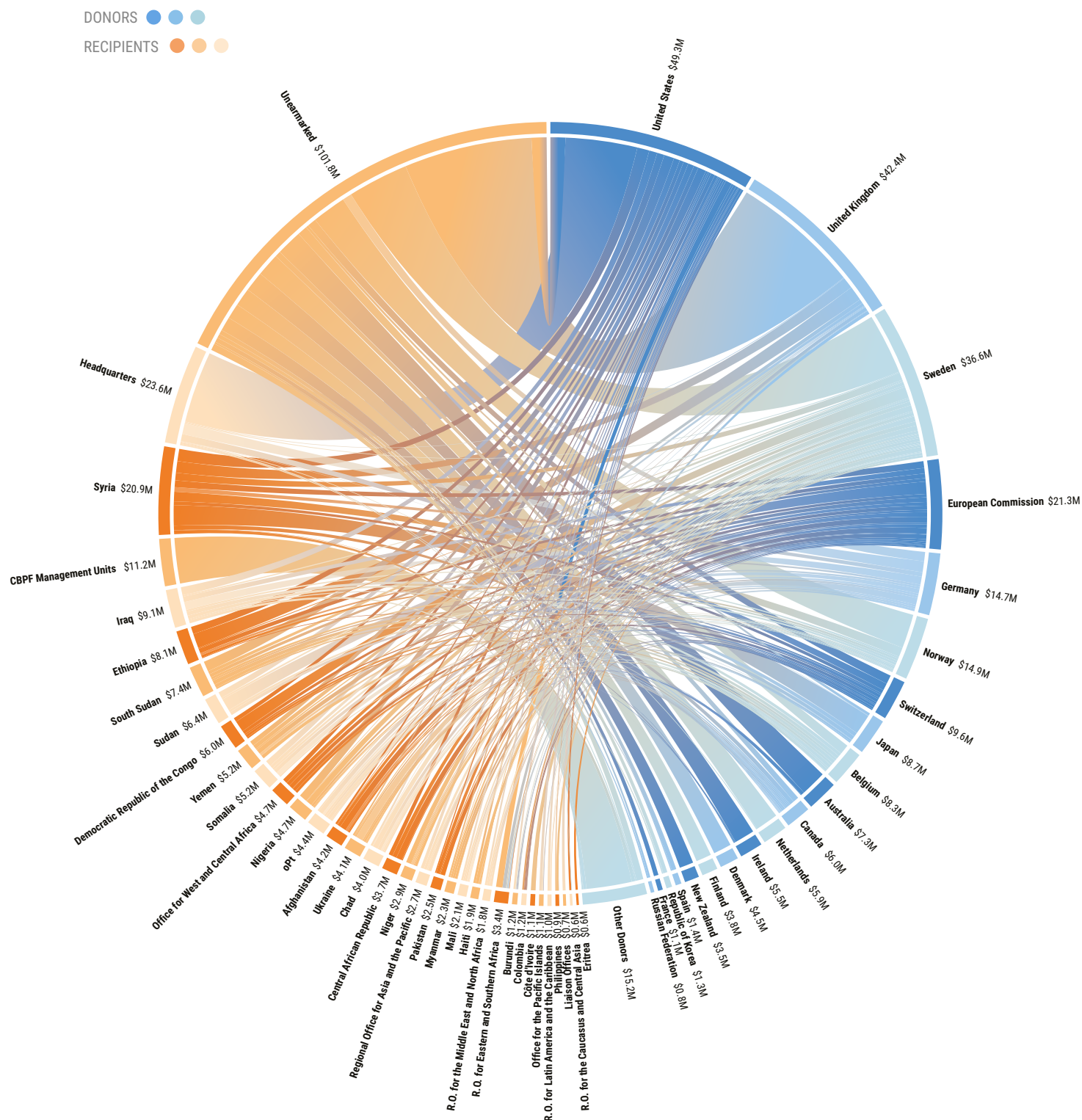
DONORS ● ● ●
RECIPIENTS ● ● ●



[Interactive version](#)

www.unocha.org/story/ocha-2016-annual-report-year-challenges-and-unprecedented-needs

VOLUNTARY CONTRIBUTIONS BY DONORS AND RECIPIENTS - BY COUNTRY (US\$)



R.O. : Regional Office

DRC: Democratic Republic of the Congo

oPt: occupied Palestinian Territory

CBPF: Country Based Pooled Funds

Interactive version

www.unocha.org/story/ocha-2016-annual-report-year-challenges-and-unprecedented-needs

CBPFS (HUMANITARIAN FUNDS): CONTRIBUTIONS BY DONOR AND FUND (US\$)

Donor	Colombia	Ethiopia	Iraq	Myanmar	oPt*	Pakistan	Syria	Yemen	TOTAL
Australia	-	3,022,492	1,504,891	1,142,422	-	-	-	-	5,669,805
Belgium	-	-	3,344,482	-	2,765,487	-	24,039,115	-	30,149,083
Canada	-	-	373,692	-	-	-	-	3,745,318	4,119,010
Cyprus	-	-	10,616	-	-	-	-	-	10,616
Denmark	-	1,486,768	3,567,352	1,426,941	-	-	6,763,137	2,853,881	16,098,078
France	-	-	-	-	-	-	2,265,006	-	2,265,006
Germany	-	2,265,006	16,010,345	-	1,675,978	-	14,231,239	15,049,515	49,232,083
Iceland	-	-	-	-	-	-	300,000	-	300,000
Ireland	-	1,932,059	2,733,812	-	212,314	-	4,830,326	4,352,797	14,061,308
Jersey	-	-	-	-	-	-	603,659	-	603,659
Korea, Republic of	-	500,000	-	-	-	-	500,000	300,000	1,300,000
Luxembourg	-	-	-	-	-	-	283,126	-	283,126
Malaysia	-	-	-	-	-	-	50,000	-	50,000
Netherlands	-	-	11,476,634	-	-	-	23,862,132	11,273,957	46,612,723
Norway	-	-	4,366,650	-	700,935	-	10,338,468	-	15,406,053
Qatar	-	-	-	-	-	-	5,000,000	-	5,000,000
Saudi Arabia	-	-	-	-	-	-	-	5,000,000	5,000,000
Spain	554,939	-	-	-	554,939	-	1,664,817	554,939	3,329,634
Sweden	477,156	954,312	3,783,944	1,178,924	2,206,531	4,413,694	9,894,949	8,033,192	30,942,704
Switzerland	310,238	1,644,035	-	493,097	1,929,249	-	2,517,623	3,048,049	9,942,290
United Kingdom	-	40,909,124	49,858,020	4,201,510	-	3,076,923	30,380,945	53,258,283	181,684,805
United States	-	6,700,000	5,000,000	-	-	-	-	-	11,700,000
GRAND TOTAL (US\$)	1,342,333	59,413,796	102,030,438	8,442,894	10,045,432	7,490,617	137,524,541	107,469,932	433,759,982

Total includes paid and pledged contributions.

Excludes: Contributions channelled through OCHA to NGOs and non-UN partners via the CHF for Somalia (US\$21,838,835.63), CHF Afghanistan (US\$28,436,504.22) and WHS (US\$3,131,000). It also excludes the CBPFS in DRC, CAR, Sudan, and South Sudan.

Total for Syria HF includes funding to HF Jordan, Lebanon and Turkey.

*occupied Palestinian territory

DONOR PROFILES

OCHA contribution trend
(Million USD)

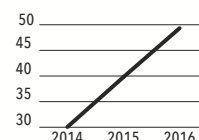
■ Unearmarked contributions
■ Earmarked contributions

1. UNITED STATES

ODSG



7.5% unearmarked
Contribution:
US\$49,320,000
18.8% of total OCHA
donor income



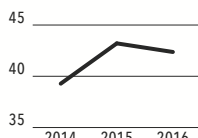
Specially designated contributions: a total of US\$13,325,000

2. UNITED KINGDOM

ODSG



74.5% unearmarked
Contribution:
US\$42,373,626
16.1% of total OCHA
donor income



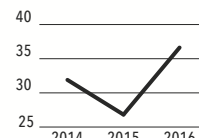
Specially designated contributions: a total of US\$181,684,804.62
(GBP 134,667,000)

3. SWEDEN

ODSG



40.8% unearmarked
Contribution:
US\$36,631,501
13.9% of total OCHA
donor income



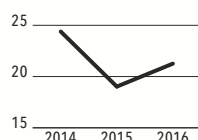
Specially designated contributions: a total of US\$32,082,435.015
(SEK 274,580,000)

4. EUROPEAN COMMISSION*

ODSG



0% unearmarked
Contribution:
US\$21,261,018
8.1% of total OCHA
donor income

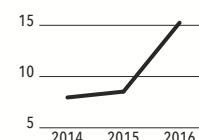


5. GERMANY

ODSG



15.1% unearmarked
Contribution:
US\$15,249,535
5.8% of total OCHA
donor income



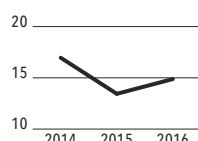
Specially designated contributions: a total of US\$49,283,671
(EUR 44,565,631.61)

6. NORWAY

ODSG



56.6% unearmarked
Contribution:
US\$14,875,779
5.7% of total OCHA
donor income



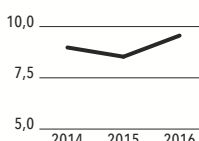
Specially designated contributions: a total of US\$16,409,121.041
(NOK 139,500,000)

7. SWITZERLAND

ODSG



22.7% unearmarked
Contribution:
US\$9,563,712
3.6% of total OCHA
donor income



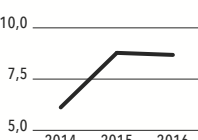
Specially designated contributions: a total of US\$10,251,122.47
(CHF 10,151,000)

8. JAPAN

ODSG



7.6% unearmarked
Contribution:
US\$8,678,075
3.3% of total OCHA
donor income

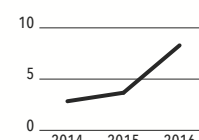


9. BELGIUM

ODSG



29.4% unearmarked
Contribution:
US\$8,290,545
3.2% of total OCHA
donor income



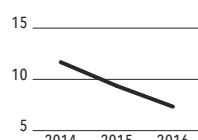
Specially designated contributions: a total of US\$30,149,083.01
(EUR 27,375,000)

10. AUSTRALIA

ODSG



86.7% unearmarked
Contribution:
US\$7,337,359
2.8% of total OCHA
donor income



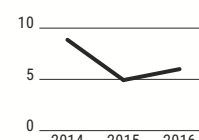
Specially designated contributions: a total of US\$6,241,016.26
(AUD 8,466,377)

11. CANADA

ODSG



24% unearmarked
Contribution:
US\$5,969,019
2.3% of total OCHA
donor income



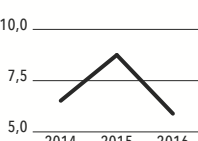
Specially designated contributions: a total of US\$4,425,289.15
(CAD 5,900,000)

12. NETHERLANDS

ODSG



96.2% unearmarked
Contribution:
US\$5,894,868
2.2% of total OCHA
donor income



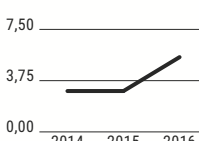
Specially designated contributions: a total of US\$46,662,723.49
(EUR 41,644,750)

13. IRELAND

ODSG



90.6% unearmarked
Contribution:
US\$5,472,489
2.1% of total OCHA
donor income



Specially designated contributions: a total of US\$14,509,738.915
(EUR 13,420,000)

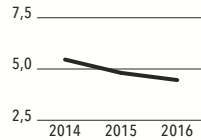
*Total includes funding to OCHA office in Sudan (EUR2M) which is meant for 2017

14. DENMARK

ODSG



100% unearmarked
Contribution:
US\$4,460,303
1.7% of total OCHA
donor income



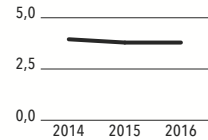
Specially designated contributions:
a total of US\$16,098,078.15 (DKK 110,000,000)

15. FINLAND

ODSG



100% unearmarked
Contribution:
US\$3,791,982
1.4% of total OCHA
donor income

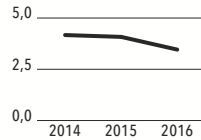


16. NEW ZEALAND

ODSG



100% unearmarked
Contribution:
US\$3,462,603
1.3% of total OCHA
donor income



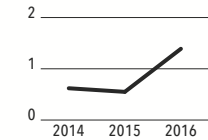
Specially designated contributions:
a total of US\$13,000 (NZD 17,927)

17. SPAIN

ODSG



80% unearmarked
Contribution:
US\$1,387,347
0.5% of total OCHA
donor income



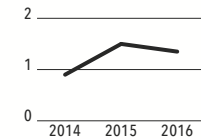
Specially designated contributions: a total of US\$3,385,127.65
(EUR 3,050,000)

18. REPUBLIC OF KOREA

ODSG



74.1% unearmarked
Contribution:
US\$1,350,000
0.5% of total OCHA
donor income



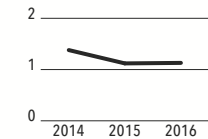
Specially designated contributions:
a total of US\$1,300,000

19. FRANCE

ODSG



100% unearmarked
Contribution:
US\$1,132,502
0.4% of total OCHA
donor income



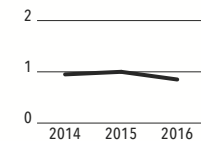
Specially designated contributions:
a total of US\$2,315,005.66 (EUR 2,045,200)

20. RUSSIAN FEDERATION

ODSG



58.8% unearmarked
Contribution:
US\$850,000
0.3% of total OCHA
donor income



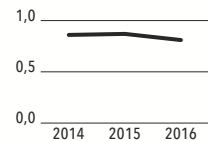
Specially designated contributions:
a total of US\$150,000

21. LUXEMBOURG

ODSG



100% unearmarked
Contribution:
US\$809,739
0.3% of total OCHA
donor income



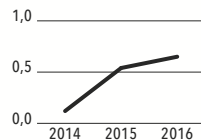
Specially designated contributions:
a total of US\$283,125.71 (EUR 250,000)

22. AUSTRIA

ODSG



15.1% unearmarked
Contribution:
US\$653,623
0.24% of total OCHA
donor income



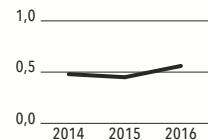
Specially designated contributions:
a total of US\$39,950.17 (EUR 35,276)

23. POLAND

ODSG



0% unearmarked
Contribution:
US\$558,645
0.21% of total OCHA
donor income

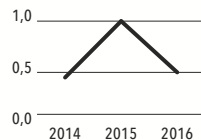


24. TURKEY

ODSG



100% unearmarked
Contribution:
US\$500,000
0.19% of total OCHA
donor income

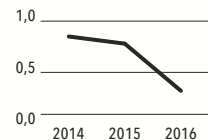


25. ESTONIA

ODSG



0% unearmarked
Contribution:
US\$319,036
0.12% of total OCHA
donor income



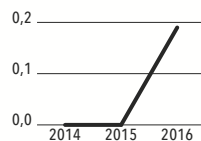
Specially designated contributions: a total of US\$106,157.11
(EUR 100,000)

26. MALTA

ODSG



0% unearmarked
Contribution:
US\$193,038
0.07% of total OCHA
donor income

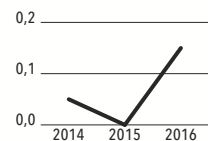


27. KAZAKHSTAN

ODSG



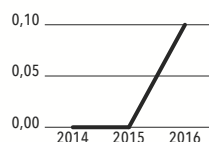
33.3% unearmarked
Contribution:
US\$150,000
0.05% of total OCHA
donor income



28. GEORGIA¹



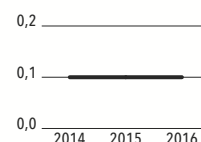
0% unearmarked
Contribution:
US\$100,000
0.03% of total OCHA
donor income



29. ICELAND¹



100% unearmarked
Contribution:
US\$100,000
0.03% of total OCHA
donor income

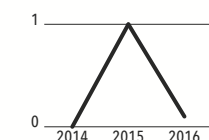


Specially designated contributions: a total of US\$300,000

30. THAILAND¹



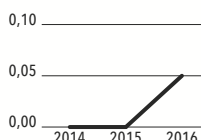
0% unearmarked
Contribution:
US\$100,000
0.03% of total OCHA
donor income



31. ROMANIA



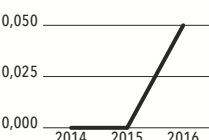
0% unearmarked
Contribution:
US\$55,187
0.02% of total OCHA
donor income



32. BULGARIA



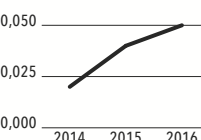
0% unearmarked
Contribution:
US\$53,078
0.02% of total OCHA
donor income



33. SINGAPORE



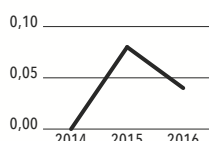
0% unearmarked
Contribution:
US\$50,000
0.02% of total OCHA
donor income



34. CZECH REPUBLIC



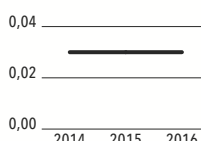
100% unearmarked
Contribution:
US\$39,246
0.01% of total OCHA
donor income



35. CHINA



100% unearmarked
Contribution:
US\$30,000
0.01% of total OCHA
donor income



Specially designated contributions: a total of US\$50,000

36. MONACO



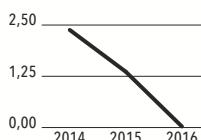
100% unearmarked
Contribution:
US\$27,932
0.01% of total OCHA
donor income



37. UNITED ARAB EMIRATES



80% unearmarked
Contribution:
US\$25,000
0.01% of total OCHA
donor income

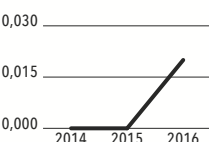


ODSG

38. HUNGARY



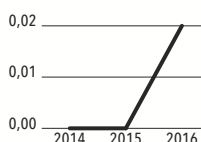
100% unearmarked
Contribution:
US\$22,123
0.008% of total OCHA
donor income



39. PHILIPPINES



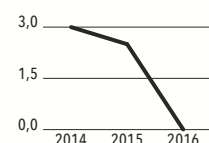
0% unearmarked
Contribution:
US\$20,000
0.008% of total OCHA
donor income



40. KUWAIT



0% unearmarked
Contribution:
US\$5,000
0.002% of total OCHA
donor income



¹Georgia, Iceland and Thailand contributed \$100,000 each and are listed alphabetically



WEB PLATFORMS

unocha.org
reliefweb.int



SOCIAL MEDIA PLATFORMS

 [@unocha](https://twitter.com/unocha) | [@UNReliefChief](https://twitter.com/UNReliefChief)

 facebook.com/UNOCHA

 linkedin.com/company/united-nations-ocha



United Nations