

and humanitarian appeals by making them more realistic, promoting a common approach for all actors and better adapting them to local contexts. The humanitarian coordinators, supported by OCHA, are responsible for the sector-based clusters and coordination of these clusters at country level, a task which management has now taken in hand. Collaboration with national actors on improving the international system's capability of supporting national authorities' disaster response preparedness and resilience to natural hazards at the local level, and on designing systems for integrating affected population groups into the planning of humanitarian operations will be key challenges for both humanitarian and development actors.

OCHA does not have its own Board, but OCHA donors have formed a group to provide support for OCHA's activities. The OCHA Donor Support Group (ODSG) has no formal control functions, but can agree on measures that may be taken by individual countries and in this respect has considerable opportunity to influence OCHA. As Chair of the ODSG from July 2011 to July 2012, Norway will maintain close contact with OCHA (see below). The ECOSOC Humanitarian Affairs Segment and the Fifth Committee of the UN General Assembly are formal decision-making bodies for OCHA.

As part of the UN Secretariat, OCHA is subject to external auditing by the UN Board of Auditors and internal reviews by the Office of Internal Oversight Services (OIOS). Eight audits

of OCHA were carried out in 2010. OCHA strengthened its engagement with the UN's oversight bodies, in particular the OIOS, in 2010, and made use of the oversight processes to certify the agency's accountability and effectiveness. OCHA's internal audit system was substantially improved in 2010 by the introduction of an electronic monitoring system, as a result of which the implementation rate for audit recommendations increased from 37 per cent in 2009 to 78 per cent in 2010. Audit reports from the Board of Auditors and OIOS are not readily available, but can be obtained directly using ordinary procedures. OCHA must comply with the anti-corruption and whistle-blower rules adopted by the UN Secretariat.

The UN Emergency Relief Coordinator has initiated important reforms that will strengthen the humanitarian response system. In the case of OCHA, attention is focused on the agency's ability to deliver effective leadership and coordination in the field, including meeting the need for greater mobility and ability to rapidly deploy highly qualified personnel in the field in response to disasters. OCHA's operations are mainly financed by voluntary contributions from a group of about 22 donor countries. Only 4 per cent of OCHA's activities were funded from the UN's regular budget in 2010. It will be crucial to establish a better system of burden-sharing for OCHA and the humanitarian system so as to be better able to respond to future humanitarian challenges. At the same time, strengthening national capacity to prevent and respond to humanitarian disasters will be essential to enabling effective response in the future.

3. Norway's policy towards OCHA

OCHA is an important partner for Norway in the humanitarian sphere. In July 2011, Norway took over as Chair of the OCHA Donor Support Group for a term of one year. During this period, Norway wishes to contribute to strengthening OCHA's ability to deliver more effective coordination of humanitarian assistance in the field, initiate measures, and expand ownership of the UN's humanitarian and coordinating efforts to strengthen overall humanitarian response. Norway also wishes to increase focus on achievement of results and results reporting as a basis for better communicating the added value of OCHA's services.

Addressing the need for better coordination between the various humanitarian actors has high priority in Norwegian humanitarian policy. This is an area in which OCHA and the UN Emergency Relief Coordinator play a pivotal role. Norway seeks to contribute to the improved organisation and coordination of our humanitarian efforts, and will continue to play a leading role in the international debate on increased knowledge of prevention and climate change adaptation/preventing and adapting to climate change, while promoting a more proactive culture of prevention. OCHA has a key role in this process.

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<http://www.regjeringen.no/en/dep/ud/selected-topics/un>.

1. Facts and figures

Type of organisation: Office of the UN Secretariat

Established in: 1991/97

Headquarters: New York and Geneva

Number of country offices: 25, in addition to 5 regional offices

Head of organisation: Under-Secretary-General and Emergency Relief Coordinator Valerie Amos (UK)

Date of Board meetings in 2011: OCHA does not have a Board. The ECOSOC Humanitarian Affairs Segment (19-21 July 2011) and the OCHA Donor Support Group High-Level Meeting (14-15 June 2011) have certain governance functions

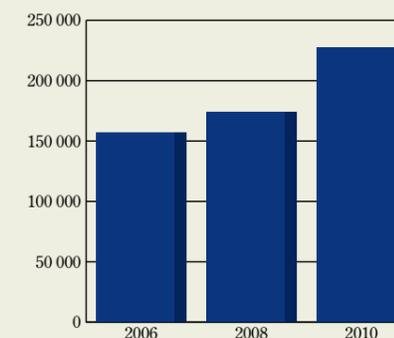
Norway's representation on Board: Norway is Chair of the OCHA Donor Support Group from July 2011 to July 2012

Number of Norwegian staff: 7

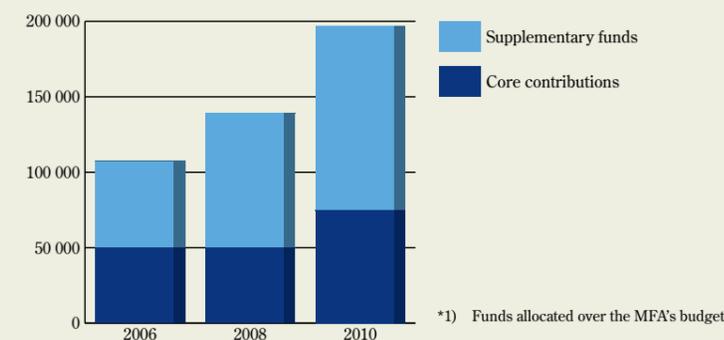
Responsible ministry: Norwegian Ministry of Foreign Affairs (MFA)

Website: www.unocha.org

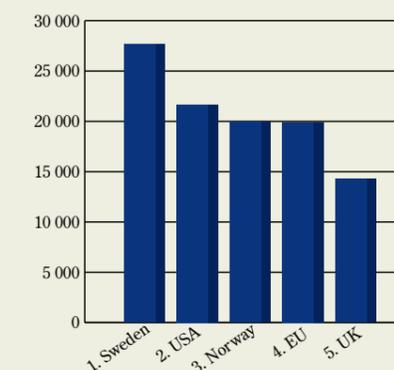
Total revenues (in US\$ 1000)



Norway's contributions^{*1)} (in NOK 1000)



The five largest donors in 2010 (in US\$ 1000)



Mandate and areas of activity

In 1991, the UN General Assembly adopted a resolution to strengthen the UN's response to natural disasters and complex emergencies and improve the effectiveness of humanitarian operations. The agency is headed by an Under-Secretary-General, who also serves in the capacity of Emergency Relief Coordinator. The mandate is defined in Resolution 46/182 and covers both natural disasters and conflict areas where UN humanitarian organisations, other international and non-governmental humanitarian organisations and national authorities are involved in relief efforts. Under the mandate, in addition to heading OCHA, the Emergency Relief Coordinator is charged with leading and coordinating humanitarian responses within the framework of the Inter Agency Standing Committee (IASC). In addition to the UN agencies with a humanitarian mandate, the IASC also comprises the Red Cross and umbrella organisations for non-governmental relief organisations. The Emergency Relief Coordinator's primary tasks include coordinating international humanitarian efforts at country level to ensure the rapid and effective delivery of emergency relief and humanitarian response and acting as a spokesman for victims of humanitarian crises. The Emergency Relief Coordinator attends meetings of the UN Security Council to report on humanitarian issues relating to peace and security.

OCHA has five main functions: (i) coordinating and supporting national and international humanitarian efforts, (ii) mobilising resources to save lives and reduce vulnerability in humanitarian situations, (iii) developing humanitarian policy in collaboration with partners, (iv) acting as a spokesman for people in distress, and (v) providing information on and analysing humanitarian challenges and needs.

Results achieved in 2010

2010 saw the occurrence of two extreme natural disasters, the earthquake in Haiti and flooding in Pakistan, which affected millions of people. OCHA reports that, through its programmes, life-saving assistance has been provided to millions of victims of natural disasters and conflicts all over the world. Although it is difficult to document how many suffering people have been helped and to what degree OCHA contributes to these results in its capacity as a coordinating, non-implementing body, the agency ought to be able to provide a more accurate estimate of the number of lives that have been saved and protected. Norway will follow up on this issue in dialogue with OCHA.

OCHA can demonstrate good results in 2010 in terms of mobilising resources on behalf of the humanitarian system in the form of emergency relief appeals, emergency relief funds, country funds and emergency teams. Through the

Consolidated Appeals Process (CAP) and immediate flash appeals, OCHA contributed to joint planning, coordination, implementation, results management and resource mobilisation for UN relief agencies and non-governmental relief organisations. Appeals are based on assessments of challenges and on-the-ground needs that are coordinated by OCHA. In 2010, 19 appeals were launched, calling for a total of USD 11.3 billion (USD 9.8 billion in 2009), of which USD 7.2 billion was received (USD 6.9 billion in 2009). Contributions to the UN Central Emergency Response Fund (CERF), which is administered by OCHA, increased from USD 409 million in 2009 to USD 428 million in 2010. Twelve new countries contributed funding for the first time in 2010, bringing the total number of contributing countries to 122, up from 42 countries in 2005. As a result of OCHA's active efforts to mobilise resources, around USD 375 million in funding was raised from 45 member states for 20 Common Humanitarian Funds (see box). Contributions to Emergency Response Funds (ERF) at country level reached an all-time high of USD 159 million, with funds provided by 41 member states. A total of 77 countries and 14 organisations contributed assistance for UN Disaster Assessment and Coordination (UNDAC) teams in 2010. The International Search and Rescue Advisory Group (INSARAG), which is coordinated by OCHA, also provided first aid and life-saving relief in response to natural disasters.

In 2010, OCHA worked determinedly to strengthen its ability to deploy personnel rapidly in response to humanitarian disasters. A total of 214 humanitarian experts were sent out to assist in emergencies. Of these, 95 persons from OCHA's regional offices were sent to 33 countries, 72 persons were deployed from OCHA's central pool of qualified staff to 12 countries and 48 experts were sent from external staffing programmes to 17 countries. On average, 75 per cent of the deployed personnel were in place after about a week. Intensified focus reduced the recruitment time for new positions in OCHA from 75 days in 2009 to 51 days in 2010. As a result, the rate of vacancies in OCHA dropped from 20 per cent in 2009 to 12 per cent in 2010.

OCHA worked closely with partners in the UN Secretariat in 2010 to establish integrated strategic planning procedures aimed at better safeguarding humanitarian principles in integrated operations. This resulted in the incorporation of humanitarian principles in 15 out of 18 country programmes involving integrated UN programmes. Furthermore, the spokesman role played by OCHA and the Emergency Relief Coordinator in 2010 secured necessary access to affected population groups in Somalia and Sudan, and later in Libya and Côte d'Ivoire through dialogue on the necessity of bringing assistance and protection to people in distress. The Emergency Relief Coordinator's active participation in the UN Security Council has also been important.

International reviews carried out in 2010 showed that the comprehensive humanitarian reforms initiated by the UN Emergency Relief Coordinator in 2005 have made international humanitarian efforts more predictable and effective, and that the reforms now form the basis for the way the humanitarian system functions. More effective coordination mechanisms at sector level, more rapid and more flexible financing mechanisms such as the UN's Central Emergency Response Fund (CERF) and Common Humanitarian Funds (CHF) and Emergency Response Funds (ERF), better leadership of humanitarian assistance in the field, and a more equal partnership between the UN and non-governmental organisations have increased the effectiveness of the humanitarian response system. Reviews show that appeals are launched more rapidly and that CERF helps to fill the gap between the appeals and intergovernmental funding. They also show that funding provided through CHF is more cost-effective and predictable than direct funding and that activities are more relevant. The lessons learned from the major disasters in Haiti and Pakistan showed that the humanitarian system needs to be further strengthened and to collaborate better with local authorities to be able to respond more effectively to future disasters. The UN Emergency Relief Coordinator has initiated efforts to address this issue.

* State of the Humanitarian System (ALNAP), CLUSTER I /II - Evaluations.

2. Assessments: Results, effectiveness and monitoring

The OCHA Strategic Framework 2010-2013 is complemented by a more detailed annual plan for OCHA's budget and activities. Every year, OCHA prepares an annual report on its operations that describes the agency's results in relation to its objectives. OCHA has faced challenges in reaching its goals, due to difficulties in setting targets in a field that is constantly changing and to the structural constraints within which the agency, as part of the UN Secretariat, operates.

In a humanitarian context, the number of persons affected who have received assistance is a key category for measuring success. OCHA has taken significant steps to report on the organisation's added value, but it has not made sufficient progress towards providing a systematic account of what OCHA actually does to help save lives. One problem lies in the fact that the baseline against which progress is to be measured in many cases is insufficient. Norway has focused on strengthening results-based management for OCHA, among other things through the upcoming mid-term review of the Strategic Framework.

OCHA reports that nine key evaluations of OCHA and the international humanitarian system were carried out in 2010. Three of these were internal evaluations of OCHA's disaster response capacities, its policy on women and gender equality and its response to the earthquake in Haiti. The evaluations are initiated by the Evaluation and Guidance Section, Policy Development and Studies Branch (PDSB), and are often carried out by external consultants, but cannot be said to be independent. The Office of Internal Oversight Services (OIOS) also conducts evaluations of OCHA which to a greater degree can be said to be independent. Joint IASC evaluations of UN humanitarian efforts focused on the response to typhoons in the Philippines, sector coordination (Cluster II), protection from sexual exploitation and abuse, the response to displacements in Pakistan, the response to the earthquake in Haiti and the Common Humanitarian Funds (CHF). The Evaluation and Guidance Section initiates the evaluations on behalf of OCHA in close cooperation with the evaluation offices of the other UN agencies involved. OCHA has shown little ability to

learn from and systematically follow up on evaluation recommendations. OCHA has drawn up a new evaluation strategy and a four-year plan for assessing performance and results. Norway wishes to contribute to increasing the agency's learning ability and focus on results through our chairmanship of the OCHA Donor Support Group (ODSG).

Strengthening the integration of women's and gender issues will help to ensure that humanitarian assistance more effectively reaches crisis-affected, vulnerable population groups. Norway is among the countries that have most actively urged humanitarian organisations to use gender- and age-sensitive needs assessments in the field. Norway has provided substantial support for OCHA's gender-sensitive approach, both through its headquarters and in the field, as well as through the Consolidated Appeals Process (CAP). It has also been a key contributor to the IASC-Norwegian Refugee Council Gender Stand-by Capacity Project (GenCap), a standby pool of qualified personnel in the field of gender-sensitive needs assessment and field operations. OCHA has made serious efforts to mainstream women's and gender equality considerations into humanitarian response, and has now incorporated requirements for the use of gender and gender equality markers in humanitarian appeals. Substantial improvements can already be seen in the fact that women's and gender equality issues are better reflected in the appeal projects. It is assumed that more clearly formulated gender equality indicators will result in better designed projects on the ground, thereby generating a long-term positive impact on humanitarian response.

OCHA and the UN Emergency Relief Coordinator are pivotal to the advancement of humanitarian principles and protection of civilians. OCHA has played a central role in the establishment of a working group on the protection of civilians under the UN Security Council, which has helped to promote adherence to humanitarian principles in Security Council discussions and in UN peace-keeping operations. Through the UN Disaster Assessment and Coordination (UNDAC), OCHA plays a key part in coordinating efforts to assess needs and plan and finance humanitarian response through CERF