



# General Assembly

Distr.: General  
4 April 2011

Original: English

## Sixty-sixth session

### Proposed programme budget for the biennium 2012-2013\*

#### Part VI Human rights and humanitarian affairs

#### Section 27 Humanitarian assistance

(Programme 22 of the strategic framework for the period 2012-2013)\*\*

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\* A summary of the approved programme budget will subsequently be issued as *Official Records of the General Assembly, Sixty-sixth Session, Supplement No. 6 (A/66/6/Add.1)*.

\*\* *Official Records of the General Assembly, Sixty-fifth Session, Supplement No. 6 (A/65/6/Rev.1)*.



## Overview

Table 27.1 **Estimates of expenditure**

Proposal submitted by the Secretary-General	\$29,741,100 <sup>a</sup>
Revised appropriation for 2010-2011	\$29,399,900
<sup>a</sup> At 2010-2011 rates.	

Table 27.2 **Proposed staffing resources**

<i>Posts</i>	<i>Number</i>	<i>Level</i>
<i>Regular budget</i>		
Proposed for the biennium 2012-2013	72	1 USG, 1 ASG, 3 D-2, 4 D-1, 11 P-5, 16 P-4, 14 P-3, 5 P-2/1, 2 GS (PL), 15 GS (OL)
New posts	2	1 D-1 for subprogramme 3, 1 P-5 for subprogramme 2
Approved for the biennium 2010-2011	70	1 USG, 1 ASG, 3 D-2, 3 D-1, 10 P-5, 16 P-4, 14 P-3, 5 P-2/1, 2 GS (PL), 15 GS (OL)

*Abbreviations:* USG, Under-Secretary-General; ASG, Assistant Secretary-General; GS (PL), General Service (Principal level); GS (OL), General Service (Other level).

- 27.1 The overall purpose of the programme is to ensure the timely, coherent and coordinated response of the international community to disasters and emergencies and to facilitate the smooth transition from emergency relief to rehabilitation and development. The legislative authority and mandate for the programme are derived from General Assembly resolution 46/182, in which the Assembly set out the guiding principles of humanitarian response. The resolution reinforced earlier decisions and resolutions adopted by the Assembly and by the Economic and Social Council concerning humanitarian assistance and the leadership role of the Secretary-General in responding to natural disasters and other humanitarian emergencies. This mandate has been confirmed and broadened through other Assembly, Economic and Social Council and Security Council resolutions. The Office for the Coordination of Humanitarian Affairs is responsible for the implementation of the programme and the achievement of its objectives, in line with efforts to ensure greater predictability, accountability and partnership in humanitarian response.
- 27.2 The strategy for implementing the programme revolves around the following: the development and promotion of a common policy on humanitarian issues for the United Nations system and its partners; the mobilization and coordination of assistance in humanitarian emergencies; the development and mobilization of United Nations capacity to expedite the provision of international humanitarian assistance; the promotion of disaster risk reduction; advocacy on humanitarian issues; and the availability of timely information on emergencies and natural disasters. The principal responsibility for implementation of disaster risk reduction activities resides with the inter-agency secretariat of the International Strategy for Disaster Reduction. The Office for the Coordination of Humanitarian Affairs works closely with the Development Operations Coordination Office of the United Nations Development Programme, the Peacebuilding Support Office and other members of the United Nations system to facilitate a smooth transition from relief to rehabilitation and development. The Office for the Coordination of Humanitarian Affairs also advocates for and contributes to stronger preparedness for more timely humanitarian assistance to emergencies through regional cooperation in accordance with its mandate.

- 27.3 To accomplish its mission, the Office for the Coordination of Humanitarian Affairs is committed to working towards greater gender equality. The Office has developed a policy on gender equality, which it is implementing through a Gender Action Plan. Tools such as the gender toolkit, the Inter-Agency Standing Committee Gender Handbook in Humanitarian Action, the Gender Standby Capacity (GenCap) project roster and advisers, as well as better analysis of gender-related fund allocations, provide practical guidance on gender as a cross-cutting issue in all areas of humanitarian work where the aim is to ensure that women, girls, boys and men have access to and benefit from humanitarian protection and assistance efforts.
- 27.4 The programme is managed by the Under-Secretary-General for Humanitarian Affairs/Emergency Relief Coordinator. The work programme is implemented by the New York, Geneva and field offices of the Office for the Coordination of Humanitarian Affairs and by the secretariat of the International Strategy for Disaster Reduction. In 2011, the reporting lines of the Office have been streamlined and the responsibilities of the three Divisions made more coherent. The Director of Coordination and Response has responsibility for the management and oversight of humanitarian coordination leadership in the field, as well as for the management of field operations. The Director of Corporate Programmes, formerly the Director of the New York office, continues to have responsibility for policy, communications and humanitarian financing functions, while having assumed management responsibility for the Office's administrative functions. The Director of the Geneva office has primary responsibility for managing the Office's relations with Member States, donors and partners. The Assistant Secretary-General, who is the Deputy Head of the Office, retains the responsibility for strategic planning and overall management of the Office.
- 27.5 The proposed programme budget for the biennium 2012-2013 reflects the continued commitment of the Office for the Coordination of Humanitarian Affairs to ensuring effective and accountable emergency response coordination, both in the field and at Headquarters; improving the development and implementation of humanitarian policy and facilitating the translation of policy into practice through the provision of support to field offices, country teams, national Governments and non-governmental organizations; implementing a strategic advocacy plan, in collaboration with relevant organizations of the United Nations system, non-governmental organizations and Government authorities; strengthening and extending its information role within the humanitarian community; and developing the Office into a well-funded, sustainable, structured and well-managed organization. The Office has initiated a more systematic approach to reviewing, assigning responsibility with regard to and tracking progress made against audit and evaluation recommendations, resulting in significant reductions in outstanding recommendations. Improved internal coordination mechanisms have also been initiated to improve accountability across each of the Office's branches and sections, by setting clear priorities, improving monitoring and ensuring more results-oriented reporting. The Office is strengthening its focus on and capacity for risk management and mitigation as one of the first Secretariat pilots on enterprise risk management.
- 27.6 The point of departure for the proposed programme budget for 2012-2013 would be the strengthening by the Office of its policy, advocacy, coordination and information management components in order to effectively respond to the growing demands of the humanitarian operating environment. The Office faces ever-growing challenges related to the protection of civilians, the provision of support to internally displaced persons, the increasing occurrence of natural disasters and the security of humanitarian personnel. In the context of the budget proposals for the biennium 2012-2013, outputs referring to the servicing of intergovernmental and expert bodies by the Office for the Coordination of Humanitarian Affairs have been consolidated under subprogramme 1, which coordinates engagement on behalf of subprogrammes 2, 4 and 5.

- 27.7 The issuance of publications as part of the programme of work has been reviewed in the context of each subprogramme. It is anticipated that recurrent and non-recurrent publications will be issued as summarized below and as described in the output information for each subprogramme. The decrease in the number of publications is due to the issuance of information highlights for the International Strategy for Disaster Reduction on an annual rather than a monthly basis. With the further development of the International Strategy website, which now includes news highlights and updates, and the establishment and increased usage of PreventionWeb, the Strategy will now publish an annual report only.

Table 27.3 Summary of publications

<i>Publications</i>	<i>2008-2009 actual</i>	<i>2010-2011 estimate</i>	<i>2012-2013 estimate</i>
Recurrent	59	71	49
Non-recurrent	—	—	—
<b>Total</b>	<b>59</b>	<b>71</b>	<b>49</b>

- 27.8 The overall resources required for the biennium 2012-2013 amount to \$29,741,100 before recosting, reflecting an increase of \$341,200, or 1.2 per cent. The increase under the regular budget reflects the Secretary-General's continued commitment to gradually strengthening the regular budget component of the Office and is a response to General Assembly resolution 57/153, in which the Assembly emphasized that the Office should benefit from adequate and more predictable funding. The overall increase shown in table 27.5 below reflects the delayed impact of one new post (1 P-4) established in 2010-2011 (\$153,000), the establishment under the regular budget of two new posts (1 D-1 in subprogramme 3 and 1 P-5 in subprogramme 2) to strengthen the secretariat of the International Strategy for Disaster Reduction and the consolidated appeals process (\$497,400), offset in part by reduced requirements in non-post resources (\$309,200). The net decrease in non-post resources results from the increases under grants and contributions (\$36,400), furniture and equipment (\$23,900), other staff costs (\$6,700) and supplies (\$200), offset in part by decreases under contractual services (\$202,400), general operating expenses (\$158,800), consultants (\$14,700) and hospitality (\$500).
- 27.9 During the biennium 2012-2013, projected extrabudgetary resources amounting to \$496,114,400, representing 94 per cent of the overall resource requirements of the Office for the Coordination of Humanitarian Affairs, would complement resources from the regular budget to finance various activities of the Office. The extrabudgetary resource requirements reflect the scale and depth of humanitarian needs that are expected in complex emergencies, including with regard to protection, deep-rooted poverty and food insecurity. The estimated resources also take account of the humanitarian consequences of climate change, sudden-onset climate change-related disasters and crises that develop because of climate change, such as prolonged droughts.
- 27.10 The extrabudgetary proposals for 2012-2013 show a projected reduction in resources compared with 2010-2011. The decrease reflects the result of an exercise aimed at aligning the financial requirements with the level of anticipated contributions. The Office for the Coordination of Humanitarian Affairs had, until 2010, budgeted according to operational needs. As a result of increased pressure and the expectations of Member States that the Office would take on more activities, the budget of the Office increased steadily for most of the past decade. Starting in 2008, the budget of the Office exceeded the limits of donors' willingness and ability to provide support. As this situation was unsustainable, the Office undertook a major budget reduction exercise and now aligns its extrabudgetary budget with projected donor contributions, taking into account expected in-year increases due to fresh crises.

- 27.11 The decrease in post resources under extrabudgetary resources, which is mainly under subprogramme 5, Humanitarian emergency information and advocacy, is due to the budgeting exercise aimed at aligning the financial requirements with the level of anticipated contributions. The reductions in non-post resources are mainly under consultants, as the Office will rely more on staff resources to achieve its objectives; travel, owing to efforts to encourage the use of various teleconferencing options, such as audio conferences, videoconferences and WebEx, to ensure the more efficient and effective use of resources; and grants and contributions, in line with the reduction in funding from donors for funds that are pre-positioned for future emergencies.
- 27.12 Pursuant to General Assembly resolution 58/269, resources identified for the conduct of monitoring and evaluation are estimated at \$1,790,600, including: (a) \$776,300 from extrabudgetary resources and \$401,200 from the regular budget for a total of 96 work-months (24 work-months at the Professional level financed from regular budget resources; and 48 work-months at the Professional level and 24 work-months at the General Service level financed from extrabudgetary resources); and (b) \$613,100 from extrabudgetary resources for consultants and travel.
- 27.13 The estimated percentage distribution of the resources of the programme in the biennium 2012-2013 is shown in table 27.4 below. The distribution of resources is summarized in tables 27.5 and 27.6.

Table 27.4 **Distribution of resources by component**

(Percentage)

<i>Component</i>	<i>Regular budget</i>	<i>Extrabudgetary</i>
A. Executive direction and management	15.9	3.2
B. Programme of work		
1. Policy and analysis	5.2	3.1
2. Coordination of humanitarian action and emergency response	30.5	58.4
3. Natural disaster reduction	8.4	13.8
4. Emergency support services	16.3	4.0
5. Humanitarian emergency information and advocacy	9.8	8.7
<b>Subtotal</b>	<b>70.2</b>	<b>88.0</b>
C. Programme support	13.9	8.8
<b>Total</b>	<b>100.0</b>	<b>100.0</b>

Table 27.5 **Resource requirements by component**

(Thousands of United States dollars)

(1) *Regular budget*

<i>Component</i>	<i>2008-2009 expenditure</i>	<i>2010-2011 appropri- ation</i>	<i>Resource growth</i>		<i>Total before recosting</i>	<i>Recosting</i>	<i>2012-2013 estimate</i>
			<i>Amount</i>	<i>Percentage</i>			
A. Executive direction and management	4 295.7	4 326.4	387.4	9.0	4 713.8	79.6	4 793.4
B. Programme of work	19 535.4	20 622.9	257.9	1.3	20 880.8	478.7	21 359.5
C. Programme support	5 419.9	4 450.6	(304.1)	(6.8)	4 146.5	139.7	4 286.2
<b>Subtotal</b>	<b>29 250.9</b>	<b>29 399.9</b>	<b>341.2</b>	<b>1.2</b>	<b>29 741.1</b>	<b>698.0</b>	<b>30 439.1</b>

(2) *Extrabudgetary*

	<i>2008-2009 expenditure</i>	<i>2010-2011 estimate</i>	<i>2012-2013 estimate</i>
A. Executive direction and management	11 482.0	18 187.9	15 928.9
B. Programme of work	342 710.7	459 517.1	436 318.7
C. Programme support	22 725.1	42 100.1	43 866.8
<b>Subtotal</b>	<b>376 917.8</b>	<b>519 805.1</b>	<b>496 114.4<sup>a</sup></b>
<b>Total (1) and (2)</b>	<b>406 168.7</b>	<b>549 205.0</b>	<b>526 553.5</b>

<sup>a</sup> This amount does not include grants earmarked for non-Office for the Coordination of Humanitarian Affairs activities provided through the Trust Fund for Disaster Relief (estimated at \$150,000,000 for 2012-2013) and by the Central Emergency Response Fund (estimated at \$800,000,000 for 2012-2013).

Table 27.6 **Post requirements**

<i>Category</i>	<i>Established regular budget posts</i>		<i>Temporary posts</i>				<i>Total</i>	
			<i>Regular budget</i>		<i>Extrabudgetary<sup>a</sup></i>			
			<i>2010- 2011</i>	<i>2012- 2013</i>	<i>2010- 2011</i>	<i>2012- 2013</i>		
<b>Professional and above</b>								
USG	1	1	—	—	—	—	1	1
ASG	1	1	—	—	1	1	2	2
D-2	3	3	—	—	2	1	5	4
D-1	3	4	—	—	14	12	17	16
P-5	10	11	—	—	81	79	91	90
P-4/3	30	30	—	—	551	537	581	567
P-2/1	5	5	—	—	66	58	71	63
<b>Subtotal</b>	<b>53</b>	<b>55</b>	<b>—</b>	<b>—</b>	<b>715</b>	<b>688</b>	<b>768</b>	<b>743</b>
<b>General Service</b>								
Principal level	2	2	—	—	4	4	6	6
Other level	15	15	—	—	175	161	190	176
<b>Subtotal</b>	<b>17</b>	<b>17</b>	<b>—</b>	<b>—</b>	<b>179</b>	<b>165</b>	<b>196</b>	<b>182</b>
<b>Other</b>								
National Officer	—	—	—	—	341	340	341	340
Local level	—	—	—	—	700	686	700	686
<b>Subtotal</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>1 041</b>	<b>1 026</b>	<b>1 041</b>	<b>1 026</b>
<b>Total</b>	<b>70</b>	<b>72</b>	<b>—</b>	<b>—</b>	<b>1 935</b>	<b>1 879</b>	<b>2 005</b>	<b>1 951</b>

*Abbreviations:* USG, Under-Secretary-General; ASG, Assistant Secretary-General.

<sup>a</sup> The 1,026 “other” category posts are to be funded from general temporary assistance and are included here in compliance with the recommendation of the Advisory Committee on Administrative and Budgetary Questions (A/58/7).

## A. Executive direction and management

### *Resource requirements (before recosting): \$4,713,800*

- 27.14 The role and functions of the Emergency Relief Coordinator were defined by the General Assembly in its resolution 46/182 and streamlined by the Assembly in its resolutions 52/12 A and B and in the report of the Secretary-General on reform (A/51/950), which called for the strengthening of three core functions: policy development and coordination on humanitarian issues; advocacy of humanitarian issues with political organs; and coordination of humanitarian emergency response.
- 27.15 The Emergency Relief Coordinator provides overall direction, management and policy guidance to the offices in New York, Geneva and the field. He or she provides leadership in the coordination of the overall response of the international community, particularly that of the United Nations system, to disasters and humanitarian emergencies; undertakes humanitarian diplomacy with Governments of affected countries, including the facilitation of access to emergency areas for rapid delivery of humanitarian assistance; consults with the donor community and other interested States on issues related to the provision of emergency humanitarian assistance; chairs the Inter-Agency Standing Committee and oversees the implementation of its recommendations; manages the Central Emergency Response Fund and its loan component; mobilizes resources and support for emergency humanitarian programmes of the United Nations system; steers the development of policies for humanitarian assistance, in coordination with relevant partners; serves as the advocate for humanitarian issues on behalf of the United Nations system; and promotes better understanding by the public of humanitarian assistance issues. The Coordinator acts as the main adviser of the Secretary-General on humanitarian issues and cooperates closely with the Department of Political Affairs and the Department of Peacekeeping Operations in the planning and coordination of United Nations humanitarian assistance activities in crisis situations. The Coordinator also chairs the Executive Committee on Humanitarian Affairs. The Under-Secretary-General for Humanitarian Affairs is assisted by an Assistant Secretary-General, who also acts as the Deputy Emergency Relief Coordinator.
- 27.16 The offices in New York and Geneva support the Coordinator. The New York office includes the Office of the Under-Secretary-General, which assists in the management of the Office for the Coordination of Humanitarian Affairs as a whole, ensuring complementarities of activities and close cooperation between the two offices.
- 27.17 The Deputy Emergency Relief Coordinator, based in New York, assists the Coordinator in providing overall direction, management and supervision of the offices in New York and Geneva, as well as in supporting the Office's coordination in the field, and provides advice to the Coordinator on all matters relating to the mandate of the Office. The Deputy interacts with Member States, intergovernmental and non-governmental organizations and operational humanitarian agencies, as well as those departments of the Secretariat whose responsibilities encompass peacekeeping, political and economic activities. The Deputy acts for the Coordinator in his or her absence and represents him or her, as required, in United Nations bodies, organizations and conferences.
- 27.18 Following the review of the reporting lines in the Office for the Coordination of Humanitarian Affairs and the responsibilities of the three Divisions, the Director of Corporate Programmes, formerly the Director of the New York office, is responsible for the policy, communications and humanitarian functions and has assumed management responsibility for the administrative functions of the Office.

- 27.19 The Director of the Geneva office is primarily responsible for managing relations with Member States, donors and partners and for the emergency services managed by the Office on behalf of the United Nations system. The Director also serves as the Chair of the Inter-Agency Standing Committee Working Group.
- 27.20 In New York, the secretariat of the Inter-Agency Standing Committee/Executive Committee on Humanitarian Affairs supports the Emergency Relief Coordinator/Under-Secretary-General for Humanitarian Affairs in his or her capacity as Chair of both Committees. The secretariat facilitates the work of the two Committees in relation to priorities for policy development, operational issues and advocacy in the humanitarian sector. In Geneva, the Inter-Agency Standing Committee secretariat is an integral part of the Office of the Director and provides services to the Inter-Agency Standing Committee, the Standing Committee Working Group and its sub-working groups. The secretariat, located in New York and Geneva, maintains administrative and consultative communication channels among the members; facilitates regular and ad hoc meetings of the Standing Committee, its Working Group and the Executive Committee; ensures compliance with and monitors implementation of the decisions of the Inter-Agency Standing Committee/Executive Committee on Humanitarian Affairs; and undertakes effective advocacy on behalf of the Standing Committee.

Table 27.7 **Objectives for the biennium, expected accomplishments and indicators of achievement**

**Objective of the Organization:** To ensure full implementation of legislative mandates and compliance with United Nations policies and procedures with respect to the management of the programme of work of the Office for the Coordination of Humanitarian Affairs and of staff and financial resources

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Programme of work is effectively managed and supported within the available human and financial resources	<p>(a) Ratio of outputs and services delivered within the established timeline</p> <p><i>Performance measures</i></p> <p>2008-2009: 98 per cent</p> <p>Estimate 2010-2011: 98 per cent</p> <p>Target 2012-2013: 98 per cent</p>
(b) Ensure policy coherence in the management of the United Nations multidimensional activities in peace, security, peacekeeping and humanitarian assistance and coordination	<p>(b) Number of activities carried out in collaboration with other United Nations entities</p> <p><i>Performance measures</i></p> <p>2008-2009: 15 activities with other United Nations departments or operational agencies of the United Nations system</p> <p>Estimate 2010-2011: 15 activities with other United Nations departments or operational agencies of the United Nations system</p> <p>Target 2012-2013: 15 activities with other United Nations departments or operational agencies of the United Nations system</p>



**External factors**

- 27.21 The objectives and expected accomplishments would be achieved on the assumption that intergovernmental bodies, Governments and non-governmental organizations concerned with humanitarian action continue to support the work of the Office for the Coordination of Humanitarian Affairs.

**Outputs**

- 27.22 During the biennium 2012-2013, the following final outputs will be delivered:

Substantive activities (regular budget/extrabudgetary): substantive servicing of inter-agency meetings: Inter-Agency Standing Committee meetings (4); meetings of the Working Group of the Inter-Agency Standing Committee (8); meeting of the reference and technical sub-working groups (40); meetings of the Executive Committee on Humanitarian Affairs (16).

Table 27.8 **Resource requirements: executive direction and management**

Category	Resources (thousands of United States dollars)		Posts	
	2010-2011	2012-2013 (before recosting)	2010-2011	2012-2013
Regular budget				
Post	3 973.3	3 973.3	11	11
Non-post	353.1	740.5	—	—
<b>Subtotal</b>	<b>4 326.4</b>	<b>4 713.8</b>	<b>11</b>	<b>11</b>
Extrabudgetary	18 187.9	15 928.9	43	37
<b>Total</b>	<b>22 514.3</b>	<b>20 642.7</b>	<b>54</b>	<b>48</b>

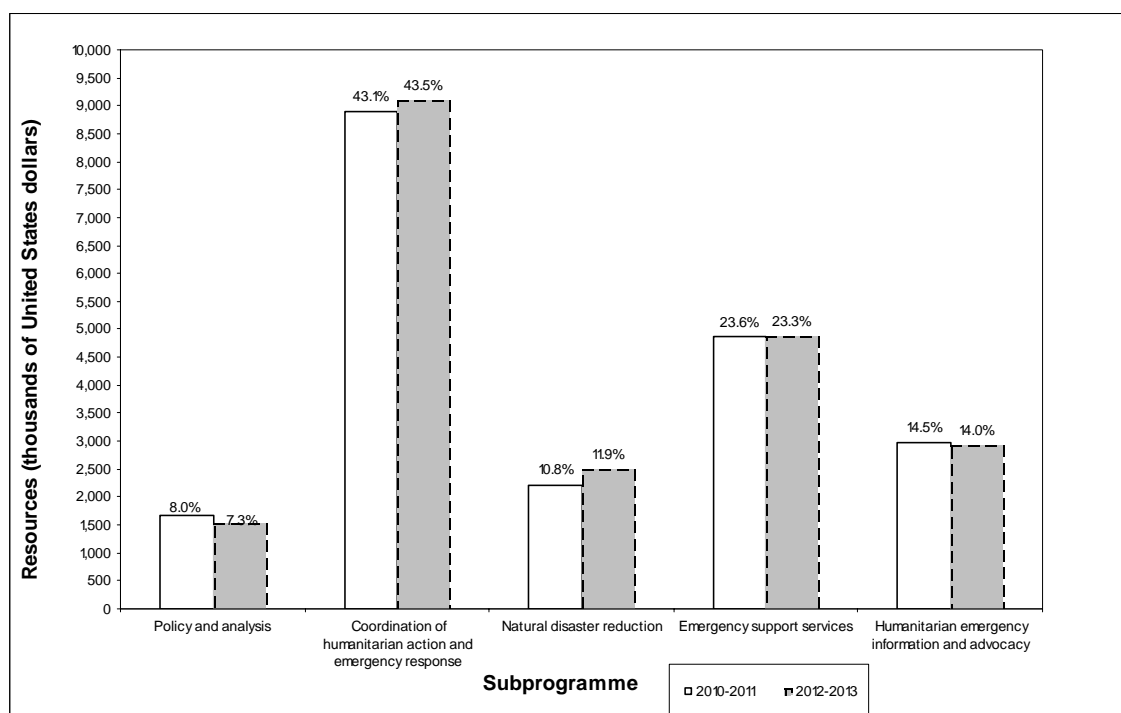
- 27.23 The amount of \$4,713,800, reflecting an increase of \$387,400, provides for the continuation of 11 posts (1 Under-Secretary-General, 1 Assistant Secretary-General, 2 D-2, 2 P-5, 1 P-3 and 4 General Service (Other level)), as well as non-post resources for travel to respond to natural disasters and complex emergencies. The increase is due to the decision to centralize the travel resources of the New York office in the front office of the Under-Secretary-General in order to more closely monitor the travel resources of the Office and ensure that alternatives to travel, such as videoconferences, are used as much as possible.
- 27.24 Projected extrabudgetary resources in the amount of \$15,928,900 provide for 37 posts (2 P-5, 11 P-4, 10 P-3, 1 P-2 and 13 General Service (Other level)) within the Office of the Under-Secretary-General/Emergency Relief Coordinator, the Strategic Planning Unit, the Corporate Programme Division in New York, the Office of the Director in Geneva, the Funding Coordination Section and the secretariat of the Human Security Trust Fund, as well as for non-post resources for various operating requirements, to enable the offices to carry out their activities. These resources will provide support for the Emergency Relief Coordinator in fulfilling her role in providing leadership in the coordination of the response of the international community to natural disasters and complex emergencies. The decrease in extrabudgetary resources is the result of an exercise aimed at aligning the financial requirements with the level of anticipated contributions.

## B. Programme of work

Table 27.9 **Resource requirements by subprogramme**

Subprogramme	Resources (thousands of United States dollars)		Posts	
	2010-2011	2012-2013 (before recosting)	2010-2011	2012-2013
<b>Regular budget</b>				
1. Policy and analysis	1 657.7	1 528.7	4	4
2. Coordination of humanitarian action and emergency response	8 899.8	9 082.7	28	29
3. Natural disaster reduction	2 218.0	2 490.3	—	1
4. Emergency support services	4 859.0	4 859.0	10	10
5. Humanitarian emergency information and advocacy	2 988.4	2 920.1	10	10
<b>Subtotal</b>	<b>20 622.9</b>	<b>20 880.8</b>	<b>52</b>	<b>54</b>
Extrabudgetary	459 517.1	436 318.7	1 804	1 753
<b>Total</b>	<b>480 140.0</b>	<b>457 199.5</b>	<b>1 856</b>	<b>1 807</b>

### Regular budget resource requirements by subprogramme



## Subprogramme 1 Policy and analysis

*Resource requirements (before recosting): \$1,528,700*

- 27.25 Substantive responsibility for the subprogramme is vested in the Policy Development and Studies Branch in New York and the Inter-Agency Standing Committee secretariat in Geneva and New York. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 1 of programme 22 of the strategic framework for the period 2012-2013.

Table 27.10 **Objectives for the biennium, expected accomplishments and indicators of achievement**

**Objective of the Organization:** To ensure strategic and operational coherence of humanitarian response

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved coordination with organizations and entities of the United Nations system, as well as the International Committee of the Red Cross, the International Federation of Red Cross and Red Crescent Societies, the International Organization for Migration and relevant non-governmental organizations	<p>(a) Increased number of agreements adopted by the Inter-Agency Standing Committee on appropriate standards to improve coordination mechanisms and structures at Headquarters and in the field</p> <p><i>Performance measures</i></p> <p>2008-2009: 6 agreements</p> <p>Estimate 2010-2011: 8 agreements</p> <p>Target 2012-2013: 10 agreements</p>
(b) Improved planning, monitoring and accountability during disasters and emergency situations, including the transitional phase from relief to development	<p>(b) Percentage of inter-agency evaluation recommendations implemented by humanitarian agencies</p> <p><i>Performance measures</i></p> <p>2008-2009: 75 per cent</p> <p>Estimate 2010-2011: 80 per cent</p> <p>Target 2012-2013: 80 per cent</p>
(c) Improved capacity by United Nations humanitarian coordinators for the protection of civilians	<p>(c) Number of resident coordinators/humanitarian coordinators trained in the application of guidelines on the protection of civilians</p> <p><i>Performance measures</i></p> <p>2006-2007: 60</p> <p>Estimate 2008-2009: 100</p> <p>Target 2010-2011: 140</p>

**External factors**

- 27.26 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that consensus can be achieved among humanitarian, development and political actors while they adhere to their respective mandates.

**Outputs**

- 27.27 During the biennium 2012-2013, the following final outputs will be delivered:

- (a) Servicing of intergovernmental and expert bodies (regular budget):
  - (i) General Assembly:
    - a. Substantive servicing of meetings: informal briefings to the Second and Third Committees (2); plenary meetings (2);
    - b. Parliamentary documentation: annual reports on the strengthening of the coordination of humanitarian assistance of the United Nations (2);
  - (ii) Security Council:
    - a. Substantive servicing of meetings: briefings to sanctions committees on designing more targeted sanctions regimes and more efficient exemption processes (1); informal briefings to Member States (2); meetings of the Council (4);
    - b. Parliamentary documentation: background papers and briefing notes on humanitarian policy issues; input for reports of the Secretary-General to the Security Council (2);
  - (iii) Economic and Social Council:
    - a. Substantive servicing of meetings: meetings of the Economic and Social Council (4);
    - b. Parliamentary documentation: annual reports on the strengthening of the coordination of humanitarian assistance of the United Nations (2);
- (b) Other substantive activities (regular budget/extrabudgetary):
  - (i) Technical material: guidelines on best practices concerning international humanitarian law and human rights instruments for use by relief personnel; papers on gender mainstreaming in the humanitarian response to complex emergencies; strategy papers, policy tools and guidance notes for humanitarian agencies on the interface among the political, assistance and human rights dimensions of the United Nations response to crises;
  - (ii) Humanitarian missions: assessment of the protection of humanitarian principles in specific multidimensional crises; assessment of the strategic coordination of the United Nations and its integration of political, peacekeeping and assistance efforts; assistance to sanctions committees in designing more targeted sanctions regimes and more efficient exemption processes; inter-agency assessments and assistance to support and promote the efforts of Governments to protect internally displaced persons; lessons learned studies of the United Nations response to recent natural disasters and of the linkages between relief and development following natural disasters; multi-country study of capacities for strategic monitoring and evaluation of humanitarian programming through the consolidated appeals process and other planning instruments and processes;

- (c) Technical cooperation (extrabudgetary): training courses, seminars and workshops, involving the production and regular updating of an inter-agency training package on enhancing the provision of humanitarian assistance to all populations in need.

Table 27.11 **Resource requirements: subprogramme 1**

Category	Resources (thousands of United States dollars)		Posts	
	2010-2011	2012-2013 (before recosting)	2010-2011	2012-2013
Regular budget				
Post	1 481.6	1 481.6	4	4
Non-post	176.1	47.1	—	—
<b>Subtotal</b>	<b>1 657.7</b>	<b>1 528.7</b>	<b>4</b>	<b>4</b>
Extrabudgetary	18 429.1	15 395.9	39	38
<b>Total</b>	<b>20 086.8</b>	<b>16 924.6</b>	<b>43</b>	<b>42</b>

- 27.28 The amount of \$1,528,700 provides for the continuation of four posts (1 D-1, 1 P-5, 1 P-4 and 1 P-3) and non-post resources related to consultant fees and travel. The decrease of \$129,000 is mainly due to the centralization of the travel resources of the New York office in the front office of the Under-Secretary-General.
- 27.29 Projected extrabudgetary resources in the amount of \$15,395,900 provide for 38 posts (6 P-5, 15 P-4, 9 P-3 and 8 General Service (Other level)) and for non-post resources for various operating requirements. These resources will support the strengthening and further development of a humanitarian policy agenda by developing: (a) guidelines on best practices concerning international humanitarian law and human rights instruments for use by relief personnel; (b) papers on gender mainstreaming in the humanitarian response to complex emergencies; and (c) strategy papers, policy tools and guidance notes for humanitarian agencies on the interface among the political, assistance and human rights dimensions of the United Nations response to crises. The decrease in extrabudgetary resources is the result of an exercise aimed at aligning the financial requirements with the level of anticipated contributions.

## Subprogramme 2

### Coordination of humanitarian action and emergency response

#### *Resource requirements (before recosting): \$9,082,700*

- 27.30 Substantive responsibility for the subprogramme is vested in the Coordination and Response Division and the Central Emergency Response Fund secretariat in New York and the External Relations and Support Mobilization Branch in Geneva. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 2 of programme 22 of the strategic framework for the period 2012-2013.

Table 27.12 Objectives for the biennium, expected accomplishments and indicators of achievement

**Objective of the Organization:** To ensure a coherent, equitably supported and timely humanitarian response to alleviate human suffering in natural disasters and complex emergencies

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved response to humanitarian emergencies by all United Nations operational agencies	<p>(a) No longer than 5 days on average for coordination staff to be deployed to new emergencies</p> <p><i>Performance measures</i></p> <p>(Percentage of emergencies in which staff are deployed within 5 days)</p> <p>2008-2009: 80 per cent</p> <p>Estimate 2010-2011: 80 per cent</p> <p>Target 2012-2013: 80 per cent</p>
(b) Increased availability and flexibility of extrabudgetary resources for humanitarian activities	<p>(b) (i) Increased percentage of priorities sector/cluster and emergencies funded up to at least 50 per cent</p> <p><i>Performance measures</i></p> <p>2008-2009: 54 per cent</p> <p>Estimate 2010-2011: 34 per cent</p> <p>Target 2012-2013: 55 per cent</p> <p>(ii) Increased number of Member States funding appeals in their own region</p> <p><i>Performance measures</i></p> <p>2008-2009: 13 Member States</p> <p>Estimate 2010-2011: 14 Member States</p> <p>Target 2012-2013: 16 Member States</p>
(c) Timely and coordinated use of the Central Emergency Response Fund (CERF) in countries with new and protracted emergencies	<p>(c) (i) Average amount of CERF funding received and available for disbursement to humanitarian crises</p> <p><i>Performance measures</i></p> <p>2008-2009: \$845 million</p> <p>Estimate 2010-2011: \$822 million</p> <p>Target 2012-2013: \$800 million</p>

- (ii) No longer than 3 days between the final submission of a project proposal and its approval by CERF

*Performance measures*

2008-2009: 4 working days

Estimate 2010-2011: 3 working days

Target 2012-2013: 3 working days

- (iii) Increased number of countries in which agreed priority needs and programmes receive funding through CERF

*Performance measures*

2008-2009: 75 countries

Estimate 2010-2011: 79 countries

Target 2012-2013: 84 countries

### External factors

- 27.31 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that (a) donors are willing to respond to humanitarian emergencies and disasters; (b) humanitarian workers have unhindered access to the disaster area; and (c) cooperation of authorities and humanitarian partners is available.

### Outputs

- 27.32 During the biennium 2012-2013, the following final outputs will be delivered:
- (a) Servicing of intergovernmental and expert bodies (regular budget):
    - (i) General Assembly: parliamentary documentation: reports on specific complex emergency situations and issues in response to mandates (10);
    - (ii) Security Council: parliamentary documentation: humanitarian input to reports of the Secretary-General to the Council (24);
  - (b) Other substantive activities (regular budget/extrabudgetary):
    - (i) Recurrent publications: consolidated inter-agency appeals to the donor community on specific countries and regions affected by humanitarian emergencies (40);
    - (ii) Booklets, fact sheets, wallcharts and information kits: public information material related to the consolidated appeals process;
    - (iii) Special events: donor meetings and informal briefings and consultations with Member States on specific emergency situations and the financing of humanitarian requirements (4); regular consultations with Governments of affected countries, donors, international organizations of the United Nations system and other institutions on international assistance to countries affected by humanitarian emergencies (4);

- (iv) Technical material: guidance notes for humanitarian coordinators on key issues identified and raised in their regular reports to the Emergency Relief Coordinator (24); periodic and special reports on the funding status of consolidated appeals (2); reports and briefing notes on specific complex emergency situations for the Executive Committee on Humanitarian Affairs, the Executive Committee on Peace and Security, the Senior Management Group and the Executive Office of the Secretary-General (24); roster of potential resident/humanitarian coordinators maintained and regularly updated; situation reports and appeals for international assistance in natural disasters and environmental emergencies;
- (v) Humanitarian missions: humanitarian assessment and strategy-building missions to review humanitarian needs and design appropriate response strategies; inter-agency assessment and strategy-building missions to review field coordination arrangements;
- (vi) Substantive servicing of inter-agency meetings: participation in meetings of the sub-working group of the Inter-Agency Standing Committee on the consolidated appeals process (4); regular meetings with and briefings to the Executive Committee on Humanitarian Affairs on humanitarian issues, response programmes and contingency planning efforts;
- (c) Technical cooperation (extrabudgetary): training courses, seminars and workshops, involving training and technical materials covering issues related to the consolidated appeals process;
- (d) Administration and oversight (extrabudgetary): processing grants for new and protracted emergencies from the Central Emergency Response Fund.

Table 27.13 **Resource requirements: subprogramme 2**

Category	Resources (thousands of United States dollars)		Posts	
	2010-2011	2012-2013 (before recosting)	2010-2011	2012-2013
Regular budget				
Post	8 544.2	8 931.9	28	29
Non-post	355.6	150.8	—	—
<b>Subtotal</b>	<b>8 899.8</b>	<b>9 082.7</b>	<b>28</b>	<b>29</b>
Extrabudgetary	289 417.4	289 724.4	1 451	1 457
<b>Total</b>	<b>298 317.2</b>	<b>298 807.1</b>	<b>1 479</b>	<b>1 486</b>

- 27.33 The amount of \$8,931,900, reflecting an increase of \$387,700, provides for the continuation of 28 posts (1 D-2, 4 P-5, 10 P-4, 7 P-3, 2 P-2 and 4 General Service (Other level)) and the establishment of one new post (1 P-5) of Chief of Section, Consolidated Appeals Process. The growth in post resources relates to the delayed impact of one post (1 P-4) established in the biennium 2010-2011 and the proposed establishment of one Professional post (1 P-5).
- 27.34 The General Assembly, in its resolution 46/182 on the strengthening of the coordination of humanitarian emergency assistance of the United Nations, mandated that, for emergencies requiring a coordinated response, the Secretary-General should ensure that a consolidated appeal covering all organizations of the system is prepared in consultation with the affected State. The consolidated appeals process, which creates a country strategy in response to a disaster, is an action plan for members of the Inter-Agency Standing Committee and includes a needs assessment. The appeals process brings together United Nations and non-governmental organizations to



provide a coherent response to emergencies and disasters and is used by donors for the allocation of their contributions. The Chief of Section, Consolidated Appeals Process, is responsible for the timely production of United Nations inter-agency humanitarian appeals; leads inter-agency policy development on the consolidated appeals process and good humanitarian donorship and implements these policies; and manages public information tools such as the financial tracking service and the online project system. The Chief of Section reports to the Chief of the External Relations and Support Mobilization Branch, who is also in charge of the Donor Relations Section, the External Relations and Partnerships Section and the Geographical Coordination and Monitoring Section. The Chief of Section also interacts with the Chiefs of Section in the Coordination and Response Division, who are in charge of country-specific issues; with the Policy Development and Studies Branch on evaluations and monitoring issues; and with the Advocacy and Information Management Branch.

- 27.35 The establishment under the regular budget of the new post reflects the Secretary-General's continued commitment to gradually strengthening the regular budget component of the Office and responding to General Assembly resolution 57/153, in which the Assembly emphasized that the Office should benefit from adequate and more predictable funding. The consolidated appeals system, with its planning, monitoring and fund-raising functions, is a core and permanent function of the United Nations humanitarian assistance system and would therefore be more adequately funded from the regular budget.
- 27.36 The amount of \$150,800 for non-post resources provides for consultant fees and travel. The decrease of \$204,800 is due to the decision to centralize the travel resources of the New York office in the front office of the Under-Secretary-General.
- 27.37 Projected extrabudgetary resources in the amount of \$289,724,400 provide for 1,457 posts (9 D-1, 42 P-5, 126 P-4, 216 P-3, 40 P-2, 2 General Service (Principal level), 35 General Service (Other level), 326 National Officer and 661 Local level), including 48 posts in the Coordination and Response Division, 43 posts in the External Relations and Support Mobilization Branch, 27 posts in the Central Emergency Response Fund secretariat and 1,339 posts in 5 regional offices, 3 liaison offices and 22 field offices, as well as for non-post resources for various operating requirements. These resources will continue to support the activities of the Emergency Relief Coordinator in coordinating the international community's response to complex emergencies and natural disasters. This will include providing training on the consolidated appeals process, participating in donors meetings, providing informal briefings and consulting with Member States on specific emergency situations and the financing of humanitarian requirements, processing grants for new and protracted emergencies by the Central Emergency Response Fund and preparing reports and briefing notes on specific complex emergency situations for the Executive Committee on Humanitarian Affairs, the Executive Committee on Peace and Security, the Senior Management Group and the Secretary-General. The resources will also allow the Office to strengthen its capacity to deploy qualified staff to respond to sudden-onset crises or the intensification of an existing crisis and to support its early warning and response capacity. The decrease in extrabudgetary resources is the result of an exercise aimed at aligning the financial requirements with the level of anticipated contributions.

### **Subprogramme 3**

#### **Natural disaster reduction**

*Resource requirements (before recosting): \$2,490,300*

- 27.38 Substantive responsibility for the subprogramme is vested in the International Strategy for Disaster Reduction and its secretariat, as the focal point for disaster risk reduction within the United

Nations system. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 3 of programme 22 of the strategic framework for the period 2012-2013.

Table 27.14 **Objectives for the biennium, expected accomplishments and indicators of achievement**

**Objective of the Organization:** To reduce risk and vulnerability to natural hazards and the impact of disasters

<b>Expected accomplishments of the Secretariat</b>	<b>Indicators of achievement</b>
(a) Increased capacity and commitment to implement the Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters and reduce disaster risk	<p>(a) (i) Increased number of development frameworks and policies adopted at the national and regional levels that incorporate disaster risk reduction</p> <p><i>Performance measures</i></p> <p>2008-2009: 5 frameworks and policies</p> <p>Estimate 2010-2011: 8 frameworks and policies</p> <p>Target 2012-2013: 10 frameworks and policies</p> <p>(ii) Increased number of countries, regional and international organizations and other stakeholders reporting on progress in the implementation of the Hyogo Framework for Action</p> <p><i>Performance measures</i></p> <p>2008-2009: 40 countries</p> <p>Estimate 2010-2011: 50 countries</p> <p>Target 2012-2013: 60 countries</p>
(b) Increased national capacities for post-disaster recovery planning at all levels	<p>(b) (i) Increased number of knowledge products (tools, methodologies, case studies, training curricula) produced by national Governments and other relevant stakeholders</p> <p><i>Performance measures</i></p> <p>2008-2009: 10 products</p> <p>Estimate 2010-2011: 20 products</p> <p>Target 2012-2013: 21 products</p>

(ii) Increased number of countries incorporating disaster-reduction measures into post-disaster recovery operations

*Performance measures*

2008-2009: 25 countries

Estimate 2010-2011: 25 countries

Target 2012-2013: 26 countries

(c) Increased level of investments for disaster reduction and recovery programmes and projects

(c) Increased number of disaster risk reduction activities financed by all relevant stakeholders

*Performance measures*

2008-2009: 25 activities

Estimate 2010-2011: 25 activities

Target 2012-2013: 27 activities

### External factors

- 27.39 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that (a) effective cooperation and coordination can be achieved among the partners in the disaster reduction community (Governments, United Nations agencies, regional institutions and intergovernmental bodies and non-governmental organizations); (b) national and regional strategies for disaster reduction are adopted and implemented; and (c) donors adapt their policies to provide for sufficient funding for disaster risk reduction.

### Outputs

- 27.40 During the biennium 2012-2013, the following final outputs will be delivered:

- (a) Servicing of intergovernmental and expert bodies (regular budget/extrabudgetary):
  - (i) General Assembly:
    - a. Substantive servicing of meetings: plenary meetings (2); meetings of the Second Committee (1);
    - b. Parliamentary documentation: reports on international cooperation on El Niño and on the advancement of the International Strategy for Disaster Reduction (2);
  - (ii) Economic and Social Council:
    - a. Substantive servicing of meetings (2);
    - b. Parliamentary documentation: reports on advancement of the International Strategy for Disaster Reduction (2); contribution to reports on disaster situations and coordination of humanitarian assistance;

## (b) Other substantive activities (extrabudgetary):

- (i) Recurrent publications: biennial “global assessment report” on disaster risk reduction, including global risk update and progress in reducing risk of disasters and implementation of the Hyogo Framework (1); periodic newsletters for three regions (Africa, Asia, Latin America and the Caribbean) (6); yearly information highlights from the International Strategy for Disaster Reduction (2);
- (ii) Booklets, fact sheets, wallcharts, information kits: documentation of good practices and lessons learned on disaster risk reduction; publication of information kits for media and training material for media/press professionals (2);
- (iii) Special events: annual commemoration of the International Day for Natural Disaster Reduction on the second Wednesday of October, supported by the global biennial advocacy campaign (2); Global Platform for Disaster Risk Reduction; grant of special awards in recognition of outstanding contributions to disaster reduction (United Nations-Sasakawa Award for Disaster Prevention); thematic workshops on disasters and development; measuring progress in disaster risk reduction, climate change and disaster reduction; early warning; urban risk management; inter-agency coordination on risk reduction;
- (iv) Technical material: fact sheets on the International Strategy for Disaster Reduction system and thematic issues such as early warning and recovery; guidelines for national contingency planning and disaster preparedness; guidelines for implementation, monitoring and reporting on the Hyogo Framework for Action; inter-agency training and guidelines for disaster risk assessment and planning for their use in the common country assessment and United Nations Development Assistance Framework process; PreventionWeb, a disaster risk reduction comprehensive information-management system; databases of disaster reduction expertise and initiatives; electronic networking tools; progress reports from expert and working group meetings on risk assessment and risk reduction, gender, environment and climate change adaptation; publication on evaluations, lessons learned and best practice examples in disaster reduction and post-disaster recovery; training material for the Capacity for Disaster Reduction Initiative;
- (v) Audio-visual resources: educational material, booklets, information kits tailored to stakeholders;
- (vi) Substantive servicing of inter-agency meetings: facilitation and coordination by the United Nations Development Programme (UNDP) of pledging conferences on behalf of national Governments for post-disaster rehabilitation and reconstruction after major disasters;
- (vii) Contribution to joint outputs: International Strategy for Disaster Reduction global biennial work programme for effective disaster risk reduction at all levels, based on the Hyogo Framework for Action;

## (c) Technical cooperation (extrabudgetary):

- (i) Advisory services: application of national contingency planning and disaster preparedness; coordination of United Nations system post-disaster recovery planning; regional cooperation and inter-agency collaboration for regional and subregional capacity-building strategies and action plans; technical support for the formulation of regional, subregional and national strategies and action plans for disaster reduction; urban risk reduction and development of multi-hazard tools and methodology;

- (ii) Training courses, seminars and workshops: regional consultations and national workshops for the United Nations disaster management teams under the Capacity for Disaster Reduction Initiative; training for recovery planning;
- (iii) Field projects: assessment of national disaster reduction capacity-building needs; evaluation of national programmes; evaluation of regional programmes; programme support for recovery after major disasters; provision of preparatory assistance to develop national programmes in priority high-risk countries.

Table 27.15 **Resource requirements: subprogramme 3**

Category	Resources (thousands of United States dollars)		Posts	
	2010-2011	2012-2013 (before recosting)	2010-2011	2012-2013
Regular budget				
Post	—	262.7	—	1
Non-post	2 218.0	2 227.6	—	—
<b>Subtotal</b>	<b>2 218.0</b>	<b>2 490.3</b>	<b>—</b>	<b>1</b>
Extrabudgetary	76 903.2	68 368.3	100	95
<b>Total</b>	<b>79 121.2</b>	<b>70 858.6</b>	<b>100</b>	<b>96</b>

- 27.41 The amount of \$262,700 under posts provides for the establishment of one D-1 post of Chief of Branch, Regional Programmes and Policy Development. The regional offices of the International Strategy for Disaster Reduction play a vital role in carrying out its mandate, namely, to serve as the focal point in the United Nations system for the coordination of disaster reduction and to ensure synergies among the disaster reduction activities of the United Nations system and regional organizations and activities in the socio-economic and humanitarian fields. The regional offices provide support for regional cooperation frameworks for disaster risk reduction and for the regional implementation of the Hyogo Framework for Action. They play a critical role in identifying national and regional issues which deserve global focus and support. The Chief of Branch, Regional Programmes and Policy Development, coordinates the provision of support to the regional offices; supports the development and implementation of disaster risk reduction projects at the regional level; and leads the development of policies for national platforms and national coordination mechanisms for disaster risk reduction through the regional offices.
- 27.42 The General Assembly, in its resolution 65/157, acknowledged the growing demands on the secretariat of the International Strategy for Disaster Reduction and the need for increased, timely, stable and predictable resources for the implementation of the Strategy. The Strategy secretariat is currently funded exclusively through extrabudgetary resources and has taken a number of measures to increase the predictability of funds through the expansion of the donor base and increase in unearmarked funds. However, by their nature, extrabudgetary resources do not ensure the necessary predictability and stability of funding of the core and recurrent activities of the secretariat of the Strategy. In resolution 65/157, the Assembly requested the Secretary-General to consider how best to support the implementation of the natural disaster reduction strategy, taking into account the important role played by the secretariat of the Strategy, with a view to ensuring adequate resources for the operation of the secretariat of the Strategy. The recommendations will be included in the relevant report of the Secretary-General to be submitted to the General Assembly at its sixty-sixth session. In the meantime, appropriate capacity and stability are expected in terms of the management of the Strategy secretariat. Accordingly, a proposal for the

establishment of one D-1 post of Chief of Branch, Regional Programme and Policy Development, to be funded from the regular budget, has been included herein.

- 27.43 The amount of \$2,227,600 provides for: (a) the continuation of the grant to UNDP in support of the management and administration of operational activities relating to capacity-building for disaster mitigation, prevention and preparedness, which functions have been transferred to UNDP, pursuant to General Assembly resolution 52/12 B; and (b) non-post resources related to the proposed new D-1 post referred to above.
- 27.44 In paragraph 16 of resolution 52/12 B, the General Assembly mandated UNDP to support countries in addressing the root causes of disaster risks through its development programmes. In line with this mandate, UNDP uses the grant to fund staff positions in its Bureau for Crisis Prevention and Recovery, which recruits and manages regional and national disaster risk reduction advisers. These advisers assist the country offices in designing and implementing programmes and in providing policy advice in support of disaster risk reduction in high-risk countries.
- 27.45 Projected extrabudgetary resources in the amount of \$68,368,300 provide for 95 posts (1 Assistant Secretary-General, 1 D-2, 1 D-1, 14 P-5, 25 P-4, 29 P-3, 10 P-2, 1 General Service (Principal level) and 13 General Service (Other level)) and for non-post resources for various operating requirements. The extrabudgetary resources that fund the activities of the secretariat of the International Strategy for Disaster Reduction will facilitate coherence and team efforts towards the implementation of the Hyogo Framework for Action at all levels. The Strategy secretariat will start planning for 2015 and beyond while continuing to monitor risk patterns, trends and progress in disaster risk reduction and providing strategic policy guidance to countries and the international community. It will support the Secretary-General in his efforts to provide leadership on disaster risk management. Those efforts will include the servicing of United Nations governing bodies and global and regional cooperation mechanisms for disaster risk reduction, including the Global Platform for Disaster Risk Reduction, the regional platforms for disaster risk reduction and the International Strategy for Disaster Reduction Support Group. The Strategy secretariat will work together with Member States and United Nations partners in an effort to mainstream disaster risk reduction into sustainable development, in particular through support for governance processes, the United Nations Conference on Sustainable Development, to be held in Rio de Janeiro, Brazil, in 2012, and the follow-up to the Global Cities Covenant on Climate, launched in Mexico City on 21 November 2010, so as to achieve a convergence of direction on risk reduction and risk management. It will continue to work to raise the visibility of, and the level of commitment to, disaster risk reduction at the global, regional and national levels through its multisectoral constituency and will continue to place great emphasis on investment in disaster risk reduction. The decrease in extrabudgetary resources is the result of an exercise aimed at aligning the financial requirements with the level of anticipated contributions.

#### **Subprogramme 4**

##### **Emergency support services**

*Resource requirements (before recosting): \$4,859,000*

- 27.46 Substantive responsibility for the subprogramme is vested in the Emergency Services Branch in Geneva. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 4 of programme 22 of the strategic framework for the period 2012-2013.

Table 27.16 Objectives for the biennium, expected accomplishments and indicators of achievement

**Objective of the Organization:** To expedite international humanitarian assistance to victims of emergencies and natural disasters, including environmental disasters and technological accidents

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Prompt mobilization of international emergency response mechanisms and tools to facilitate international humanitarian assistance to victims of disasters and emergencies, including the identification of resource requirements and timely dissemination of information	<p>(a) International assistance and resources are provided to the affected country within 48 hours following its request for international assistance</p> <p><i>Performance measures</i></p> <p>2008-2009: 48 hours</p> <p>Estimate 2010-2011: 48 hours</p> <p>Target 2012-2013: 48 hours</p>
(b) Enhanced capacity and preparedness of national and international emergency/disaster management networks and partnerships in order to respond to disasters and emergencies	<p>(b) Increased number of national and international partnerships and networks that can respond effectively to disasters and emergencies</p> <p><i>Performance measures</i></p> <p>2008-2009: 12 partnerships</p> <p>Estimate 2010-2011: 14 partnerships</p> <p>Target 2012-2013: 16 partnerships</p>

### External factors

- 27.47 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) the Government of the affected country requests and/or accepts international assistance; (b) donors are willing to respond to disasters; (c) humanitarian workers have unhindered access to the disaster area; and (d) cooperation of authorities and humanitarian partners is available.

### Outputs

- 27.48 During the biennium 2012-2013, the following final outputs will be delivered:
- (a) Substantive activities (regular budget/extrabudgetary):
    - (i) Booklets, fact sheets, wallcharts, information kits: annual report on relief goods in stock at the United Nations Logistics Base at Brindisi, Italy (2);
    - (ii) Technical material: biannual technical material on relief goods in stock; developing, maintaining and upgrading bases and electronic tools related to humanitarian response and response coordination; maintaining and upgrading the International Search and Rescue Advisory Group and Search and Rescue Directory on the Web; manuals and guidelines on the use of military and civil defence assets;
    - (iii) Humanitarian missions: post-disaster lessons learned missions; relief and response preparedness missions to disaster and emergency sites;

- (iv) Promotion of legal instruments: promotion of activities related to the Convention on the Provision of Telecommunication Resources for Disaster Mitigation and Relief Operations;
- (b) Technical cooperation (extrabudgetary): training courses, seminars and workshops: organization of regional and steering committee meetings of the International Search and Rescue Advisory Group and international search and rescue team-leader meetings; organization of regional workshops on disaster management; training courses for military and civil defence personnel on disaster response and management; international workshops on emergency assessment, field coordination and response preparedness; planning and participation in disaster response simulation exercises with key partners;
- (c) Administrative support services (regular budget/extrabudgetary): central support services: maintenance and replenishment of stocks of disaster relief supplies (non-food, non-medical) at the Brindisi warehouse.

Table 27.17 **Resource requirements: subprogramme 4**

Category	Resources (thousands of United States dollars)		Posts	
	2010-2011	2012-2013 (before recosting)	2010-2011	2012-2013
Regular budget				
Post	3 212.1	3 212.1	10	10
Non-post	1 646.9	1 646.9	—	—
<b>Subtotal</b>	<b>4 859.0</b>	<b>4 859.0</b>	<b>10</b>	<b>10</b>
Extrabudgetary	24 859.6	19 686.2	51	40
<b>Total</b>	<b>29 718.6</b>	<b>24 545.2</b>	<b>61</b>	<b>50</b>

- 27.49 The amount of \$3,212,100 provides for the continuation of 10 posts (1 D-1, 1 P-5, 2 P-4, 2 P-3, 2 P-2, 1 General Service (Principal level) and 1 General Service (Other level)). The non-post resources of \$1,646,900 provide for consultants, travel and emergency grants to cover the most pressing needs of affected populations that cannot be met from national resources, pending the response of the international donor community.
- 27.50 Projected extrabudgetary resources in the amount of \$19,686,200 provide for 40 posts (5 P-5, 11 P-4, 7 P-3 and 17 General Service (Other level)) and for non-post resources for various operating requirements. The extrabudgetary resources will be used to provide support to disaster-affected countries by strengthening the mechanisms for emergency response through the organization of workshops and training courses on emergency assessment, field coordination, response preparedness, disaster response and management. The extrabudgetary resources will also be used for the further promotion of the membership of developing and disaster-prone countries in emergency response networks, the development and strengthening of the capacity of the Office for the Coordination of Humanitarian Affairs to respond through its internal Emergency Response Roster, and the improvement of mechanisms, instruments and procedures for the mobilization and coordination of international assistance in case of natural disasters and complex emergencies. The decrease in extrabudgetary resources is the result of an exercise aimed at aligning the financial requirements with the level of anticipated contributions.



## Subprogramme 5

### Humanitarian emergency information and advocacy

*Resource requirements (before recosting): \$2,920,100*

- 27.51 Substantive responsibility for the subprogramme rests within the Communication and Information Services Branch. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 5 of programme 22 of the strategic framework for the period 2012-2013.

Table 27.18 **Objectives for the biennium, expected accomplishments and indicators of achievement**

**Objective of the Organization:** To ensure effective advocacy of humanitarian principles and knowledge-sharing, serving populations affected by disasters and emergencies

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced awareness of and regard for humanitarian principles and concerns	<p>(a) (i) Increased number of interviews with officials of the Office for the Coordination of Humanitarian Affairs on humanitarian principles and actions, requested by media outlets</p> <p><i>Performance measures</i></p> <p>2008-2009: 250 interviews</p> <p>Estimate 2010-2011: 300 interviews</p> <p>Target 2012-2013: 310 interviews</p> <p>(ii) Increased number of queries received by the Office for the Coordination of Humanitarian Affairs from media outlets concerning humanitarian principles and actions</p> <p><i>Performance measures</i></p> <p>2008-2009: 600 queries</p> <p>Estimate 2010-2011: 750 queries</p> <p>Target 2012-2013: 800 queries</p>
(b) Strengthened partnerships with members of the humanitarian community for information-sharing, coordination and standardization	<p>(b) Increased number of new agreements on standardized information-sharing endorsed by the Inter-Agency Standing Committee</p> <p><i>Performance measures</i></p> <p>2008-2009: 4 agreements</p> <p>Estimate 2010-2011: 8 agreements</p> <p>Target 2012-2013: 12 agreements</p>

## External factors

- 27.52 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) there is a commitment from Governments to support/accept that the United Nations addresses key humanitarian advocacy issues; and (b) there is agreement among partners in strategically addressing information-sharing, coordination and standardization initiatives.

## Outputs

- 27.53 During the biennium 2012-2013, the following final outputs will be delivered:
- (a) Substantive activities (regular budget/extrabudgetary):
    - (i) Exhibitions, guided tours, lectures: organization of events with the Group of 77, academia and non-governmental organizations to promote humanitarian issues and concerns; exhibitions on humanitarian activities to be displayed at meetings, seminars and public events;
    - (ii) Booklets, fact sheets, wallcharts, information kits: producing and updating print materials to support advocacy on coordination of humanitarian action;
    - (iii) Press releases, press conferences: launching of the annual consolidated appeals (2); press releases on humanitarian emergencies disseminated to national and international media;
    - (iv) Special events: humanitarian briefings for various audiences (e.g., newly selected field representatives from other organizations);
    - (v) Technical material: maintenance and expansion of the Integrated Regional Information Network news service on humanitarian issues; maintenance and expansion of global 24-hour online coverage by ReliefWeb of humanitarian emergencies and disasters; early warning reports; updating field guidelines on humanitarian public information and on media relations; information support for humanitarian actors on the ground (e.g., field guides, maps, logistics information);
    - (vi) Humanitarian missions: early warning analysis missions to countries at risk of a complex emergency and/or major natural disaster; field missions for media representatives and advocates (e.g., parliamentarians);
    - (vii) Audio-visual resources: maintenance and expansion of the Integrated Regional Information Network outreach radio project, including capacity-building support for local radio stations;
  - (b) Technical cooperation (extrabudgetary): advisory services: technical advice on usage of information and communications technology;
  - (c) Conference services, administration and oversight (regular budget/extrabudgetary): central support services: computer and software user support and training.

Table 27.19 Resource requirements: subprogramme 5

Category	Resources (thousands of United States dollars)		Posts	
	2010-2011	2012-2013 (before recosting)	2010-2011	2012-2013
Regular budget				
Post	2 903.1	2 903.1	10	10
Non-post	85.3	17.0	—	—
<b>Subtotal</b>	<b>2 988.4</b>	<b>2 920.1</b>	<b>10</b>	<b>10</b>
Extrabudgetary	49 907.8	43 143.9	163	123
<b>Total</b>	<b>52 896.2</b>	<b>46 064.0</b>	<b>173</b>	<b>133</b>

- 27.54 The amount of \$2,920,100 provides for the continuation of 10 posts (1 D-1, 1 P-5, 3 P-4, 2 P-3 and 3 General Service (Other level)) as well as non-post resources for consultants and travel. The decrease of \$68,300 is due to the decision to centralize the travel resources of the New York office in the front office of the Under-Secretary-General.
- 27.55 Projected extrabudgetary resources in the amount of \$43,143,900 provide for 123 posts (1 D-1, 7 P-5, 21 P-4, 30 P-3, 7 P-2, 1 General Service (Principal level), 17 General Service (Other level), 14 National Officer and 25 Local level) and for non-post resources for various operating requirements. The extrabudgetary resources will allow the Communications and Information Services Branch to continue to support the Emergency Relief Coordinator and the humanitarian community in advocacy aimed at encouraging Member States and parties to conflicts to put humanitarian principles into practice and through advocacy centred on international humanitarian law, the protection of civilians in armed conflict and the safety and security of aid workers. Sustained efforts will continue to be made on advocacy aimed at maintaining the distinction between civilians and combatants and ending impunity for those who commit attacks on civilians, including aid workers. To that end, the Branch will produce and update print materials to support advocacy relating to the coordination of humanitarian action and display exhibits on humanitarian activities at meetings, seminars and public events to promote humanitarian issues and concerns. The use of extrabudgetary resources will also allow the Office for the Coordination of Humanitarian Affairs to continue to provide timely and reliable information on unfolding emergencies and natural disasters in order to inform decision-making and support humanitarian action on the ground. The decrease in extrabudgetary resources is the result of an exercise aimed at aligning the financial requirements with the level of anticipated contributions.

## C. Programme support

### *Resource requirements (before recosting): \$4,146,500*

- 27.56 The Executive Office of the Office for the Coordination of Humanitarian Affairs comprises the Executive Office in New York and the Administrative Office in Geneva. The offices are responsible for performing administrative functions, including those relating to finance and budget, human resources, staff development and training, and for providing administrative support and guidance to staff members.
- 27.57 The Executive Office in New York oversees the financial, human resources and general administration of the Office for the Coordination of Humanitarian Affairs and provides guidance on administrative matters. It supports senior management in formulating policies and instructions,

including on financial management, workforce planning, rostering and staff development and training. The Executive Office coordinates departmental programme budgets and presentations to legislative bodies and manages the trust funds under the responsibility of the New York office.

- 27.58 Under the overall strategic direction of the head of the Executive Office, the Administrative Office in Geneva manages the receipt and expenditure of funds, supports the procurement of goods and services and undertakes the recruitment, deployment and administration of field staff. The Administrative Office manages the trust funds under the responsibility of the Geneva office, most notably the Trust Fund for Disaster Relief Assistance, which serves as the main source of funding for the field activities of the Office for the Coordination of Humanitarian Affairs.
- 27.59 During the biennium 2012-2013, the Executive Office will continue to focus on workforce and succession planning, as well as career and staff development, in order to achieve a more strategic and proactive approach to human resources management. It will also improve financial monitoring and projections of future funding requirements by developing more realistic budgets, managing and effectively utilizing resources, capturing and sharing field information and ensuring the accurate and timely reporting of financial transactions. As part of these efforts, the Executive Office will continuously focus on enhancing the service orientation and client focus of its administrative support.

Table 27.20 **Resource requirements: programme support**

Category	Resources (thousands of United States dollars)		Posts	
	2010-2011	2012-2013 (before recosting)	2010-2011	2012-2013
Regular budget				
Post	1 664.5	1 664.5	7	7
Non-post	2 786.1	2 482.0	—	—
<b>Subtotal</b>	<b>4 450.6</b>	<b>4 146.5</b>	<b>7</b>	<b>7</b>
Extrabudgetary	42 100.1	43 866.8	88	89
<b>Total</b>	<b>46 550.7</b>	<b>48 013.3</b>	<b>95</b>	<b>96</b>

- 27.60 The requirements for staffing in the amount of \$1,664,500 provide for the continuation of seven posts (1 P-5, 1 P-3, 1 P-2, 1 General Service (Principal level) and 3 General Service (Other level)) in the Executive Office and the Administrative Office. The non-post resources in the amount of \$2,482,000 provide for various operating requirements to enable the Office to carry out the activities described above. The net decrease of \$304,100 in non-post costs reflects the decrease in communications costs due to the increased use of alternative communications opportunities, including e-mail and WebEx, and reduced requirements under data-processing services for support services for the ReliefWeb host site.
- 27.61 Projected extrabudgetary expenditures in the amount of \$43,866,800 provide for 89 posts (1 D-1, 3 P-5, 9 P-4, 18 P-3 and 58 General Service (Other level)), which includes 19 posts in the Executive Office in New York and 70 posts in the Administrative Office in Geneva, as well as for non-post resources for various operating requirements to enable the offices to carry out their activities. The increase is due mainly to the full costing of 10 posts created in 2010-2011 to manage the Emergency Response Fund and to increases in the standard salary costs in Geneva.

Table 27.21 **Summary of follow-up action taken to implement the relevant recommendations of the oversight bodies**

<i>Brief description of the recommendation</i>	<i>Action taken to implement the recommendation</i>
<b>Office of Internal Oversight Services</b> (A/65/271 (Part I) and Corr.1)	
<p>In the audit of the Office for the Coordination of Humanitarian Affairs operations in Somalia (AN2009/590/2), the Office of Internal Oversight Services (OIOS) found that the United Nations new humanitarian strategy in Somalia was not fully implemented. The United Nations country team has identified key factors for operational flexibility in Somalia to deploy staff in the presence of high-security risks and the main principles with which to design United Nations agencies' operational strategy. However, at the time of the audit, only 16 staff members were actually in Somalia because of the prevailing security situation and the resultant staff deployment restrictions. The Office for the Coordination of Humanitarian Affairs office for Somalia accepted the recommendation of OIOS to complete the field presence strategy to increase the number of national staff in Somalia and establish a stronger international staff presence in the more stable regions of Puntland and Somaliland (para. 29).</p>	<p>The finalized field presence strategy was submitted to OIOS on 14 February 2011.</p>
<p>In the audit of the Office for the Coordination of Humanitarian Affairs governance arrangements for the Common Humanitarian Fund for the Sudan (AN2010/590/05), OIOS found that the accountability of the Common Humanitarian Fund implementing agencies to the Humanitarian Coordinator was limited to the submission of project implementation reports. There was no requirement to use monitoring, evaluation and audit results in approving projects and allocating funds. To improve effectiveness and efficiency, OIOS recommended that the Humanitarian Coordinator for the Sudan use the monitoring, evaluation and audit results of the Common Humanitarian Fund projects in the allocation process. The Office for the Coordination of Humanitarian Affairs indicated that implementation of this recommendation might not be feasible with current resources and could slow the allocation</p>	<p>The feasibility review of this recommendation will take place in 2011. A Common Humanitarian Fund workshop is planned for 11 to 13 April 2011.</p>

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*Brief description of the recommendation**Action taken to implement the recommendation*

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process, since United Nations agencies' monitoring and evaluation cycles are not harmonized. Nevertheless, the Office for the Coordination of Humanitarian Affairs, has agreed to conduct a feasibility review of this recommendation by the fourth quarter of 2010 for possible implementation in 2011 (para. 33).

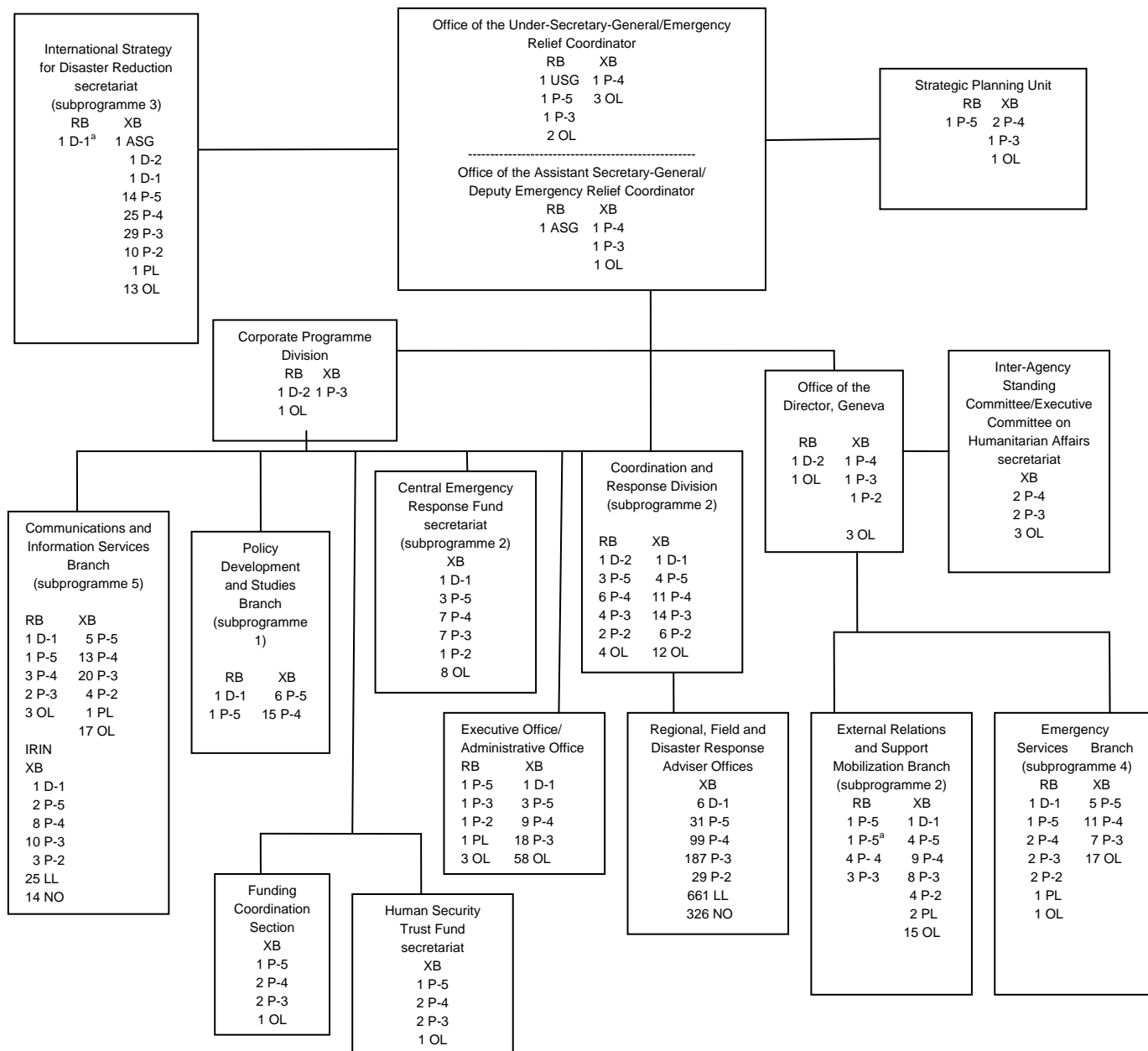
In the same audit, OIOS found that governance arrangements for the Common Humanitarian Fund for the Sudan require clarity and formalization. In particular, the Fund's terms of reference needed to be updated and did not identify the complete management structure. Moreover, no separate terms of reference were developed for each of the functions of the Funds to ensure clarity, coherence and efficiency of management activities. The Office for the Coordination of Humanitarian Affairs, as programmatic manager for the Common Humanitarian Fund for the Sudan, accepted the OIOS recommendation to revise and clarify the terms of reference (para. 34).

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Revised terms of reference will be drafted during the upcoming Common Humanitarian Fund workshop.

## Office for the Coordination of Humanitarian Affairs

### Organizational structure and post distribution for the biennium 2012-2013



**Abbreviations:** RB, regular budget; XB, extrabudgetary; USG, Under-Secretary-General; ASG, Assistant Secretary-General; PL, General Service (Principal level); OL, General Service (Other level); LL, Local level; NO, National Officer; IRIN, Integrated Regional Information Networks.

<sup>a</sup> New post.

## Annex

### Outputs produced in 2010-2011 not to be carried out in the biennium 2012-2013

<i>A/64/6, paragraph</i>	<i>Output</i>	<i>Quantity</i>	<i>Reason for discontinuation</i>
26.39 (b) (v)	Participation in the ProVention Consortium and contribution to its thematic task groups on disaster prevention and risk management	1	The ProVention Consortium was dissolved
<b>Total</b>		<b>1</b>	