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Part VI

Humanitarian assistance

Section 27

Humanitarian assistance

Programme 23

Humanitarian assistance

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* [A/75/50](#).

** In keeping with paragraph 11 of resolution [72/266 A](#), the part consisting of the programme plan and programme performance information is submitted through the Committee for Programme and Coordination for the consideration of the General Assembly.

*** In keeping with paragraph 11 of resolution [72/266 A](#), the part consisting of the post and non-post resource requirements is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the General Assembly.



Foreword

While the collective efforts of Member States and the humanitarian system to respond to and reduce disaster risks are improving and becoming faster, global humanitarian needs and disaster impacts continue to grow. In 2020, nearly 168 million people – 1 person in 45 – will need humanitarian assistance and protection. This is a substantial increase from 2019, when 132 million needed assistance, and is a trend that will likely continue in 2021. The unprecedented levels of humanitarian need are driven mainly by protracted crises and intensifying conflicts, extreme weather events associated with climate change, underperforming economies and outbreaks of infectious disease. These complex challenges are increasing the vulnerability of people, while reducing their ability to cope.

At the same time, the humanitarian system is more effective, innovative and inclusive in targeting help to those who need it most and in reaching them quickly with priority assistance. Response plans better address the needs of women, girls, people with disabilities and other vulnerable people, and efforts are made to deal with the physical and mental health of those in need.

The global humanitarian community has improved its planning, forecasting and analysis of humanitarian crises. Generous support continues to be provided for disaster response, with Member States and others providing \$16 billion in 2019 to United Nations-coordinated appeals and aiming to reach 109 million people by the end of 2020. The growing challenges and needs, however, mean that we must continue to get ahead of crises by strengthening anticipatory approaches and early action rather than waiting for disasters to escalate. Advances in data and predictive analytics enable more accurate forecasting of predictable shocks or crises, such as droughts and disease outbreaks. This evidence has supported Member States and the humanitarian community in introducing innovative financing approaches to improve response.

Humanitarian response alone will not address chronic challenges or mitigate their effects. More collaboration is needed to address these challenges and build the resilience of people who are at risk. The continued implementation of the reform efforts of the Secretary-General will serve to strengthen the effectiveness, cohesion, accountability and capacities to better support Member States and assist countries in implementing the 2030 Agenda for Sustainable Development.

(Signed) Mark **Lowcock**
Under-Secretary-General for Humanitarian Affairs
and Emergency Relief Coordinator

A. Proposed programme plan for 2021 and programme performance for 2019

Overall orientation

Mandates and background

- 27.1 The Office for the Coordination of Humanitarian Affairs derives its mandate from General Assembly resolution [46/182](#), in which the Assembly set out the guiding principles of humanitarian response and affirmed the leadership role of the Secretary-General to ensure better preparation and effective response to natural disasters and other emergencies. The Assembly also established the role of the Emergency Relief Coordinator, who works with the Secretary-General and the Inter-Agency Standing Committee to ensure better preparation for and a coordinated, timely, principled and coherent response to natural disasters and complex emergencies by the international community. This mandate has been confirmed and consolidated through the normative developments of various resolutions over the past 25 years.
- 27.2 The mandate of the United Nations Office for Disaster Risk Reduction derives from the priorities established in relevant resolutions of the General Assembly, most notably [56/195](#), as well as the Sendai Declaration and the Sendai Framework for Disaster Risk Reduction 2015–2030. The Office, which is the focal point in the United Nations system for the coordination of disaster risk reduction, is responsible for leading and ensuring synergies between the disaster reduction activities of the United Nations system and regional organizations and activities conducted to promote socioeconomic development and humanitarian response.
- 27.3 For the past five years, disasters have been affecting an average of 350 million people annually and causing billions of dollars in damages. Extreme weather events have become more frequent and more severe in the past 20 years, resulting in tragic human and escalating economic losses. Global trends such as poverty, inequality, population growth, conflict, climate change and pandemics continue to erode people's resilience, making them susceptible to a wide range of shocks and hazards. Armed conflict was one of the main drivers of humanitarian needs. Across many conflicts, lack of respect for international humanitarian law has become a major concern. Attacks directed against or indiscriminately harming civilians and civilian infrastructure lead to death, injury, illness, hunger and displacement. These crises exacerbate situations of vulnerability, mostly of women, children, older persons, people with disabilities, the marginalized and the poor. A number of crises became protracted in nature, with the average humanitarian crisis lasting more than nine years. These situations cannot be resolved through short-term approaches or by humanitarian action alone.
- 27.4 These trends suggest that humanitarian needs will continue to remain high in 2021, which calls for strengthened preparedness planning and response coordination support to Member States.
- 27.5 With humanitarian crises affecting more people than ever, even with record levels of funding, the gap between humanitarian needs and resource requirements continues to grow.
- 27.6 Since 2015, appeals for crises lasting five years or longer have spiked and now account for more than 80 per cent of the humanitarian funding received and requested. The humanitarian system needs to become even faster and more effective by managing risks and reducing vulnerability instead of waiting to respond until crises cause immense suffering.

Strategy and external factors for 2021

- 27.7 To fulfil its mandate, the Office for the Coordination of Humanitarian Affairs will continue to support Member States in coordinating effective and principled humanitarian action in partnership with national and international actors, in order to alleviate human suffering in disasters and complex emergencies; advocate the rights of people in need; promote preparedness and prevention; and facilitate sustainable solutions. To meet these challenges, the Office will support Member States and

humanitarian partners in better responding to disasters and complex emergencies and help to mitigate shocks before they escalate into humanitarian crises. This will be informed by the evidence-based assessment and analysis of humanitarian trends and needs. In a changing world and evolving humanitarian sector, such responses benefit from strong partnerships. Considering that humanitarian crises can impede or reverse development gains, the Office will ensure that humanitarian assistance is provided in ways that are supportive of recovery and longer-term sustainable development. The Office will collaborate with development actors to increase the coherence and complementarity of the assistance provided and ensure that humanitarian assistance helps to strengthen resilience. The Office, with other humanitarian partners, assists Member States in reducing vulnerabilities, rebuilding livelihoods and increasing resilience.

- 27.8 The United Nations Office for Disaster Risk Reduction will pursue the substantial reduction in disaster risks and losses through the prevention of new disaster risks and the reduction in existing ones, as well as by strengthening resilience through multi-hazard disaster risk management. Humanitarian response and development must become more risk-informed. Reducing disaster risk and building resilience benefits from close collaboration between humanitarian and development actors. In line with its strategic framework for the period 2016–2021, the Office will monitor and review progress achieved in the implementation of the Sendai Framework and improve understanding of risks at all levels. The Office will provide policy guidance and decision-making tools to reduce disaster risks, including through the production and dissemination of risk knowledge and information. It will also work to catalyse action of decision-makers and leverage partnerships among the United Nations system, international and regional organizations, civil society, the private sector and other stakeholders to accelerate the implementation of the Sendai Framework. It will continue to ensure overall policy coherence by engaging with Member States, contributing to relevant intergovernmental processes and establishing and guiding regional and national coordination mechanisms to accelerate compliance with the Sendai Framework and related targets of the Sustainable Development Goals. It will also continue to build the capacity of counterparts and leverage new partnerships and financing models to increase financing for disaster risk reduction and risk-sensitive investment.
- 27.9 With regard to the external factors, the overall plan for 2021 is based on the following assumptions:
- (a) Humanitarian needs and funding requirements will remain high in 2021;
 - (b) The majority of humanitarian needs will continue to occur in protracted crises, which are often the product of interactions between natural hazards, armed conflict and human vulnerability. These will require complex and even faster responses, and closer collaboration between the humanitarian system and development actors;
 - (c) Disasters will continue to increase in frequency and magnitude.
- 27.10 The Office for the Coordination of Humanitarian Affairs integrates a gender perspective in its activities, deliverables and results, as appropriate. The Office ensures that a gender perspective is fully integrated into its activities through its own and inter-agency policies and tools, such as the Inter-Agency Standing Committee policy on gender equality and the empowerment of women and girls in humanitarian action, its Gender Handbook in Humanitarian Action and its Gender Standby Capacity project roster and advisers.
- 27.11 With regard to cooperation with other entities, the Office for the Coordination of Humanitarian Affairs will continue to work with national and local governments, affected communities, the Inter-Agency Standing Committee and other stakeholders, including regional disaster management and response organizations, other regional and subregional organizations, private sector organizations, first responders and academia, to promote principled and effective humanitarian response.
- 27.12 With regard to inter-agency coordination and liaison, the Office for the Coordination of Humanitarian Affairs will continue, through the Inter-Agency Standing Committee and its subsidiary bodies, to coordinate the development of guidance for the humanitarian response system. It will

provide and manage global platforms, such as the United Nations Disaster Assessment and Coordination Team mechanism and the International Search and Rescue Advisory Group, to pool resources and facilitate a joint response to humanitarian crises. The Office for the Coordination of Humanitarian Affairs coordinates with and seeks input from the Department of Peace Operations, the Department of Political and Peacebuilding Affairs, the Office of the United Nations High Commissioner for Human Rights and relevant United Nations agencies in crisis situations. With regard to resilience and the capacity-building of humanitarian leaders, the Office for the Coordination of Humanitarian Affairs collaborates closely with the Development Coordination Office and other United Nations agencies. At the country level, the Office for the Coordination of Humanitarian Affairs coordinates with and supports United Nations agencies, such as the World Food Programme, the United Nations Development Programme, the United Nations Children's Fund, the Food and Agriculture Organization of the United Nations, the World Health Organization, the Office of the United Nations High Commissioner for Refugees and the United Nations Population Fund (UNFPA) throughout the humanitarian programme cycle to ensure coherent, effective and consistent system-wide response strategies that meet the needs of affected people and that minimize the duplication and gaps in response efforts.

Legislative mandates

27.13 The list below provides all mandates entrusted to the programme.

General Assembly resolutions

46/182	Strengthening of the coordination of humanitarian emergency assistance of the United Nations	69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)
47/120 A and B	An Agenda for Peace: preventive diplomacy and related matters	70/1	Transforming our world: the 2030 Agenda for Sustainable Development
52/12	Renewing the United Nations: a programme for reform	71/243	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
52/167	Safety and security of humanitarian personnel		
60/1	2005 World Summit Outcome	74/115	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system	74/116	Safety and security of humanitarian personnel and protection of United Nations personnel
67/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system	74/118	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
68/1	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council	74/160	Protection of and assistance to internally displaced

Economic and Social Council resolution

2019/14	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
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Security Council resolutions

1894 (2009)	Protection of civilians in armed conflict	2470 (2019)	Extension of the mandate of the United Nations Assistance Mission for Iraq
2222 (2015)	Protection of civilians in armed conflict (protection of journalists)	2472 (2019)	Extension of the authorization to member States of the African Union to maintain the deployment of the African Union Mission in Somalia
2286 (2016)	Health care workers and facilities in armed conflict		
2417 (2018)	Armed conflict and food insecurity		

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2474 (2019)	Protection of civilians in armed conflict (missing persons in armed conflict)		Stabilization Mission in the Central African Republic
2475 (2019)	Protection of civilians in armed conflict (protection of persons with disabilities in armed conflict)	2502 (2019)	Extension of the mandate of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
2480 (2019)	Extension of the mandate of the United Nations Multidimensional Integrated Stabilization Mission in Mali	2504 (2020)	Renewing and amending the authorization for the cross-border delivery of humanitarian assistance in the Syrian Arab Republic
2486 (2019)	Extension of the mandate of the United Nations Support Mission in Libya	2514 (2020)	Extension of the mandate of the United Nations Mission in South Sudan
2489 (2019)	Extension of the mandate of the United Nations Assistance Mission in Afghanistan	2516 (2020)	Extension of the mandate of the United Nations Assistance Mission in Somalia
2497 (2019)	Extension of the mandate of the United Nations Interim Security Force for Abyei	2517 (2020)	Extension of the mandate of the African Union-United Nations Hybrid Operation in Darfur
2499 (2019)	Extension of the mandate of the United Nations Multidimensional Integrated		

Deliverables

27.14 Table 27.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2019–2021.

Table 27.1

Cross-cutting deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	4	4	4	4
1. Report on the implementation of the Sendai Framework	1	1	1	1
2. Report on protection of civilians	1	1	1	1
3. Report on natural disasters	1	1	1	1
4. Report on the Central Emergency Response Fund	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	6	6	6	6
5. Meetings of the Fifth Committee	1	1	1	1
6. Meetings of the Committee for Programme and Coordination	1	1	1	1
7. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
8. Meetings of the Third Committee	1	1	1	1
9. Meetings of the Economic and Social Council humanitarian affairs segment	1	1	1	1
10. Meetings of the Expert Group on the Protection of Civilians	1	1	1	1
Conference and secretariat service for meetings (number of three-hour meetings)	4	4	4	4
11. General Assembly plenary (Second Committee), agenda items on sustainable development	1	1	1	1
12. High-level meetings and events on the provision of international assistance	3	3	3	3
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	36	34	34	34
13. National and regional projects on the implementation of the Sendai Framework	29	29	29	29
14. Capacity-building projects on response	6	4	4	4
15. Projects on interoperability of response tools and procedures	1	1	1	1

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
Publications (number of publications)	3	3	3	3
16. Global Assessment Report on Disaster Risk Reduction	1	1	1	1
17. Annual disaster risk reduction report	1	1	1	1
18. Plan of action on disaster risk reduction for resilience progress report	1	1	1	1
Technical materials (number of materials)	12	20	12	15
19. Policy guidance on risk knowledge and humanitarian assistance	2	3	1	2
20. Outcome documents of the regional and global platforms	1	1	5	3
21. Policy research papers, best practices, standards and guidance	9	16	6	10

C. Substantive deliverables

Consultation, advice and advocacy: regional, subregional, national and local strategies and plans; national contingency planning and disaster preparedness; risk governance capacities of local and urban bodies; and intergovernmental processes to advance the implementation of the Sendai Framework and to support policy coherence on disaster risk reduction across sectors, such as the Conference of States Parties to the Convention on the Rights of Persons with Disabilities, the multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals.

Humanitarian assistance missions: 3–5 civil-military coordination support missions (upon request) annually; 3–10 United Nations Disaster Assessment and Coordination Team missions annually (subject to occurrence of disasters and at the requests of disaster-affected Governments or humanitarian country teams); provision of humanitarian coordination support for emergency core relief; and provision of support.

Databases and substantive digital materials: Sendai Framework monitor; first iteration of global risk assessment framework; and disaster loss databases.

D. Communication deliverables

Outreach programmes, special events and information materials: campaigns and information materials to drive positive change; annual partnership and outreach event to facilitate collaboration among humanitarian responders; approximately 3–5 norms/guidance/tools on emergency response services annually; global and regional platforms and high-level meetings on disaster risk reduction.

External and media relations: proactive external and media relations; high-level advocacy of the Special Representative of the Secretary-General for Disaster Risk Reduction through press releases, and op-eds and press coverage.

Evaluation activities

27.15 The following evaluations completed in 2019 have guided the programme plan for 2021:

- (a) Evaluation of the country-based pooled funds;
- (b) Inter-agency humanitarian evaluation of the Ethiopia drought response;
- (c) Office of Internal Oversight Services triennial review of the Office for the Coordination of Humanitarian Affairs (focusing on follow-up to the 2017 evaluation of the Office on advocacy).

27.16 The findings of the evaluations referenced in paragraph 27.15 above have been considered for the programme plan for 2021. The country-based pooled funds evaluation highlighted the importance of coherent resource mobilization strategies and guidance on the promotion of good practice in the use and management of funding, while the Ethiopia drought response evaluation found that, in its well-coordinated efforts, supported by strong government leadership, the collective humanitarian drought response in Ethiopia saved many lives. Areas identified for strengthening include early action, resilience support and accountability to affected people. The evaluation identifies lessons to improve future responses to droughts in Ethiopia and similar crises.

27.17 For 2021, an inter-agency humanitarian evaluation in Yemen is planned.

Programme of work

Subprogramme 1 Policy and analysis

Objective

- 27.18 The objective, to which this subprogramme contributes, is to enhance the strategic and operational coherence of humanitarian response.

Strategy

- 27.19 To contribute to the enhancement of the strategic coherence of humanitarian response, the subprogramme will identify emerging humanitarian trends and analyse challenges in and opportunities for advancing humanitarian action, which is expected to result in recommendations for improved action that address evolving challenges to the humanitarian system. Past results in this area include the annual reports of the Secretary-General on the strengthening of the coordination of emergency humanitarian assistance of the United Nations, on the protection of civilians and on international cooperation on humanitarian assistance in the field of natural disasters, from relief to development. In addition, policy papers have been developed on subjects ranging from durable solutions for protracted displacement to a stocktaking of 20 years of protection of civilians work at the Security Council. The subprogramme also tracked humanitarian trends and provided analysis and forecasts for the evidence-based assessment by the Office for the Coordination of Humanitarian Affairs of 2020 global humanitarian needs.
- 27.20 To contribute to the enhancement of the strategic and operational coherence of humanitarian response, the subprogramme will also identify policy and programmatic solutions and best practice and innovative concepts that should be disseminated widely to inform and guide policy, operational decisions and crisis management, which are expected to result in a humanitarian system that remains relevant and adapted to the ever-changing humanitarian operational environment. Past results in this area include the minimum package of services on access of the Office for the Coordination of Humanitarian Affairs and evidence and lessons learned on the systemic barriers and enablers in order to work better across humanitarian, development and peace contexts.

Programme performance in 2019 against planned result

- 27.21 A planned result for 2019, which was that decisions of the Inter-Agency Standing Committee members and other partners are informed by humanitarian policy analysis and dialogue, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the inclusion of three humanitarian policy priorities in the report of the Secretary-General on the strengthening of the coordination of emergency humanitarian assistance of the United Nations that were discussed by Member States during the Economic and Social Council and General Assembly humanitarian resolution negotiations. The subprogramme supported Member State discussions on three humanitarian policy priorities during the annual humanitarian affairs segment of the Council, held at the Palais des Nations in Geneva from 24 to 26 June 2019. The high-level panel on “Preparing for the future in the face of climate change and weather-related disasters: strengthening preparedness and humanitarian response and collaborating to build resilience and address escalating risks and challenges” addressed the devastation caused by Cyclones Idai and Kenneth, while highlighting wider challenges posed by the climate crisis and extreme weather events. Discussions at the high-level panel on “Strengthening humanitarian action: next steps to advance localization and engage communities for a more inclusive and effective humanitarian response” considered the experience and progress to date to reinforce local systems, empower local actors and better engage crisis-affected communities for a more inclusive and effective humanitarian response, and key next steps.

The high-level panel, titled “Towards the seventieth anniversary of the Geneva Conventions of 12 August 1949: achieving collective commitment to international humanitarian law and putting fundamental protections into practice,” highlighted the importance of the Conventions, examples of good practice and what more could be done to improve implementation of the Conventions for the protection for civilians in armed conflict.

Programme performance in 2019: humanitarian access strengthened

- 27.22 The subprogramme developed the minimum package of services on access and provided field support and guidance on access issues. Humanitarian access, in line with General Assembly resolution [46/182](#), enables humanitarian actors to reach populations in need and for affected populations to have access to assistance and services. Full and unimpeded humanitarian access is a fundamental prerequisite to effective humanitarian action. The minimum package provided operational guidance, encouraging a more systematic and predictable approach to humanitarian access by humanitarian actors. In addition, the Office for the Coordination of Humanitarian Affairs conducted good practice and lessons learned exercises and supported the development of strategies to overcome access constraints in relevant operations. Additional support and guidance on access was provided through webinars, regular policy notes and field support missions, which helped to maintain a regular community of access practitioners around the world. The subprogramme ensured that humanitarian actors in various countries facing access constraints were aware of key methodologies and could apply them flexibly in varied contexts. For example, in South Sudan, where millions of people in need of humanitarian assistance faced access constraints, the minimum package was rolled out and enabled actors to facilitate access.

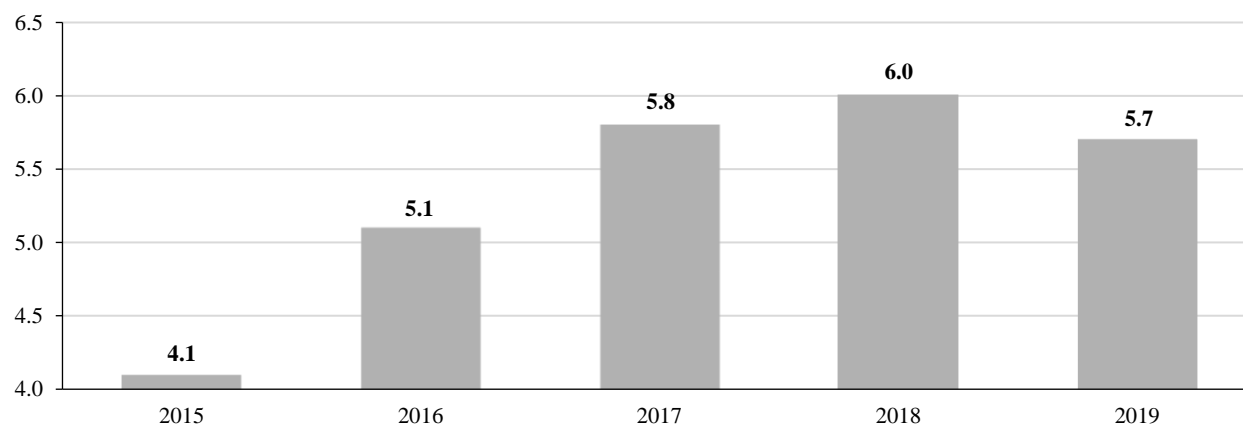
Progress towards the attainment of the objective, and performance measure

- 27.23 This work contributed to an enhanced strategic and operational coherence of humanitarian response, as demonstrated by improved humanitarian access in South Sudan, which led to a greater number of people reached with life-saving assistance and protection. Although numerous contributing factors facilitated access to people in need, the subprogramme made a significant contribution by providing humanitarian actors facing access constraints with operational guidance based on an analysis of various country contexts, to enable them to apply a sound and common methodology in their specific context. By providing strategies to help to overcome access constraints, the implementation of the minimum package of services on access allowed for more coherence in approaches and supported the improved delivery of humanitarian assistance. By the end of 2019, humanitarian partners reached 5.7 million people. The 2020 Humanitarian Response Plan for South Sudan advocates enhancing access to essential services, restoring livelihoods and promoting durable solutions to displacement in order to lessen the reliance on humanitarian assistance.

Figure 27.I

Performance measure: number of people receiving humanitarian assistance in South Sudan, 2015–2019

(Millions)



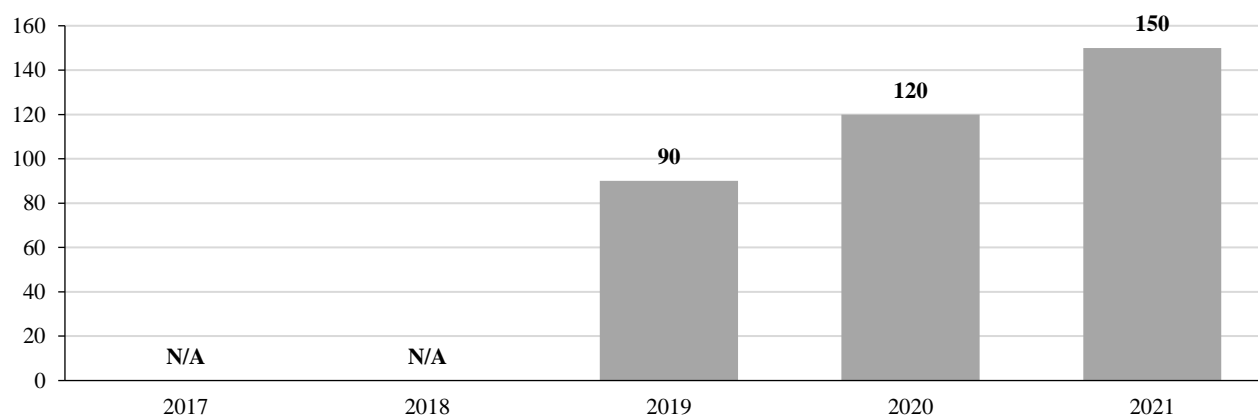
Planned results for 2021

Result 1: increased collaboration between humanitarian and development partners at the country-level (result carried over from 2020)

- 27.24 The subprogramme will continue the work related to the collaboration between development and humanitarian actors, in line with its mandate, and will promote joint planning and commonly agreed strategies for increased collaboration between humanitarian and development actors, based on lessons learned from experiences in the various country contexts, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the General Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 27.II

Performance measure: number of countries where humanitarian and development partners have defined common strategies, 2017–2021



Abbreviation: N/A, not applicable.

**Result 2: how technology may shape the humanitarian operating environment
(new result)**

- 27.25 In recent years, the development and use of new and emerging technologies to achieve the Sustainable Development Goals has been recognized as a key area of focus, which at the same time promote responsible innovation. In assessing the implications of new and emerging technologies for the humanitarian system, several themes and sub-themes warrant consideration.
- 27.26 Since 2013, the subprogramme has been following different innovations to improve the strategic and operational coherence of humanitarian response, from humanitarianism in the network age to data responsibility, to 3-D printing. In 2019, the subprogramme began to review and consult on wider Secretariat initiatives and work done by the humanitarian community on the potential humanitarian opportunities and challenges and risks associated with new and emerging technologies, specifically as it related to the protection of civilians agenda.

Internal challenge and response

- 27.27 The challenge for the subprogramme was to develop timely humanitarian policies that comprehensively address diverse technological challenges and changes affecting humanitarian operations when so many other policy priorities have arisen over the year. In response, the subprogramme will make use of synergies with other ongoing initiatives in the United Nations system. The Secretary-General established the development and use of new and emerging technologies to achieve the Sustainable Development Goals as a key priority, which at the same time promote responsible innovation. To underscore these commitments, in 2018, the Secretary-General presented his strategy on new technologies, adopted Securing Our Common Future: An Agenda for Disarmament, and convened the High-level Panel on Digital Cooperation. In January 2020, the Secretary-General presented four challenges confronting the United Nations. The final challenge that he highlighted in his address to the General Assembly was “the dark side of the digital world”. He cited the use of technologies to commit crimes, incite hate, spread false information, oppress and exploit people and invade privacy. He noted, in particular, that “Artificial intelligence is generating breathtaking capacities and alarming possibilities. Lethal autonomous weapons – machines with the power to kill on their own, without human judgement and accountability – are bringing us into unacceptable moral and political territory”.
- 27.28 In coordination with other parts of the United Nations that are taking a renewed look at technology, the subprogramme will examine the opportunities and challenges posed by technology and consolidate thinking, draw lessons and identify best practices on how technology can be used to make humanitarian action more effective and efficient. By 2021, the subprogramme expects to review best practices and offer guidance, as well as develop policy positions on technology and humanitarian response.

Expected progress towards the attainment of the objective, and performance measure

- 27.29 This work is expected to contribute to the enhancement of the strategic and operational coherence of humanitarian response, which would be demonstrated by an increased use of strategic technologies by humanitarian actors, thereby enabling increased data protection for beneficiaries; early action through predictive analytics and better assessments through the use of technology; and increased coordination of technology-assisted information-sharing between humanitarians and with beneficiaries through mobile phones and the responsible use of social media.

Table 27.2
Performance measure

2017	2018	2019	2020	2021
N/A	Stakeholders share best practices on technology and innovation to improve efficiency and the effectiveness of humanitarian response	United Nations Secretariat-wide initiatives on technology and innovation	Initiatives for technology and innovation are tested in selected humanitarian response contexts	Increased use of strategic technologies by humanitarian actors

Abbreviation: N/A, not applicable.

Legislative mandates

27.30 The list below provides all mandates entrusted to the subprogramme.

General Assembly resolutions

56/89	Scope of legal protection under the Convention on the Safety of United Nations and Associated Personnel	73/138	White Helmets Commission: participation of volunteers in the activities of the United Nations in the field of humanitarian relief, rehabilitation and technical cooperation for development
61/117	Applicability of the Geneva Convention relative to the Protection of Civilian Persons in Time of War, of 12 August 1949, to the Occupied Palestinian Territory, including East Jerusalem, and other occupied Arab territories	73/150	Assistance to refugees, returnees and displaced persons in Africa
		73/151	Office of the United Nations High Commissioner for Refugees
62/134	Eliminating rape and other forms of sexual violence in all their manifestations, including in conflict and related situations	73/195	Global Compact for Safe, Orderly and Regular Migration
63/147	New international humanitarian order	74/131	Assistance to refugees, returnees and displaced persons in Africa
72/305	Review of the implementation of General Assembly resolution 68/1 on the strengthening of the Economic and Social Council	74/160	Protection of and assistance to internally displaced persons

Deliverables

27.31 Table 27.3 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 27.3
Subprogramme 1: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	3	3	3	3
1. Report of the Secretary-General on the strengthening of the coordination of emergency humanitarian assistance of the United Nations	1	1	1	1

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
2. Report of the Secretary-General on the protection of civilians	1	1	1	1
3. Report of the Secretary-General on natural disasters	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	6	6	6	6
4. Meetings of the Third Committee	1	1	1	1
5. Meetings of the Expert Group on the Protection of Civilians	4	4	4	4
6. Meetings of the Economic and Social Council humanitarian affairs segment	1	1	1	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	3	3	3	3
7. Organization of forums/workshops with academic institutions and non-governmental organizations to promote humanitarian assistance and to address humanitarian concerns	3	3	3	3
Technical materials (number of materials)	2	5	2	2
8. Strategy papers, policy tools and guidance notes for humanitarian agencies on the relation among the political, humanitarian assistance and human rights dimensions of the United Nations response to crises	1	3	1	1
9. Studies, guidance and policy analysis on developments in the humanitarian sector	1	2	1	1

Subprogramme 2 Coordination of humanitarian action and emergency response

Objective

- 27.32 The objective, to which this subprogramme contributes, is to ensure a coherent, effective and timely humanitarian response to alleviate human suffering in natural disasters and complex emergencies.

Strategy

- 27.33 To contribute to a coherent humanitarian response to alleviate human suffering in natural disasters and complex emergencies, the subprogramme will facilitate a coordinated analysis of needs through humanitarian needs overviews. The subprogramme will also amplify the voices of affected people by including them in planning and response processes. Inclusivity will also be facilitated by data disaggregated by gender, age, disability and other diversity dimensions. The analysis provided in humanitarian needs overviews now also defines problems affecting specific population groups, subgroups and geographic areas, articulated around overarching protection issues; physical and mental well-being; living standards and self-sustenance capacity; and recovery and resilience. This “enhanced approach” will be further consolidated and rolled out in 2021. This work is expected to result in a stronger intersectoral analysis by partners that captures chronic and structural, as well as immediate, needs. Past results in these areas include a stronger prioritization of the response, in line with an improved analysis of needs.
- 27.34 To contribute to an effective humanitarian response to alleviate human suffering in natural disasters and complex emergencies, the subprogramme will seek to reduce the funding gap for humanitarian action by enhancing advocacy for system-wide resource mobilization and by reinforcing partnerships with humanitarian actors, civil society and Member States. This action is expected to result in sustained funding for the humanitarian system to improve the lives of people affected by crisis. Past results in these areas include facilitating financial pledges from Member States for the humanitarian response in Yemen, meeting 85.3 per cent of requirements in 2018 and 84 per cent of the

requirements in 2019, making it among the highest funded United Nations-coordinated response plans over two years.

- 27.35 To contribute to a timely humanitarian response to alleviate human suffering in natural disasters and complex emergencies, the subprogramme will more rapidly disburse financial assistance from the Central Emergency Relief Fund to reach humanitarian agencies. This action is expected to result in the availability of emergency funding as soon as possible to meet the needs of affected people. Past results in these areas include allocating \$500.5 million in 2018 to support humanitarian action in 48 countries and territories. Of that amount, \$321 million went to kick-start and scale up emergency responses in 37 countries and \$180 million was released to bolster humanitarian operations in 18 of the world's most underfunded crises. In 2019, \$494 million was provided from the Fund to assist some 13 million people in 20 underfunded crises around the world.

Programme performance in 2019 against planned result

- 27.36 A planned result for 2019, which is the timely and coordinated use of the Central Emergency Response Fund (CERF) in countries with new and protracted emergencies, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved in part, as evidenced by the improvement from 69 per cent in the biennium 2016–2017 to 82.3 per cent of project proposals under the rapid response window approved by the Emergency Relief Coordinator within three working days of their final submission, compared with the 2019 targeted amount of 95 per cent. This was due in part to increased guidance and engagement with requesting agencies prior to the submission of proposals and during the review process.

Programme performance in 2019: increased availability of resources combating sexual and gender-based violence in humanitarian crises

- 27.37 Humanitarian crises can trigger and exacerbate sexual and gender-based violence, including rape, sexual exploitation, trafficking, forced and early marriage, and intimate partner violence. Notwithstanding the criticality of combating such violence, protection from it remains severely underfunded, with less than 1 per cent of all funds channelled to humanitarian assistance. While the humanitarian response to sexual and gender-based violence has improved in recent years, much work remains to be done, in particular with regard to ensuring that affected people are at the centre of the response.
- 27.38 In order to support political will and drive change in the prevention and mitigation of and response to sexual and gender-based violence, the subprogramme, in partnership with the Governments of Iraq, Norway, Somalia and the United Arab Emirates, UNFPA and the International Committee of the Red Cross, hosted a high-level conference in May 2019 on ending sexual and gender-based violence in humanitarian crises.
- 27.39 Some 50 Member States, United Nations agencies, non-governmental organizations (NGOs) and others submitted written political, policy and best practice commitments and outlined specific measures to end sexual and gender-based violence. Twenty-one donors announced \$363 million in funding for 2019 and 2020 and beyond, including \$226.2 million for 2019 alone. In addition, generous unearmarked and core funding to humanitarian partners working to prevent and respond to sexual and gender-based violence was announced. Furthermore, commitments were made regarding standards and legal frameworks, operational support, sexual and gender-based violence prevention and leadership and coordination, which are specific to country contexts and areas of work. There was a strong focus on addressing root causes, promoting gender equality and supporting women-led organizations working on sexual and gender-based violence.
- 27.40 The subprogramme also addressed sexual and gender-based violence at the country level through its inclusion in humanitarian country team protection strategies and sexual and gender-based violence

prevention in the annual humanitarian needs overviews and humanitarian response plans. Moreover, the subprogramme facilitated the recruitment of protection advisers to increase protection capacity in Humanitarian Coordinator offices in the Central African Republic, the Democratic Republic of the Congo, Nigeria, the Sudan and Yemen.

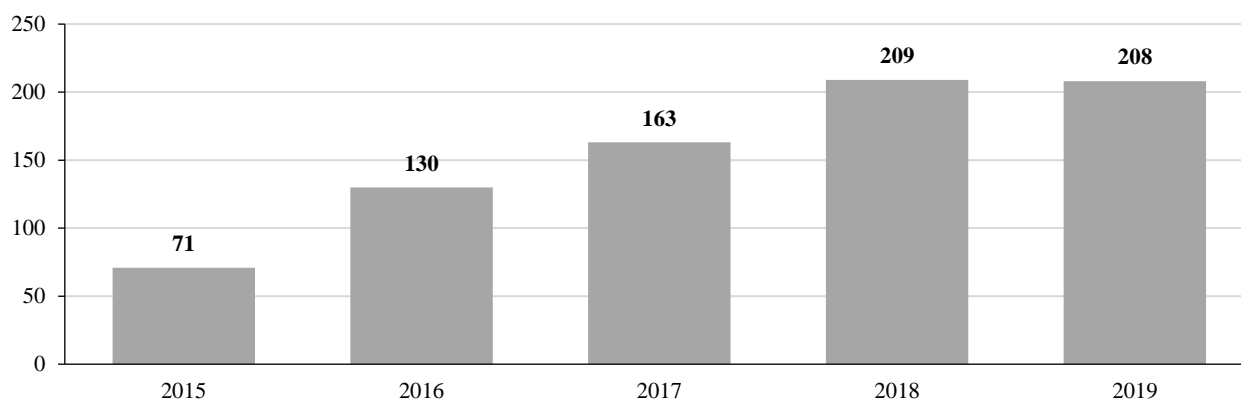
Progress towards the attainment of the objective, and performance measure

- 27.41 This work contributed to ensuring coherent, effective and timely humanitarian response, as demonstrated by \$208 million provided to NGOs, which underscores the improved access to funding for national NGOs, and especially women's organizations that work on sexual and gender-based violence, through country-based pooled funds managed by the Office for the Coordination of Humanitarian Affairs.

Figure 27.III

Performance measure: annual funding for country-based pooled funds provided to national non-governmental organizations, 2015–2019

(Millions of United States dollars)



Planned results for 2021

Result 1: increased use of humanitarian funding for early action (result carried over from 2020)

- 27.42 The subprogramme will continue the work related to early response mechanisms, in line with its mandate, and will enhance its planning, including by developing contingency funding arrangements for increased funding made available to humanitarian partners to respond to emergencies from the early stages, based on forecasts and risk assessments to mitigate the humanitarian impact of the hazard, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the General Assembly in its resolution [71/6](#) and the deliverables for 2020.

Table 27.4
Performance measure

2017	2018	2019	2020	2021
N/A	Central Emergency Response Fund early action approach is piloted	Expansion of the pilot projects and development of a methodology for a Central Emergency Response Fund early action approach	Central Emergency Response Fund early action approach is formalized	Central Emergency Response fund early action review and lessons learned and utilization of other financial instruments for early action

Abbreviation: N/A, not applicable.

Result 2: an enhanced Global Humanitarian Overview (new result)

- 27.43 The Global Humanitarian Overview is the most comprehensive, authoritative and evidence-based assessment of global humanitarian needs. It presents costed plans for the coordinated response to crises by humanitarian organizations and is the consolidated appeal for funding published by the Office for the Coordination of Humanitarian Affairs, with contributions from across the United Nations, NGOs and other organizations. By providing a detailed assessment of needs and how best to meet them, the Overview supports advocacy and system-wide resource mobilization efforts. In 2019, the subprogramme simultaneously launched the Overview in Berlin, Brussels, Geneva, London and Washington, D.C. to coincide with humanitarian funding decisions made by Member States and other donors, which resulted in record levels of humanitarian funding, amounting to \$16 billion, in response to United Nations-coordinated humanitarian appeals. In support of Member States, the United Nations mobilizes and coordinates 75 per cent of funding for humanitarian responses worldwide.
- 27.44 Over the years and in line with its plan to enhance the humanitarian programme cycle, the subprogramme has made significant efforts to strengthen the evidence provided in the Global Humanitarian Overview. In particular, the 2020 Overview features strengthened regional and country analysis by using improved data analysis techniques. It presents funding needs for the year and estimates the number of people to be reached, along with projected resources.

Internal challenge and response

- 27.45 The challenge for the subprogramme was that its resource mobilization strategies at the country level were not always used systematically and were not always fully integrated among the broader community of stakeholders, which did not fully prevent the duplication of efforts and competition for funding. In response, the subprogramme will tailor its resource mobilization strategies and advocacy efforts by increasing the focus on the specific needs required to reduce humanitarian suffering and to coordinate, with all relevant stakeholders, more high-level pledging events for country- and context-specific emergencies with larger funding gaps. By 2021, the Office for the Coordination of Humanitarian Affairs will build on its experience of preparing and launching the Global Humanitarian Overview to reduce the funding gap between the needs and the funds raised for humanitarian responses.

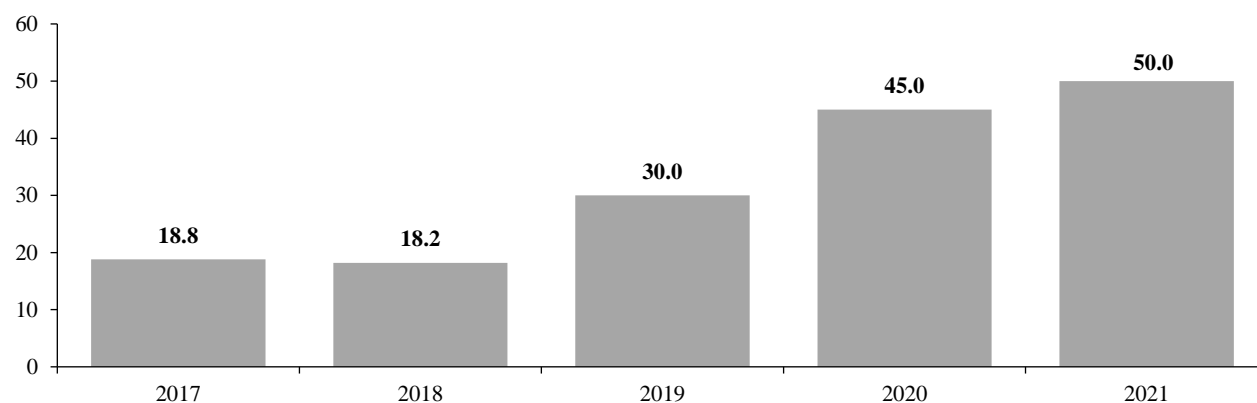
Expected progress towards the attainment of the objective, and performance measure

- 27.46 This work is expected to contribute to coherent, effective and timely humanitarian response to alleviate human suffering in natural disasters and complex emergencies, which would be demonstrated by an increased share of humanitarian response plans that are at least 75 per cent funded, enabling well-coordinated and prioritized humanitarian action to reach those in need.

Figure 27.IV

Performance measure: humanitarian response plans that are 75 per cent funded, 2017–2021

(Percentage)



Legislative mandates

27.47 The list below provides all mandates entrusted to the subprogramme.

General Assembly resolutions

63/147	New international humanitarian order	74/114	Persistent legacy of the Chernobyl disaster
68/129	Assistance to survivors of the 1994 genocide in Rwanda, particularly orphans, widows and victims of sexual violence	74/117	Assistance to the Palestinian people
		74/131	Assistance to refugees, returnees and displaced persons in Africa
74/9	The situation in Afghanistan		

Security Council Presidential statement

S/PRST/2015/23	Protection of civilians in armed conflict
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Deliverables

27.48 Table 27.5 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 27.5

Subprogramme 2: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	4	4	4	4
1. Report to the General Assembly on the Central Emergency Response Fund	1	1	1	1
2. High-level pledging events on the provision of international assistance to countries affected by humanitarian emergencies	3	3	3	3
Substantive services for meetings (number of three-hour meetings)	2	2	2	2
3. High-level meetings and side events of the General Assembly on the provision of international assistance to countries affected by humanitarian emergencies	2	2	2	2

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	2	2	2	2
4. Workshops on humanitarian law and other emerging issues for resident coordinators/humanitarian coordinators	2	2	2	2
C. Substantive deliverables				
Humanitarian assistance missions: strategy-building missions to review humanitarian needs and design appropriate response strategies.				
Consultation, advice and advocacy: briefings to the Security Council on specific complex emergency situations; meetings with donors, informal briefings and consultations with Member States on specific emergency situations and the financing of humanitarian requirements; consolidated inter-agency appeals for specific countries and regions affected by humanitarian emergencies; meetings with humanitarian organizations on operations, policies and coordination arrangements; and meetings with Member States, regional organizations and the private sector on common humanitarian actions.				
Databases and substantive digital materials: access to monitoring mechanisms in support of operational partners; update and maintenance of the roster for resident coordinators/humanitarian coordinators.				
D. Communication deliverables				
Outreach programmes, special events and information materials: organization of meetings and special events on specific complex emergency situations; Central Emergency Response Fund annual report; consolidated annual report on country-based pooled funds; and Global Humanitarian Overview.				
E. Enabling deliverables				
Administration: delivering of grants from the Central Emergency Response Fund for new and protracted emergencies and of grants from the country-based pool funds.				

Subprogramme 3 Natural disaster risk reduction

Objective

- 27.49 The objective, to which this subprogramme contributes, is to substantially reduce disaster risk and losses in lives, livelihoods and health and in the economic, physical, social, cultural and environmental assets of persons, businesses, communities and countries.

Strategy

- 27.50 To contribute to the substantial reduction in disaster risk and losses in lives, livelihoods and health and in the economic, physical, social, cultural and environmental assets of persons, businesses, communities and countries, the subprogramme will continue to provide guidance to countries and stakeholders in the implementation of the Sendai Framework through capacity development, technical assistance, advocacy and the production and dissemination of knowledge resources and best practices. The subprogramme will cooperate with all partners to enhance synergies, coordination and coherence between the Sendai Framework and other global frameworks adopted by Member States in 2015 and beyond. This will involve participation in major events such as the 2019 Climate Action Summit and the Conference of the Parties to the United Nations Framework Convention on Climate Change and contributing to the relevant intergovernmental processes to advocate the interdependency of these frameworks. The subprogramme will support Member States through the development of guidelines on how to integrate disaster risk reduction with climate change and sustainable development at the regional, national and local levels. This work is expected to result in enhanced understanding of disaster risk reduction and more effective disaster risk reduction strategies at the regional, national and local levels that align with the 2030 Agenda. Past results in these areas include improved knowledge of probabilistic risk assessment for disaster risk

management in sub-Saharan African countries achieved through the development of country-level risk profiles for 16 countries. The subprogramme will continue to focus on reviewing progress achieved in the implementation of the Sendai Framework, including through the organization of stock-taking exercises such as the Regional Platforms for Disaster Risk Reduction and through the provision of technical support to Member States to report on the global targets of the Framework and on the 11 indicators of Sustainable Development Goals 1, 11 and 13 using the Framework monitoring system. This work is expected to result in increased national accountability and commitment to implement the Sendai Framework. Past results in these areas include the establishment of national disaster risk reduction platforms comprised of partners from across relevant government departments, United Nations agencies, donors and other stakeholders, which will assist in monitoring and reporting against both the Sendai Framework targets and the Goals. The subprogramme will continue to work with practitioners, experts and innovators around the world to generate risk knowledge and analysis on risk trends, patterns, progress and challenges, including through the production of a special Global Assessment Report on Disaster Risk Reduction focusing on drought and the operationalization of the global risk assessment framework to develop innovative approaches and adopt new solutions and working practices to assessing and modelling risk. This work is expected to result in risk-informed decision-making, enhanced risk awareness and improved understanding and management of current and future risks. Past results in these areas include the production of six Global Assessment Reports on Disaster Risk Reduction since 2009, which are considered the United Nations flagship reports on global efforts to reduce risk and which have supported risk-informed decision-making. The subprogramme will promote an all-of-society approach by engaging with a wide range of stakeholders and facilitating their participation in the relevant processes at all levels, including by promoting accessibility and gender parity, using online platforms to widen the reach of knowledge products, advocating the integration of disaster risk reduction into humanitarian/development contexts and developing guidance materials to strengthen humanitarian-development collaboration. This action is expected to result in multi-sector and inclusive disaster risk reduction interventions addressing the needs of the most vulnerable, thereby contributing to leaving no one behind. Past results in this area include the development of joint recommendations on how displacement can be featured in national disaster risk reduction strategies and plans and the production of guidance on how to reduce disaster displacement risk and strengthen resilience.

Programme performance in 2019 against planned result

- 27.51 A planned result for 2019, which is increased national capacity and commitment to reduce disaster risk and implement the Sendai Framework for Disaster Risk Reduction 2015–2030, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved in part, as evidenced by the 130 Member and observer States (compared with a target of 150) using the Framework monitor to report on progress in the implementation of the Framework. Notwithstanding the short period of time since the launch of the monitor in March 2018, the level of reporting shows significant progress towards the expected accomplishment.

Programme performance in 2019: improved understanding of risk contributed to risk-informed policymaking for disaster risk reduction

- 27.52 With the increasing complexity and interaction of human, economic, political and natural systems, risk becomes more systemic. This evolving nature of risks requires the constant updating and refinement of risk knowledge and analysis, taking into account specific contexts. In addition, consistent and systematic reporting on progress against the Sendai Framework targets enables more in-depth analysis of risk trends and patterns at all levels. It also provides further understanding of the risk and impact of disasters, thereby allowing more effective evidence-based decisions to be taken and impactful disaster risk reduction policies and interventions to be developed.

- 27.53 The subprogramme produced several knowledge resources, including the Global Assessment Report on Disaster Risk Reduction 2019, which examined the increasingly systemic nature of disaster risk. The assessment report contained proposals for strategies to enhance the scientific, social and political cooperation needed to move towards systemic risk governance. In 2019, the United Nations Office for Disaster Risk Reduction launched and disseminated three “Words into Action” guidelines on the development and implementation of local disaster risk reduction and resilience strategies, the development of national disaster risk reduction strategies, and disaster displacement.
- 27.54 The subprogramme also organized, in 2019, the sixth session of the Global Platform for Disaster Risk Reduction, which is the multi-stakeholder forum established by the General Assembly for strategic advice on and coordination and review of the implementation of international instruments on disaster risk reduction. The Global Platform gathers the world’s top disaster risk reduction thinkers and practitioners, policymakers, government officials and other stakeholders to take stock, debate and reaffirm their commitment to reducing disaster impact, providing guidance on the way forward. Outcomes of the 2019 Global Platform also contributed to the discussions held at the high-level political forum on sustainable development, in July 2019, as well as to the 2019 Climate Action Summit.
- 27.55 The subprogramme also implemented initiatives at the global, regional, national and local levels aimed at strengthening the capacities of national officials in disaster loss data collection, analysis and reporting. This included reporting through the official Member State reporting mechanism, namely, the online Sendai Framework monitoring system. The reporting mechanism enabled Member States to report on Sendai Framework targets and on the 11 indicators associated with Sustainable Development Goals 1, 11 and 13, thereby further contributing to risk-informed policies.
- 27.56 At the national level, the subprogramme worked closely with United Nations partners and national counterparts to prepare national disaster risk reduction status reports that provide an analysis of countries’ risk profiles and vulnerabilities. The reports also present progress made under the four priorities of the Sendai Framework, identify some key challenges surrounding the issue of creating coherence among the key global frameworks at the country level and include recommendations for strengthening overall disaster risk management governance. The subprogramme also provided training and technical assistance to support national Governments in updating their disaster loss data and using the Sendai Framework monitoring system. In addition, countries benefited from training and technical assistance in developing national and local disaster risk reduction strategies, in line with the Sendai Framework principles and in coherence with multi-stakeholder national adaptation plans.

Progress towards the attainment of the objective, and performance measure

- 27.57 This work contributed to substantially reducing disaster risk and losses in lives, livelihoods and health and in the economic, physical, social, cultural and environmental assets of persons, businesses, communities and countries, as demonstrated by 130 Member and observer States using the Sendai Framework monitor to report on progress in the implementation of the Framework, which enables improved understanding of disaster risks and risk-informed policies through data collection and reporting. As pointed out by the Senior Disaster Management Officer in the Office of the Prime Minister of Uganda and national focal point for the Sendai Framework, Pamela Komujuni, during a capacity development workshop, “Data, especially on impact of disasters, is important to shape policy development”. Referring to a concrete example in Uganda, she said that, “because of being able to monitor the trends and collecting data on disaster impacts, especially on the damages and losses, we were able to actually come up with a clear picture that helped inform the country’s current resettlement policy which is being implemented to reduce the vulnerability of people in the mountainous areas of Elgon region, which is very prone to landslide disasters”.

Table 27.6
Performance measure

2015	2016	2017	2018	2019
Sendai Framework for Disaster Risk Reduction endorsed by the General Assembly	Open-ended intergovernmental expert working group developed indicators for the 7 global targets of the Sendai Framework	Recommendations of the working group endorsed by the General Assembly	88 Member States using the Sendai Framework monitor to report progress in the implementation of the Framework	130 Member and observer States using the Sendai Framework monitor to report progress in the implementation of the Framework

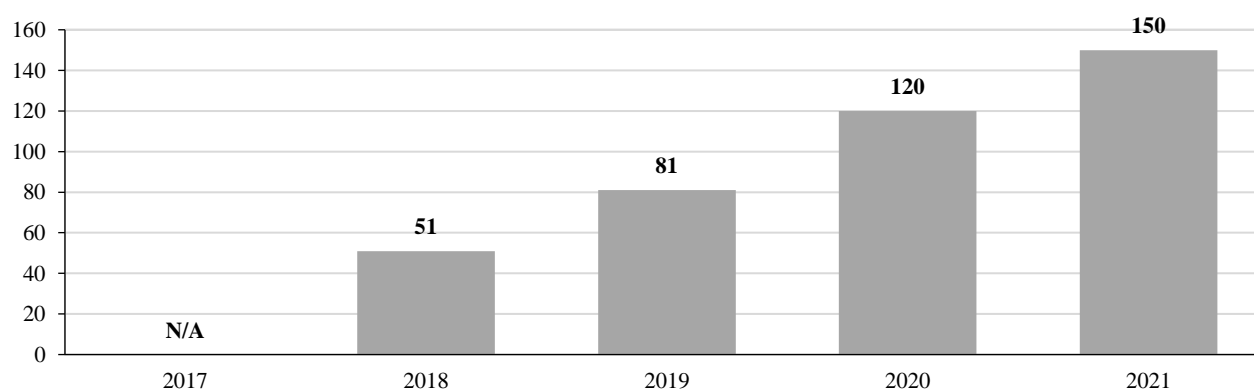
Planned results for 2021

Result 1: disaster risk reduction strategies created through coherence, inclusiveness and partnerships (result carried over from 2020)

- 27.58 The subprogramme will continue the work related to disaster risk reduction, in line with its mandate, and will support countries in developing more effective national disaster risk reduction strategies, based on forecasts and risk assessments to mitigate the humanitarian impact of the hazard, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the General Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 27.V

Performance measure: number of countries that develop/improve national and local disaster risk reduction strategies, 2017–2021



Abbreviation: N/A, not applicable.

Result 2: accelerating the achievement of Sendai Framework target (e) by increasing the number and quality of national and local disaster risk reduction strategies (new result)

- 27.59 The Sendai Framework sets out an agreed global policy blueprint for reducing disaster risk and outlines seven global targets. Six of these seven global targets are to be met by 2030. The 2020 deadline for target (e) (substantially increase the number of countries with national and local disaster risk reduction strategies) was established in recognition of the importance of the strategies as enablers to achieve the remaining six targets. The strategies are crucial to laying the foundation for

other disaster risk management efforts and to achieve the Sendai Framework goal of preventing new and reducing existing disaster risks and of strengthening economic, social, health and environmental resilience. The Sendai Framework monitor system contains 10 key requirements for the national disaster risk reduction strategies to ensure that they are aligned with the Framework. The strategies are expected to promote policy coherence with sustainable development, poverty eradication and climate change, thereby preventing the creation of new risk, reducing existing risk and strengthening economic, social, health and environmental resilience. They should have clear timelines, indicators and targets and establish mechanisms to follow up on, assess and publicly report on progress. The strategies are also expected to contribute to the four priorities for action of the Sendai Framework that focus on (a) understanding disaster risk; (b) strengthening disaster risk governance; (c) investing in disaster risk reduction for resilience; and (d) enhancing preparedness for effective response to “build back better” in recovery, rehabilitation and reconstruction.

- 27.60 The subprogramme has been providing support to countries in developing and updating their disaster risk reduction strategies to promote compliance with the Sendai Framework principles and enhance their quality and effectiveness. The subprogramme has been providing technical assistance and training to help Governments to develop monitoring frameworks for disaster risk reduction strategies through support for risk data collection and the establishment and updating of disaster loss databases. The United Nations Office for Disaster Risk Reduction has been focusing on the use of the Sendai Framework monitor system as the official Member State mechanism for reporting on the Framework’s global targets. When reporting on target (e) in the monitor, countries need to first identify the existence of national strategies for disaster risk reduction, then apply a score against each of the 10 above-mentioned requirements to assess the extent to which their national strategies are aligned with the Sendai Framework. In this way, a compounded score of alignment with the Sendai Framework principles is available for each strategy, reflecting its overall quality and providing the basis for comparative analysis and assessing progress.

Internal challenge and response

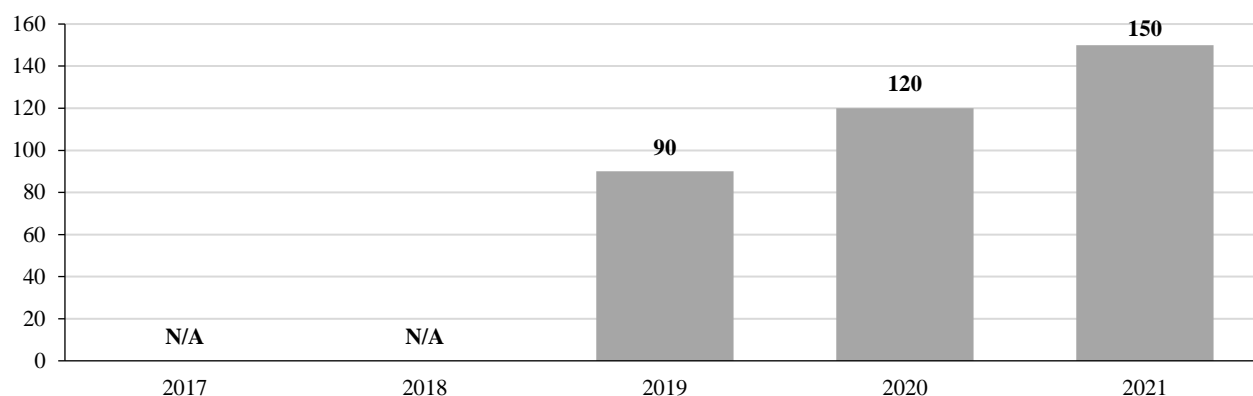
- 27.61 The challenge for the subprogramme was to adapt the approach and tools to different contexts and provide tailored and more effective support to national counterparts in developing and improving the quality of the national disaster risk reduction strategies. Development does not follow a linear path and integrating disaster risk reduction into development strategies is complex and highly context-specific. Countries are pursuing a range of entry points in their efforts to undertake risk-informed development. In response, the subprogramme will continue to foster a coherent approach to climate change action and sustainable development through the development of guidance materials and methodologies that take into account countries’ specific needs. The subprogramme will also promote the exchange of best practices between countries in similar situations and strengthen its online platform for a wider dissemination of the knowledge resources produced, ensuring that it is accessible to all stakeholders. The United Nations Office for Disaster Risk Reduction will also continue to roll out the Sendai Framework monitor custom indicators and targets as a key tool to monitor and support the implementation of the disaster risk reduction strategies through nationally defined indicators and targets. It will also strengthen its support to Resident Coordinators and United Nations country teams, ensuring that risk data and evidence are updated and available to contribute to risk-informed country analyses and planning processes so that United Nations partners on the ground are able to support the national counterparts in the development and implementation of effective national disaster risk reduction strategies, in line with the Sendai Framework principles.

Expected progress towards the attainment of the objective, and performance measure

- 27.62 This work is expected to contribute to the substantial reduction of disaster risk and losses in lives livelihoods and health and in the economic, physical, social, cultural and environmental assets of persons, businesses, communities and countries, which would be demonstrated by the enhanced quality of the national disaster risk reduction strategies and their alignment with the Sendai Framework, measured using the above-mentioned compounded score.

Figure 27.VI

Performance measure: average score of alignment of national strategies with the Sendai Framework, 2017–2021



Abbreviation: N/A, not applicable.

Legislative mandates

27.63 The list below provides all mandates entrusted to the subprogramme.

General Assembly resolutions

54/219	International Decade for Natural Disaster Reduction: successor arrangements	69/284	Establishment of an open-ended intergovernmental expert working group on indicators and terminology relating to disaster risk reduction
56/195	International Strategy for Disaster Reduction		
63/137	Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster	70/204	International Strategy for Disaster Reduction
63/217	Natural disasters and vulnerability	71/226	Disaster risk reduction
67/209	International Strategy for Disaster Reduction	72/218	Disaster risk reduction
69/283	Sendai Framework for Disaster Risk Reduction 2015–2030	73/230	Effective global response to address the impacts of the El Niño phenomenon
		73/231	Disaster risk reduction
		74/218	Disaster risk reduction

Economic and Social Council resolution

2018/14	Strategic Framework on Geospatial Information and Services for Disasters
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Deliverables

27.64 Table 27.7 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 27.7

Subprogramme 3: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	3	2
1. Report to the General Assembly on the implementation of the Sendai Framework for Disaster Risk Reduction 2015–2030	1	1	1	1
2. Provision of substantive and technical support to General Assembly (Second Committee) resolution negotiations on disaster risk reduction (annual) and effective global response to address the impacts of the El Niño phenomenon (biennial)	1	1	2	1
Substantive services for meetings (number of three-hour meetings)	1	1	1	1
3. General Assembly plenary (Second Committee), agenda item on sustainable development.	1	1	1	1
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	29	29	29	29
4. National, regional and interregional projects related to the implementation of the Sendai Framework	29	29	29	29
Seminars, workshops and training events (number of days)	323	328	323	323
5. Capacity development training and workshops for regional, national and local disaster risk reduction planning and implementation and monitoring of the Sendai Framework	323	328	323	323
Publications (number of publications)	4	4	3	5
6. Global Assessment Report on Disaster Risk Reduction and Global Assessment Report special reports	1	1	1	1
7. United Nations Office for Disaster Risk Reduction annual report	1	1	1	1
8. United Nations Office for Disaster Risk Reduction biennial work programme and strategic framework	1	1	–	2
9. United Nations Plan of Action on Disaster Risk Reduction for Resilience: Towards a Risk-informed and Integrated Approach to Sustainable Development (progress report)	1	1	1	1
Technical materials (number of materials)	11	16	11	14
10. Best practices, standards, guidance and other tools to promote learning and knowledge-sharing for the monitoring and implementation of the Sendai Framework	9	14	6	10
11. Policy guidance on the application of risk knowledge	1	1	–	1
12. Outcome documents of the regional and global platforms	1	1	5	3

C. Substantive deliverables

Consultation, advice and advocacy: formulation of regional, subregional, national and local strategies and plans; national contingency planning and disaster preparedness; risk governance capacities of local and urban bodies; and intergovernmental processes to advance the implementation of the Sendai Framework, to support policy coherence on disaster risk reduction across sectors, such as the Conference of States Parties on the Rights of Persons with Disabilities, the multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals, and to facilitate the implementation of the United Nations Plan of Action on Disaster Risk Reduction for Resilience: Towards a Risk-informed and Integrated Approach to Sustainable Development through its results framework and the Economic and Social Council integration segment, among others.

Databases and substantive digital materials: maintenance and further enhancement of the Sendai Framework monitor for monitoring and reporting; monitoring the Framework annually; further operationalization of the global risk assessment framework; and assistance in establishing and managing disaster loss databases.

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
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D. Communication deliverables

Outreach programmes, special events and informative materials: organization of regional platforms and high-level meetings on disaster risk reduction; World Tsunami Awareness Day events; Sendai Seven Campaign: Seven Targets, Seven Years/International Day for Disaster Reduction events; and newsletters, press releases and notes verbales on Sendai Framework monitoring published and/or disseminated.

External and media relations: high-level advocacy of the Special Representative of the Secretary-General for Disaster Risk Reduction through high-level advocacy missions, press releases, op-eds, web stories, social media posts, videos and press coverage.

Subprogramme 4 Emergency support services

Objective

- 27.65 The objective, to which this subprogramme contributes, is to expedite international humanitarian assistance to victims of complex emergencies and natural disasters.

Strategy

- 27.66 To contribute to expedited international humanitarian assistance to victims of complex emergencies and natural disasters, the subprogramme will provide effective and well-coordinated response support. This will include operational response support to conflict- and disaster-affected countries through the management of various technical response services, including the United Nations Disaster Assessment and Coordination Team mechanism and International Search and Rescue Advisory Group system; providing support to the strengthening and capacity-building of Member State mechanisms for emergency response; promoting the membership of developing and disaster-prone countries in emergency response networks; the developing and strengthening of the capacities for the coordination of humanitarian response and the improvement in mechanisms, instruments and procedures for the mobilization and coordination of international assistance in cases of natural disasters and complex emergencies; managing and expanding the United Nations Disaster Assessment and Coordination Team in different regions; standardizing operational procedures for international urban search and rescue teams through the International Search and Rescue Advisory Group network, surge mechanisms and improving coordination among the various mechanisms; and activating and coordinating rapid response coordination platforms such as the virtual On-Site Operations Coordination Centre, the Office for the Coordination of Humanitarian Affairs online coordination platform for sudden-onset disasters and the Global Disaster Alert and Coordination System, providing near real-time alerts on natural disasters around the world and tools to facilitate response coordination. This work is expected to result in reduced mortality from disasters. The subprogramme will also support coordinated, principled and coherent engagement between humanitarian and armed actors to better ensure that affected people are reached and that their humanitarian needs are met. Past results in these areas include: (a) as of December 2018, the United Nations Disaster Assessment and Coordination Team having conducted 287 emergency missions in more than 100 countries; and (b) 53 International Search and Rescue Advisory Group classified teams being readily deployable worldwide.

Programme performance in 2019 against planned result

- 27.67 A planned result for 2019, which was prompt mobilization of international emergency response mechanisms to facilitate international humanitarian assistance to victims of disasters and emergencies, as referred to in the proposed programme budget for the biennium 2018–2019, was

achieved in part, as evidenced by international assistance being provided to the affected country within 48 to 72 hours (compared with a target of 48 hours) of its request for international assistance.

Programme performance in 2019: enhanced urban search and rescue for international humanitarian response

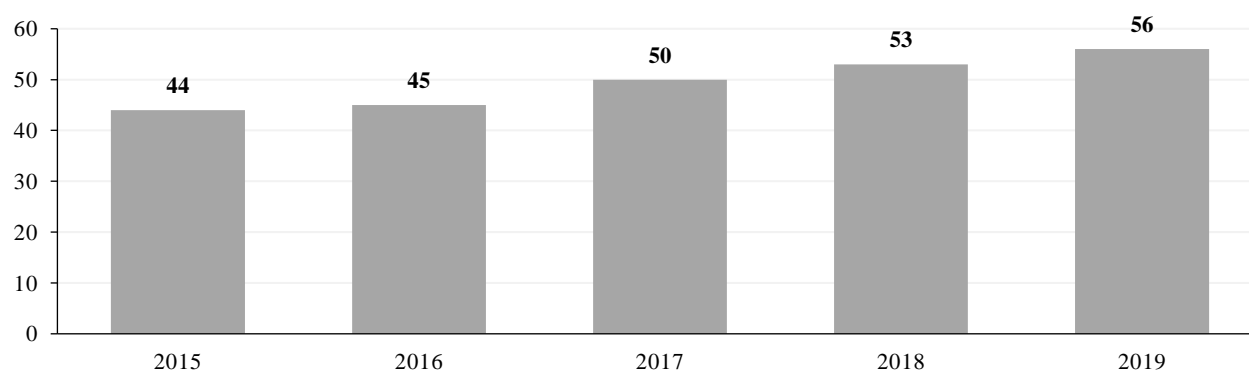
- 27.68 Although the world is better at predicting, preparing for and responding to disasters, disaster risks continue to increase. To prepare for rapid response in sudden onset emergencies, the subprogramme manages different emergency response mechanisms addressing various response requirements. One of these is the International Search and Rescue Advisory Group, whose primary purpose is to facilitate coordination between the various international urban search and rescue teams that make themselves available for deployment to countries experiencing the devastating events of structural collapse owing primarily to earthquakes. The Advisory Group developed guidelines and methodology for urban search and rescue operations to ensure the standardized training and structures of international urban search and rescue.
- 27.69 The subprogramme, as a secretariat to the International Search and Rescue Advisory Group network, continued its efforts to build the capacity of Member States in the area of rapid response, including search and rescue. This is accomplished through the Advisory Group's external classification system, which standardizes operational procedures, capacities and resources across its members, as well as the conduct of region-wide earthquake response simulations. Seven external reclassifications and three external classifications were successfully completed in 2019, the latter in China (combat search and rescue, October), Pakistan (rescue 1122, October) and Indonesia (Advisory Group, November).
- 27.70 In addition, the subprogramme conducted three regional earthquake simulation exercises in 2019 in an effort to strengthen country- and regional-level response capacities to respond to a major earthquake disaster and to enhance the ability of countries to work with international partners and agencies during the initial humanitarian phase of any emergency. In 2019, a regional earthquake response exercise was conducted in Azerbaijan. This exercise involved 161 participants, including 14 urban search and rescue teams, 5 emergency medical teams, 1 United Nations Disaster Assessment and Coordination Team and 10 international organizations. The exercise resulted in increased awareness and better application of International Search and Rescue Advisory Group disaster response methodologies among national and local authorities in the region and with international responders. Other similar earthquake response exercises were held in Cuba (16–20 September) and Thailand (15–17 December), resulting in enhanced regional response capacities. Altogether, in 2019, the subprogramme trained more than 600 responders and stakeholders in earthquake response from Asia and the Pacific, Latin America and Caribbean and the Central Europe region.

Progress towards the attainment of the objective, and performance measure

- 27.71 This work contributed to expediting international humanitarian assistance, as demonstrated by the fact that more International Search and Rescue Advisory Group classified teams are trained to be deployed worldwide immediately when disasters hit, ensuring timely, coordinated and technically sound assistance.

Figure 27.VII

Performance measure: number of International Search and Rescue Advisory Group classified teams to be deployed worldwide immediately, 2015–2019



Planned results for 2021

Result 1: enhanced capacity for rapid response coordination (result carried over from 2020)

- 27.72 The subprogramme will continue the work related to urban search and rescue, in line with its mandate, and will assist Governments in enhancing their capacity to deliver improved urban search and rescue responses, based on forecasts and risk assessments to mitigate the humanitarian impact of the hazard, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the General Assembly in its resolution [71/6](#) and the deliverables for 2020.

Table 27.8

Performance measure

2017	2018	2019	2020	2021
N/A	Improved interoperability among urban search and rescue teams is defined as one of the priorities for International Search and Rescue Advisory Group training	Training methodologies and products for search and rescue teams are harmonized and updated to strengthen interoperability of response mechanisms	Adoption by 70 national Governments and urban search and rescue teams of International Search and Rescue Advisory Group methodology for preparedness and response at the national and international levels	Adoption by 73 national Governments and urban search and rescue teams of International Search and Rescue Advisory Group methodology for preparedness and response at the national and international levels

Abbreviation: N/A, not applicable.

Result 2: strengthened rapid response capacities through standardized and improved response methodologies (new result)

- 27.73 The United Nations Disaster Assessment and Coordination Team mechanism, created in 1993, is part of the international emergency response system to support disaster-affected countries during the first phase of a sudden-onset emergency. Teams are comprised of Member State emergency and disaster management experts trained to deliver operational crisis coordination, coordinated assessments, situational analysis, information management and reporting. With the ability to deploy as self-supporting units, the teams can deploy at short notice (12 to 48 hours) to anywhere in the world to help to coordinate incoming international relief at the national level or at the site of the emergency. Supported by operational partners, the teams quickly mobilize the basic infrastructure needed to support response efforts, such as information and communications technology, logistics, accommodation, working space and facilities, as well as coordination platforms for other response organizations and networks.
- 27.74 The United Nations Disaster Assessment and Coordination Team system has been responding to changes in response requirements by evolving its methodology, based on mission experiences and new developments in emergency response. In particular, it is focusing more on building the capacities of local and regional responders in emergency preparedness and response to facilitate more context-specific and relevant approaches. To this end, in 2019, teams worked to strengthen the capacity of national authorities and regional organizations to gain access to and coordinate international humanitarian assistance effectively and to become self-reliant in the coordination of national humanitarian assistance during emergency response. For example, this was done through response coordination support during Cyclone Idai in Mozambique and Cyclone Kenneth in the Comoros. Teams also contributed to preparedness through capacity-building activities during assessment missions of the Capacity for Disaster Risk Reduction Initiative to Bolivia and Mauritius and by participating as associates in the capacity assessment missions of other institutions. Team members also acted as international observers and advisers during emergency response simulation exercises conducted in Azerbaijan, Cuba and Thailand.

Internal challenge and response

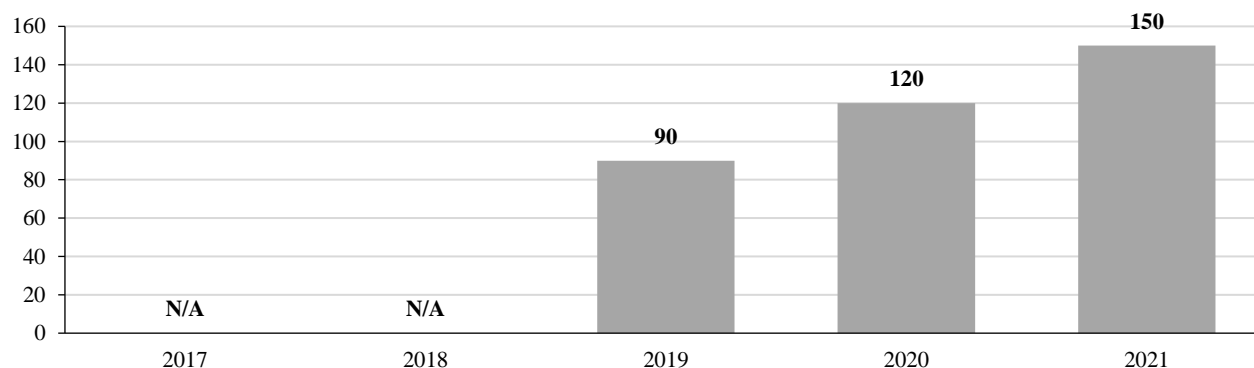
- 27.75 The challenge for the subprogramme was that the training methodology had to be adapted to the diverse backgrounds of responders. This generated the need for even greater knowledge-sharing and coordination efforts among national and international responders.
- 27.76 In response, the subprogramme will adjust the United Nations Disaster Assessment and Coordination Team response model to place an increased emphasis on local and regional approaches to emergency preparedness and response, including preparing to respond to seasonal emergencies. This will be accomplished by strengthening collaboration with regional surge mechanisms to capitalize on best practices, as well as joint preparedness planning initiatives. Training will incorporate updated tools for a variety of preparedness and response scenarios.
- 27.77 To this end, in 2021, the subprogramme will undertake three regional (the Americas, Asia and the Pacific and Europe-Africa-Middle East) and two global United Nations Disaster Assessment and Coordination Team training courses in collaboration with Member States and operational partners. The Team trainings will ensure that all its active members remain ready to deploy for response-and-preparedness missions.

Expected progress towards the attainment of the objective, and performance measure

- 27.78 This work is expected to contribute to expedited international humanitarian assistance to victims of complex emergencies and natural disasters by strengthening the response capacity of national and regional responders, which would be demonstrated by 150 emergency managers and humanitarian experts able to apply local and regional approaches to emergency preparedness and response.

Figure 27.VIII

Performance measure: number of United Nations Disaster Assessment and Coordination Team members trained in the application of local and regional emergency preparedness and response approaches, 2017–2021



Abbreviation: N/A, not applicable.

Legislative mandates

27.79 The list below provides all mandates entrusted to the subprogramme.

General Assembly resolutions

56/99	Emergency response to disasters	68/99	Strengthening of international cooperation and coordination of efforts to study, mitigate and minimize the consequences of the Chernobyl disaster
60/13	Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the South Asian earthquake disaster – Pakistan	69/280	Strengthening emergency relief, rehabilitation and reconstruction in response to the devastating effects of the earthquake in Nepal
63/137	Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster	74/114	Persistent legacy of the Chernobyl disaster
65/307	Improving the effectiveness and coordination of military and civil defence assets for natural disaster response		

Deliverables

27.80 Table 27.9 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 27.9

Subprogramme 4: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	7	5	5	5
1. Project on interoperability of response tools and procedures	1	1	1	1
2. Projects on response capacity-building	6	4	4	4

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
Seminars, workshops and training events (number of days)	50	50	50	50
3. Regional and international trainings, workshops and simulation exercises on various response services and field coordination (e.g., United Nations Disaster Assessment and Coordination Team; United Nations humanitarian civil-military coordination; Environmental Emergency Response; and International Search and Rescue Advisory Group humanitarian programme cycle)	50	50	50	50
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services to key stakeholders and Member States on rapid response coordination, including United Nations humanitarian civil-military coordination and integrating environmental considerations into humanitarian response.				
Humanitarian assistance missions: 3–5 United Nations humanitarian civil-military coordination support missions (upon request) annually; 3–10 United Nations Disaster Assessment and Coordination Team missions annually (subject to occurrence of disasters and at the request of disaster-affected Governments or humanitarian country teams); provision of humanitarian coordination support for emergency core relief; and provision of technical support for rapid assessment and emergency preparedness planning.				
Databases and substantive digital materials: guidance, tools and handbooks on humanitarian coordination response services, including: (a) revision of International Search and Rescue Advisory Group guidelines; and (b) update and maintenance of electronic tools related to rapid response and humanitarian coordination.				
D. Communication deliverables				
Outreach programmes, special events and information materials: annual partnership and outreach event to facilitate collaboration and interoperability among humanitarian responders; and approximately 3–5 norms/guidance/tools on emergency response services annually.				
Digital platforms and multimedia content: update and maintenance of websites dedicated to various technical humanitarian response services.				

Subprogramme 5 Humanitarian emergency information and advocacy

Objective

- 27.81 The objective, to which this subprogramme contributes, is to ensure effective advocacy of humanitarian principles and knowledge-sharing in serving populations affected by disasters and emergencies.

Strategy

- 27.82 To contribute to effective advocacy of humanitarian principles in serving populations affected by disasters and emergencies, the subprogramme will intensify its efforts to raise public awareness of humanitarian law through targeted communications with clear messages tailored to specific audiences, proactive media engagement and more field-oriented messaging. This work is expected to result in increased respect for international humanitarian law in order to enhance the protection of affected people; improve unimpeded and unfettered access to humanitarian assistance; and increase the number of women and girls empowered to participate in and benefit from humanitarian response. Past results in this area include the commemoration of the seventieth anniversary of the Geneva Conventions of 12 August 1949 to help to further positive action in respect for international humanitarian law, in part by supporting two special events for Member States during the Economic and Social Council humanitarian affairs segment and the high-level week of the General Assembly. The subprogramme also produced a variety of digital content highlighting the importance of humanitarian principles and international humanitarian law that was shared on the corporate website and digital and social media platforms.

- 27.83 To contribute to effective knowledge-sharing in serving populations affected by disasters and emergencies, the subprogramme will continue to produce and improve its analytical information products, including the digital humanitarian situation report. This action is expected to result in the dissemination of more timely and accurate information on humanitarian crises to facilitate life-saving decision-making. This includes intersectoral analysis of the humanitarian situation and its severity, risk, vulnerability and needs. Past results in this area include the launch and implementation of digital situation reports in 15 countries and five different languages, broadening access to humanitarian information in a timely manner. The subprogramme also leveraged its own digital platforms (ReliefWeb, humanitarianresponse.info and the Office for the Coordination of Humanitarian Affairs corporate website) to globally disseminate information, thereby increasing public awareness of humanitarian crises and needs around the world. ReliefWeb published more than 3,400 reporting and visualization products. More than 10 million people gained access to crisis information on ReliefWeb in 2019, including humanitarian workers, Member States, media, the private sector, academia and civil society.

Programme performance in 2019 against planned result

- 27.84 A planned result for 2019, which was better informed decision-making by the humanitarian community through access to relevant information, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved in part, as evidenced by 10.78 million (compared with a target of 26.95 million) unique visitors on the core web platforms of the Office for the Coordination of Humanitarian Affairs in 2019.

Programme performance in 2019: humanitarian responders receive real-time and dynamic information and analysis

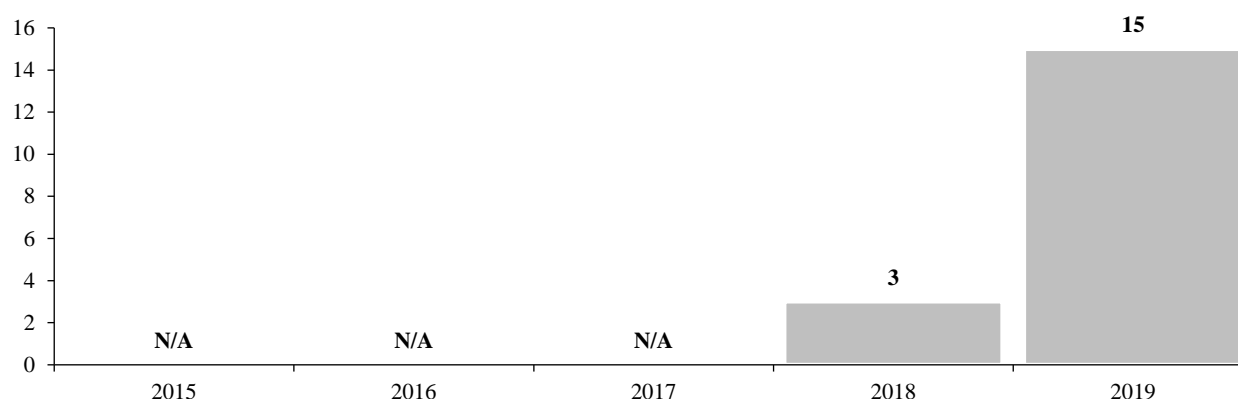
- 27.85 Sudden onset natural disasters and conflict-related complex emergencies have an impact on millions of people annually. To ensure the effectiveness of the international humanitarian response, humanitarian agencies require timely, reliable and regularly updated information on the evolving scope and changing nature of the humanitarian needs that have an impact on affected people. In 2019, the subprogramme continued to strengthen systems for the assessment, analysis and timely dissemination of humanitarian information. In cases of disasters and emergencies, humanitarian responders rely on real-time information and quality analysis that enable them to make strategic decisions to best serve people affected by the crisis. Aiming to consolidate the various field reporting products of the Office for the Coordination of Humanitarian Affairs, the subprogramme developed the digital situation report, which provides information in a single online format with more dynamic, visual and analytical content, while allowing for real-time updates.

Progress towards the attainment of the objective, and performance measure

- 27.86 This work contributed to effective knowledge-sharing, as demonstrated by the increased use of the digital situation reports, providing real-time information about the disaster and its evolution in 15 countries (from only 3 countries in 2018).

Figure 27.IX

Performance measure: number of humanitarian crises in which digital situation reports are used, 2015–2019



Abbreviation: N/A, not applicable.

Planned results for 2021

Result 1: streamlined information for responders through digital humanitarian situation reports – a faster, more dynamic and analytical tool (result carried over from 2020)

- 27.87 The subprogramme will continue the work related to the processing of humanitarian information and make analytical content readily available to decision makers, in line with its mandate, and will provide streamlined information to humanitarian partners for rapid, effective and principled humanitarian response, based on forecasts and risk assessments to mitigate the humanitarian impact of the hazard, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the General Assembly in its resolution [71/6](#) and the deliverables for 2020.

Table 27.10

Performance measure

2017	2018	2019	2020	2021
N/A	Use of first digital situation reports piloted in 3 humanitarian crises	Use of digital humanitarian situation reports in 7 humanitarian crises	Use of digital humanitarian situation reports in 11 humanitarian crises	Full adoption of digital situation reports by all humanitarian crises

Abbreviation: N/A, not applicable.

Result 2: increased availability of humanitarian information for humanitarian response planning (new result)

- 27.88 The subprogramme aims to strengthen the provision of timely and reliable information on unfolding emergencies and natural disasters in support of decision-making and humanitarian action, leveraging the digital services to facilitate the availability of information to a wide range of humanitarian users,

such as by improving and scaling up the digital situation report tool to be used for different reporting needs, flash updates for the sudden onset of crises and regional reporting, as well as by increasing multilingual interfaces for the major platforms that the subprogramme operates.

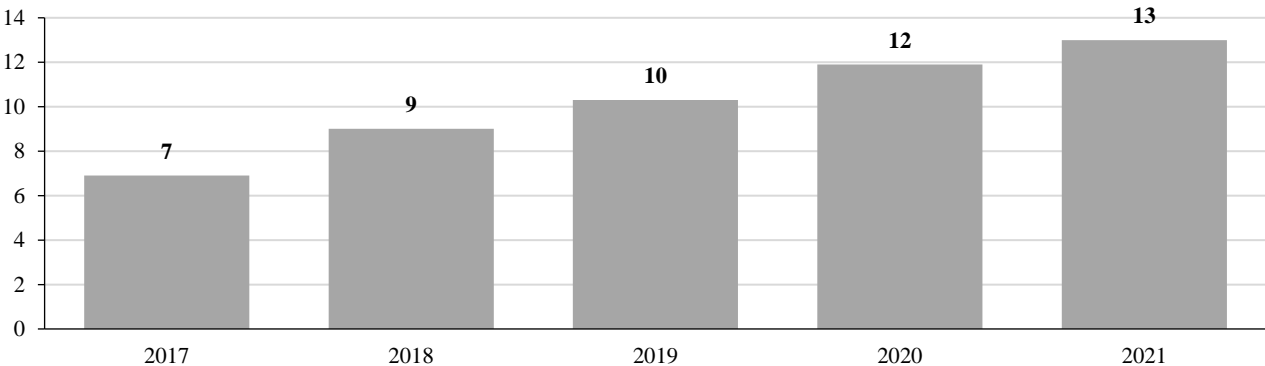
Internal challenge and response

- 27.89 The challenge for the subprogramme was to rationalize and modernize digital information platforms and ensure the availability of information on various digital devices. In response, the subprogramme will streamline the flow of data and information so that users are confident that the information that they are getting is the most up-to-date and authoritative. The subprogramme will rationalize and modernize the main information platforms of the Office for the Coordination of Humanitarian Affairs to enable increased availability and interoperability among the databases behind these platforms and improve access to humanitarian information by users working in the humanitarian sector.

Expected progress towards the attainment of the objective, and performance measure

- 27.90 The work is expected to contribute to effective advocacy and knowledge-sharing, which would be demonstrated by the increased usage of the main information platform, ReliefWeb.

Figure 27.X
Performance measure: increased use of ReliefWeb by global audience, 2017–2021
(Millions of pages views)



Legislative mandates

- 27.91 The list below provides all mandates entrusted to the subprogramme.

General Assembly resolutions

46/182	Strengthening of the coordination of humanitarian emergency assistance of the United Nations	57/153	Strengthening the coordination of emergency humanitarian assistance of the United Nations
51/194	Strengthening of the coordination of emergency humanitarian assistance of the United Nations		

Deliverables

27.92 Table 27.11 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 27.11

Subprogramme 5: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory

C. Substantive deliverables

Consultation, advice and advocacy: support for humanitarian partners to strengthen community engagement; authoritative, comprehensive information and analysis on humanitarian needs and response; consolidated information and analysis on crises and high-risk countries (e.g., multi-stakeholder inter-sectoral analysis outputs); and quality-assured data for use by operational partners.

Databases and substantive digital materials: updating and maintenance of field guides, maps and other logistics information for humanitarian actors on the ground; establishment of information management standards for information exchange in the humanitarian community, reporting templates and guidance, including shared data standards among operational partners; databases and electronic tools related to humanitarian response and response coordination; International Search and Rescue Advisory Group urban search and rescue directory; and common risk and vulnerability assessment methodologies and tools.

D. Communication deliverables

Outreach programmes, special events and information materials: information materials on advocacy on coordination of humanitarian action; organization of World Humanitarian Day and other real or virtual events on humanitarian issues and concerns, including exhibitions, seminars and public events, possibly through digital platforms; use of campaigns, special events and traditional and social media to advocate humanitarian issues and specific emergency situations.

External and media relations: releases and briefings on the launch of the Global Humanitarian Overview (annual consolidated appeals) and on humanitarian emergencies; and field missions to highlight humanitarian issues and the work of the Office for the Coordination of Humanitarian Affairs with media representatives and advocates, depending on field travel.

Digital platforms and multimedia content: manage and support humanitarian community digital platforms, such as ReliefWeb, humanitarianresponse.info and Humanitarian Data Exchange; guidance, templates and training on various reporting products, including situation report and humanitarian snapshot; and video and other multimedia content on international humanitarian law, international human rights law, humanitarian principles and protection of civilians, including gender-based violence in conflicts.

E. Enabling deliverables

Information and communication technologies: product support for Office for the Coordination of Humanitarian Affairs collaboration services and global information and communications technology group, information and communications technology emergency response and business continuity services, business intelligence and data analysis services.

B. Proposed post and non-post resource requirements for 2021

Overview

27.93 The proposed regular budget resources for 2021, including the breakdown of resource changes, as applicable, are reflected in tables 27.12 to 27.14.

Table 27.12

Financial resources

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Posts	12 792.8	12 943.1	—	—	—	—	—	12 943.1	368.4	13 311.5
Other staff costs	4 505.4	6 787.9	(6 532.8)	—	—	(6 532.8)	(96.2)	255.1	5.4	260.5
Hospitality	—	27.7	(21.0)	—	—	(21.0)	(75.8)	6.7	0.1	6.8
Consultants	66.0	8.2	(8.2)	—	—	(8.2)	(100.0)	—	—	—
Experts	—	98.9	(98.9)	—	—	(98.9)	(100.0)	—	—	—
Travel of staff	727.0	742.4	(383.9)	—	—	(383.9)	(51.7)	358.5	6.7	365.2
Contractual services	872.7	530.8	(467.8)	—	90.6	(377.2)	(71.1)	153.6	3.3	156.9
General operating expenses	1 358.9	1 864.7	(1 610.2)	—	—	(1 610.2)	(86.4)	254.5	5.5	260.0
Supplies and materials	134.2	42.7	(35.0)	—	—	(35.0)	(82.0)	7.7	0.1	7.8
Furniture and equipment	2.3	124.2	(81.4)	—	—	(81.4)	(65.5)	42.8	0.9	43.7
Improvements to premises	78.2	3.0	(3.0)	—	—	(3.0)	(100.0)	—	—	—
Fellowships, grants contributions	2 354.4	1 950.4	(78.3)	—	(90.6)	(168.9)	(8.7)	1 781.5	33.9	1 815.4
Total	22 891.9	25 124.0	(9 320.5)	—	—	(9 320.5)	(37.1)	15 803.5	424.3	16 227.8

Table 27.13

Post changes^a

	Number	Level
Approved for 2020	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)
Proposed for 2021	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)

^a No post changes are proposed for 2021.

Note: The following abbreviations are used in tables and figures: ASG, Assistant Secretary - General; GS, General Service; OL, Other level; PL, Principal level; USG, Under-Secretary-General.

Table 27.14
Post resources

Category	2020 approved	Changes				2021 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
USG	1	—	—	—	—	1
ASG	1	—	—	—	—	1
D-2	3	—	—	—	—	3
D-1	4	—	—	—	—	4
P-5	11	—	—	—	—	11
P-4	16	—	—	—	—	16
P-3	14	—	—	—	—	14
P-2/1	5	—	—		—	5
Subtotal	55	—	—	—	—	55
General Service						
Principal level	2	—	—	—	—	2
Other level	15	—	—	—	—	15
Subtotal	17	—	—	—	—	17
Total	72	—	—	—	—	72

27.94 Additional details on the distribution of proposed resources for 2021 are reflected in tables 27.15 to 27.17 and figure 27.XI.

27.95 As reflected in table 27.15 (1), the overall resources proposed for 2021 amount to \$15,803,500 before recosting, reflecting a net decrease of \$9,320,500 (or 37.1 per cent) compared with the appropriation for 2020. Resource changes result from technical adjustments relating to the removal of non-recurrent requirements. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 27.15
Evolution of financial resources by component and subprogramme

(Thousands of United States dollars)

(1) *Regular budget*

	2019 expenditure	2020 appropriation	Changes				2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total Percentage			
A. Executive direction and management	7 727.0	4 826.5	(2 843.5)	—	—	(2 843.5) (58.9)	1 983.0	57.2	2 040.2
B. Programme of work									
1. Policy and analysis	606.1	630.6	—	—	—	—	630.6	20.2	650.8
2. Coordination of humanitarian action and emergency response	4 516.9	5 429.5	—	—	—	—	5 429.5	152.5	5,582.0
3. Natural disaster risk reduction	1 246.7	1 264.4	—	—	—	—	1 264.4	25.9	1 290.3
4. Emergency support services	42.3	3 133.6	—	—	—	—	3 133.6	81.3	3 214.9

Part VI Humanitarian assistance

	2019 expenditure	2020 appropriation	Changes				Total	Percentage	2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other						
5. Humanitarian emergency information and advocacy	1 889.3	1 703.6	–	–	–	–	–	–	1 703.6	50.8	1 754.4
6. Office of the United Nations Emergency Ebola Response Coordinator	5 448.7	6 477.0	(6 477.0)	–	–	(6 477.0)	(100.0)	–	–	–	–
Subtotal, B	13 749.9	18 638.7	(6 477.0)	–	–	(6 477.0)	(34.8)	12 161.7	330.7	12 492.4	
C. Programme support	1 415.0	1 658.8	–	–	–	–	–	–	1 658.8	36.4	1 695.2
Subtotal, 1	22 891.9	25 124.0	(9 320.5)	–	–	(9 320.5)	(37.1)	15 803.5	424.3	16 227.8	

(2) *Extrabudgetary*

	2019 expenditure	2020 estimate	2021 estimate
A. Executive direction and management	4 916.4	7 275.5	7 566.5
B. Programme of work			
1. Policy and analysis	4 275.3	959.1	959.1
2. Coordination of humanitarian action and emergency response	207 825.8	214 037.7	214 037.7
3. Natural disaster risk reduction	30 706.0	46 991.5	46 991.5
4. Emergency support services	21 205.3	23 861.8	23 861.8
5. Humanitarian emergency information and advocacy	17 122.4	18 271.4	18 271.4
6. Office of the United Nations Emergency Ebola Response Coordinator	–	–	–
Subtotal, B	281 134.8	304 121.5	314 563.2
C. Programme support	20 928.1	21 490.2	22 349.8
Subtotal, 2	306 979.3	332 887.2	344 479.5
Total	329 871.2	358 011.2	360 707.3

Table 27.16
Evolution of post resources by component and subprogramme

(1) *Regular budget*

	2020 approved	Changes				2021 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
A. Executive direction and management	8	–	–	–	–	8
B. Programme of work						
1. Policy and analysis	3	–	–	–	–	3
2. Coordination of humanitarian action and emergency response	26	–	–	–	–	26

Section 27 Humanitarian assistance

	2020 approved	Changes				2021 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
3. Natural disaster risk reduction	1	–	–	–	–	1
4. Emergency support services	17	–	–	–	–	17
5. Humanitarian emergency information and advocacy	10	–	–	–	–	10
6. Office of the United Nations Emergency Ebola Response Coordinator	–	–	–	–	–	–
Subtotal, B	57	–	–	–	–	57
C. Programme support	7	–	–	–	–	7
Subtotal, 1	72	–	–	–	–	72

(2) Extrabudgetary

	2020 estimate	2021 estimate
A. Executive direction and management	25	25
B. Programme of work		
1. Policy and analysis	4	4
2. Coordination of humanitarian action and emergency response	1 691	1 691
3. Natural disaster risk reduction	112	112
4. Emergency support services	87	87
5. Humanitarian emergency information and advocacy	64	64
6. Office of the United Nations Emergency Ebola Response Coordinator	–	–
Subtotal, B	1 958	1 958
C. Programme support	77	77
Subtotal, 2	2 060	2 060
Total	2 132	2 132

Table 27.17
Evolution of financial and post resources by category

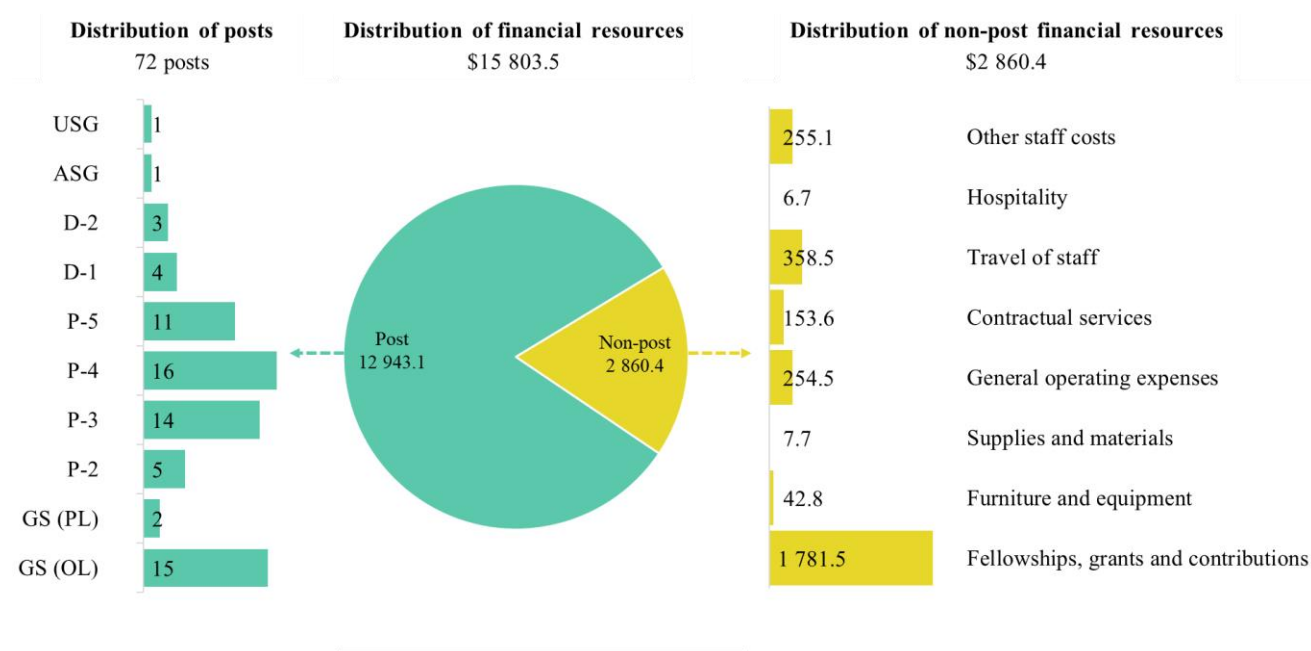
(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes				2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage
Financial resources by main category of expenditure							
Post	12 792.8	12 943.1	–	–	–	–	12 943.1
Non-post	10 099.1	12 180.9	(9 320.5)	–	–	(9 320.5)	(76.5)
Total	22 891.9	25 124.0	(9 320.5)	–	–	(9 320.5)	(37.1)

	Changes							2021 estimate (before recosting)
	2019 expenditure	2020 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Post resources by category								
Professional and higher		55	—	—	—	—	—	55
General Service and related		17	—	—	—	—	—	17
Total		72	—	—	—	—	—	72

Figure 27.XI
Distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



Variance analysis by component and subprogramme

Overall resource changes

Technical adjustments

27.96 As reflected in table 27.15 (1), resource changes reflect a decrease of non-recurrent requirements totalling \$9,320,500 under executive direction and management and subprogramme 6, as follows:

- (a) **Executive direction and management.** The decrease of \$2,843,500 results from the discontinuation of the United Nations Monitoring Mechanism in the Syrian Arab Republic pursuant to the decision by the Security Council in its resolution [2504 \(2020\)](#) to extend the mandate of the Mechanism until 10 July 2020. The reduction is reflected under other staff costs (\$2,205,400), hospitality (\$500), consultants (\$8,200), travel of staff (\$238,000), contractual services (\$39,600), general operating expenses (\$245,200), supplies and materials (\$23,100), furniture and equipment (\$2,200), improvements to premises (\$3,000), and fellowships, grants and contributions (\$78,300);

- (b) **Subprogramme 6, Office of the United Nations Emergency Ebola Response Coordinator.** The decrease of \$6,477,000 relates to the discontinuation of the Office of the United Nations Emergency Ebola Response Coordinator. The reduction is reflected under other staff costs (\$4,327,400), hospitality (\$20,500), consultants (\$98,900), travel of staff (\$145,900), contractual services (\$428,200), general operating expenses (\$1,365,000), supplies and materials (\$11,900) and furniture and equipment (\$79,200) that were approved pursuant to General Assembly resolution [A/74/263](#).

Extrabudgetary resources

- 27.97 As reflected in tables 27.15 (2) and 27.16 (2), the Office for the Coordination of Humanitarian Affairs receives both cash and in-kind contributions, which complement regular budget resources and continue to be vital for the delivery of its mandates. In 2021, projected extrabudgetary resources (cash contributions) of \$344,479,574, including 2,060 posts, will be focused on humanitarian assistance and disaster risk reduction activities. Extrabudgetary resources represent 95.5 per cent of the total resources for this programme. The estimates for extrabudgetary resources include the core requirements and programme support functions of the Office and the United Nations Office for Disaster Risk Reduction. The 2021 consolidated budget for section 27 will be submitted to the Advisory Committee on Administrative and Budgetary Questions for its consideration in October 2020. Anticipated in-kind contributions will provide for rent-free premises with an estimated value of \$59,622; technical assistance/expert services with an estimated value of \$410,924; and administrative support with an estimated value of \$18,188.

Executive direction and management

- 27.98 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 resolution [52/12](#) and in the report of the Secretary-General on renewing the United Nations: a programme for reform ([A/51/950](#)), in which he 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.
- 27.99 The Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator provides overall direction, management and policy guidance to the offices in New York, Geneva and in the field. He provides leadership in the coordination of the overall response of the international community, in particular 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 the 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 decisions; 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 Emergency Relief Coordinator acts as the main adviser of the Secretary-General on humanitarian issues and cooperates closely with other United Nations offices in the planning and coordination of United Nations humanitarian assistance activities in crisis situations. He also chairs the Executive Committee on Humanitarian Affairs. He is assisted by an Assistant Secretary-General for Humanitarian Affairs, who also acts as the Deputy Emergency Relief Coordinator.
- 27.100 The offices in New York and Geneva support the Emergency Relief 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 complementarity of activities and close cooperation between the two offices.

- 27.101 The Deputy Emergency Relief Coordinator, based in New York, assists the Executive Committee on Humanitarian Affairs Coordinator in providing the overall direction, management and supervision of the offices in New York and Geneva, as well as in supporting Office for the Coordination of Humanitarian Affairs coordination in the field, and provides advice to the Emergency Relief Coordinator on all matters relating to the mandate of the Office. The Deputy Emergency Relief Coordinator interacts with Member States, intergovernmental organizations and NGOs, and operational humanitarian agencies, as well as those departments of the Secretariat whose responsibilities encompass peacekeeping and political and economic activities. The Deputy Emergency Relief Coordinator also oversees the strategic planning and evaluation functions of the Office, serves as the Chair of the Inter-Agency Standing Committee Working Group, acts on behalf of the Coordinator in his absence and represents him, as required, in United Nations bodies, organizations and conferences.
- 27.102 The Director of the Operations and Advocacy Division is responsible for management and oversight of the humanitarian coordination leadership in the field, as well as for management of the field operations. She leads the Inter-Agency Standing Committee Emergency Director Group on operational issues and ensures the formulation of a coherent and timely United Nations response to major and complex emergencies.
- 27.103 The Director of the Humanitarian Financing and Resource Mobilization Division is responsible for the humanitarian finances and resource mobilization functions. The Director of the Coordination Division, based in Geneva, is responsible primarily for the emergency services managed by the Office for the Coordination of Humanitarian Affairs on behalf of the United Nations system and for managing relations with Member States, donors and partners.
- 27.104 The secretariat of the Inter-Agency Standing Committee supports the Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator in his capacity as Chair of the Committee and supports the Deputy Emergency Relief Coordinator in his function as Chair of the Committee's Working Group. The secretariat facilitates the work of the Committee in relation to policy development and advocacy in the humanitarian sector. It services the meetings of the Committee and its working groups, supports the subsidiary bodies, maintains administrative and consultative communication channels among the members and monitors implementation of the decisions of the Committee.
- 27.105 In accordance with the 2030 Agenda, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycle, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution [72/219](#), the Office for the Coordination of Humanitarian Affairs is integrating environmental management practices into its operations. The Office has taken steps to reduce its environmental footprint, in line with the Secretariat-wide initiatives to promote environmental sustainability. Measures taken include waste management processes that promote recycling by reducing the use of single use plastics and continuous guidance to countries on conducting environmental impact assessments in humanitarian action.
- 27.106 In 2021, the Office for the Coordination of Humanitarian Affairs will systematically measure and report on environmental performance, based on a mapping of material environmental impacts; reduce adverse environmental impacts by implementing an environmental management system; and maintain climate neutrality through a variety of initiatives. Such initiatives include increasing its use of videoconference and remote meeting options, the consistent review of its vehicle fleet to ensure that replacements are made only if required and the use of shared facilities when safe, practical and in line with the humanitarian principles, in order to reduce its environmental footprint.
- 27.107 Information on compliance with regard to the timely submission of documentation and advance booking for air travel is reflected in table 27.18. The Office for the Coordination of Humanitarian Affairs will continue to implement the following measures to improve the compliance rate of advance purchase of air tickets: (a) advance planning and nomination of travellers; (b) on-boarding of staff planned in advance with contingencies in place (e.g., advance request for visas); (c) undertaking communications to staff and managers to raise awareness of the requirement; (d) minimizing instances of exceptions; and (e) increasing its use of videoconference and remote meeting options.

Table 27.18
Compliance rate

(Percentage)

	<i>Planned 2019</i>	<i>Actual 2019</i>	<i>Planned 2020</i>	<i>Planned 2021</i>
Timely submission of documentation	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	100	68	100	100

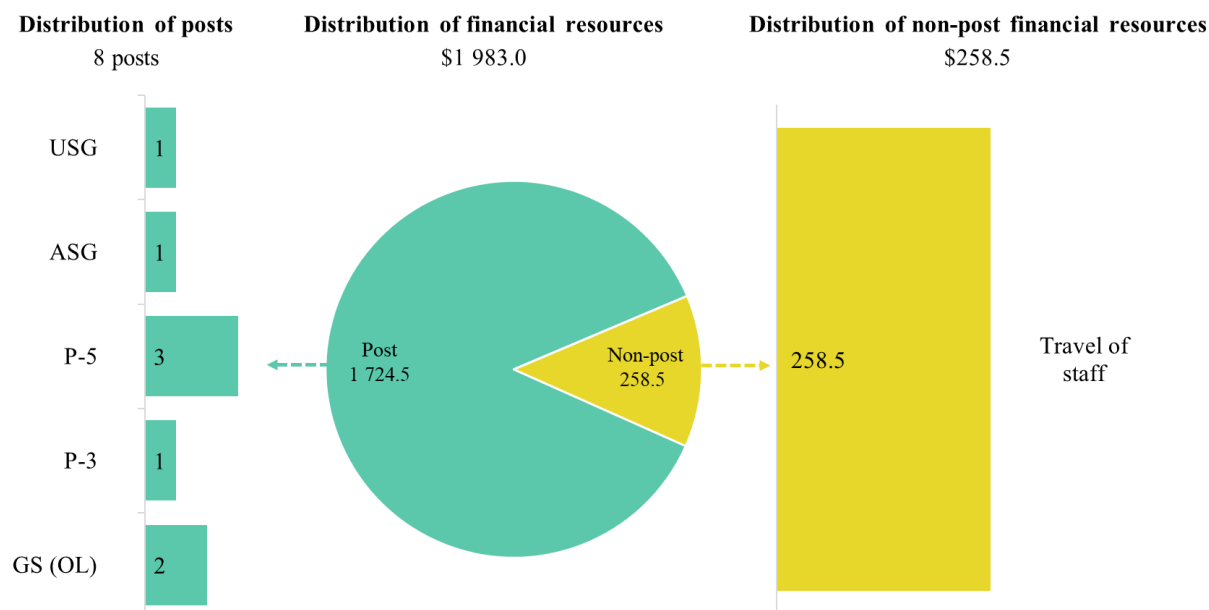
27.108 The proposed regular budget resources for 2021 amount to \$1,983,000 and reflect a decrease of \$2,843,500 compared with the appropriation for 2020. The proposed decrease of \$2,843,500 is explained in paragraph 27.96 (a). Additional details on the distribution of proposed resources for 2021 are reflected in table 27.19 and figure 27.XII.

Table 27.19
Executive direction and management: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	Changes							2021 estimate (before recosting)
	2019 expenditure	2020 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	5 130.8	1 724.5	—	—	—	—	—	1 724.5
Non-post	2 596.2	3 102.0	(2 843.5)	—	—	(2 843.5)	(91.7)	258.5
Total	7 727.0	4 826.5	(2 843.5)	—	—	(2 843.5)	(58.9)	1 983.0
Post resources by category								
Professional and higher		6	—	—	—	—	—	6
General Service and related		2	—	—	—	—	—	2
Total		8	—	—	—	—	—	8

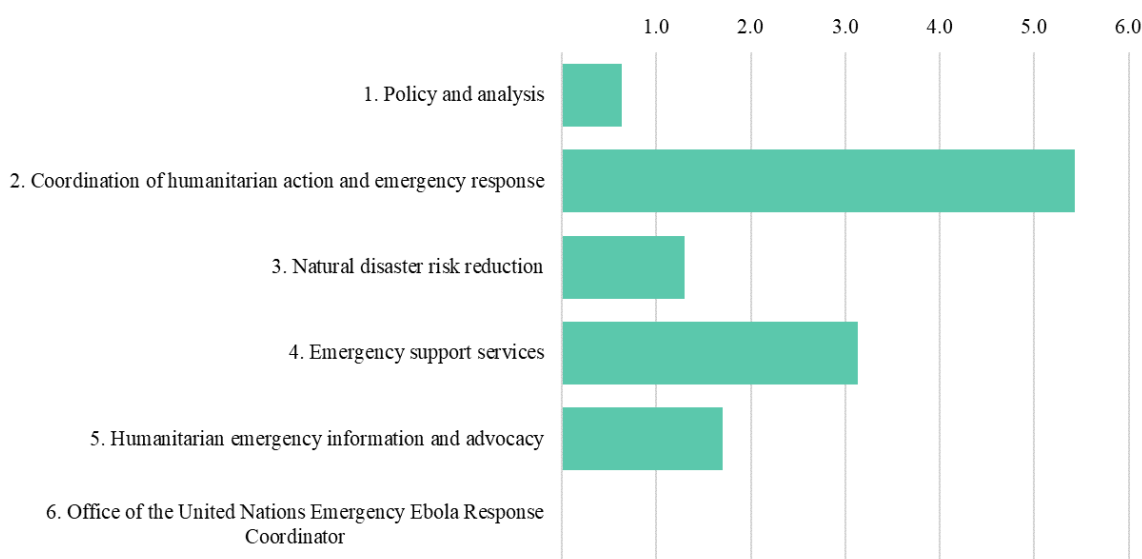
Figure 27.XII
Executive direction and management: distribution of proposed resources for 2021 (before recosting)
 (Number of posts/thousands of United States dollars)



Programme of work

27.109 The proposed regular budget resources for 2021 amount to \$12,161,700 and reflect a decrease of \$6,477,000 compared with the appropriation for 2020. The proposed decrease of \$6,477,000 is explained in paragraph 27.96 (b). The distribution of resources by subprogramme is reflected in figure 27.XIII.

Figure 27.XIII
Distribution of proposed resources for 2021 by subprogramme
 (Millions of United States dollars)



Subprogramme 1 Policy and analysis

27.110 The proposed regular budget resources for 2021 amount to \$630,600 and reflect no changes compared with the appropriation for 2020. Additional details are reflected in table 27.20 and figure 27.XIV.

Table 27.20

Subprogramme 1: evolution of financial and post resources

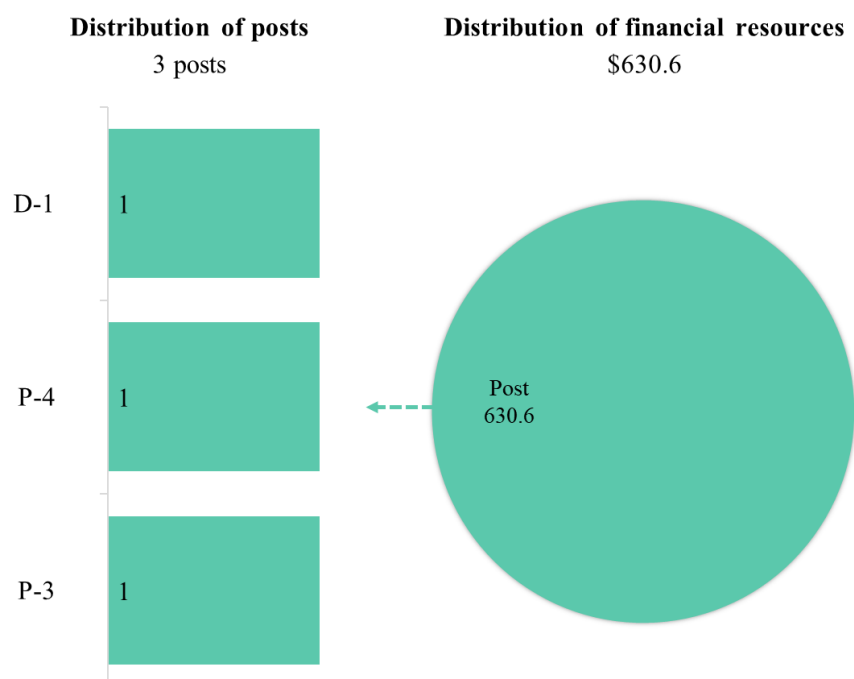
(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	606.0	630.6	—	—	—	—	—	630.6
Non-post	0.1	—	—	—	—	—	—	—
Total	606.1	630.6	—	—	—	—	—	630.6
Post resources by category								
Professional and higher		3	—	—	—	—	—	3
General Service and related		—	—	—	—	—	—	—
Total		3	—	—	—	—	—	3

Figure 27.XIV

Subprogramme 1: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



Subprogramme 2

Coordination of humanitarian action and emergency response

27.111 The proposed regular budget resources for 2021 amount to \$5,429,500 and reflect no resource change compared with the appropriation for 2020. Additional details on the distribution of resources in 2021 are reflected in table 27.21 and figure 27.XV.

Table 27.21

Subprogramme 2: evolution of financial and post resources

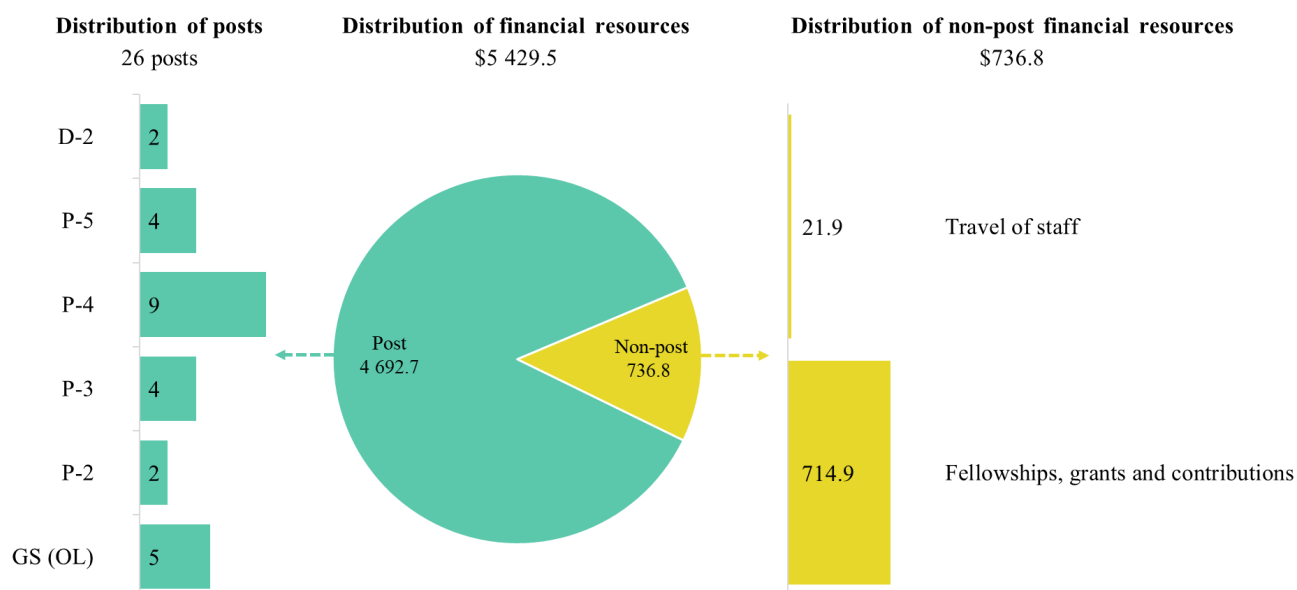
(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	4 000.2	4 692.7	—	—	—	—	—	4 692.7
Non-post	516.7	736.8	—	—	—	—	—	736.8
Total	4 516.9	5 429.5	—	—	—	—	—	5 429.5
Post resources by category								
Professional and higher		21	—	—	—	—	—	21
General Service and related		5	—	—	—	—	—	5
Total		26	—	—	—	—	—	26

Figure 27.XV

Subprogramme 2: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



Subprogramme 3 Natural disaster risk reduction

27.112 The proposed regular budget resources for 2021 amount to \$1,264,400 and reflect no change in resource level compared with the appropriation for 2020. Additional details are reflected in table 27.22 and figure 27.XVI.

Table 27.22

Subprogramme 3: evolution of financial and post resources

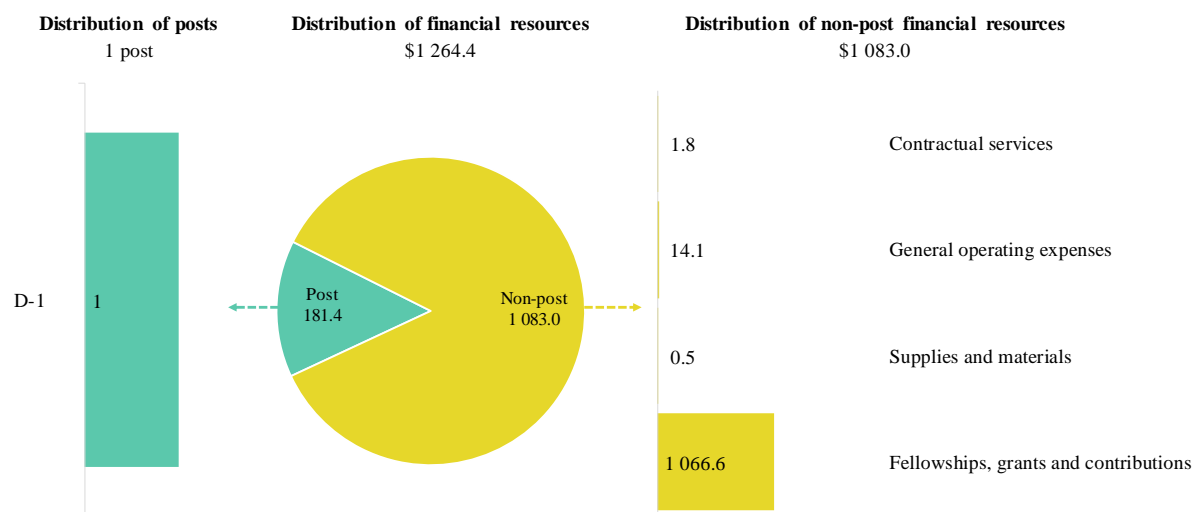
(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	224.1	181.4	—	—	—	—	—	181.4
Non-post	1 022.6	1 083.0	—	—	—	—	—	1 083.0
Total	1 246.7	1 264.4	—	—	—	—	—	1 264.4
Post resources by category								
Professional and higher		1	—	—	—	—	—	1
General Service and related		—	—	—	—	—	—	—
Total		1	—	—	—	—	—	1

Figure 27.XVI

Subprogramme 3: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



Subprogramme 4 Emergency support services

27.113 The proposed regular budget resources for 2021 amount to \$3,133,600 and reflect no change in resource level compared with the appropriation for 2020. Additional details are reflected in table 27.23 and figure 27.XVII.

Table 27.23

Subprogramme 4: evolution of financial and post resources

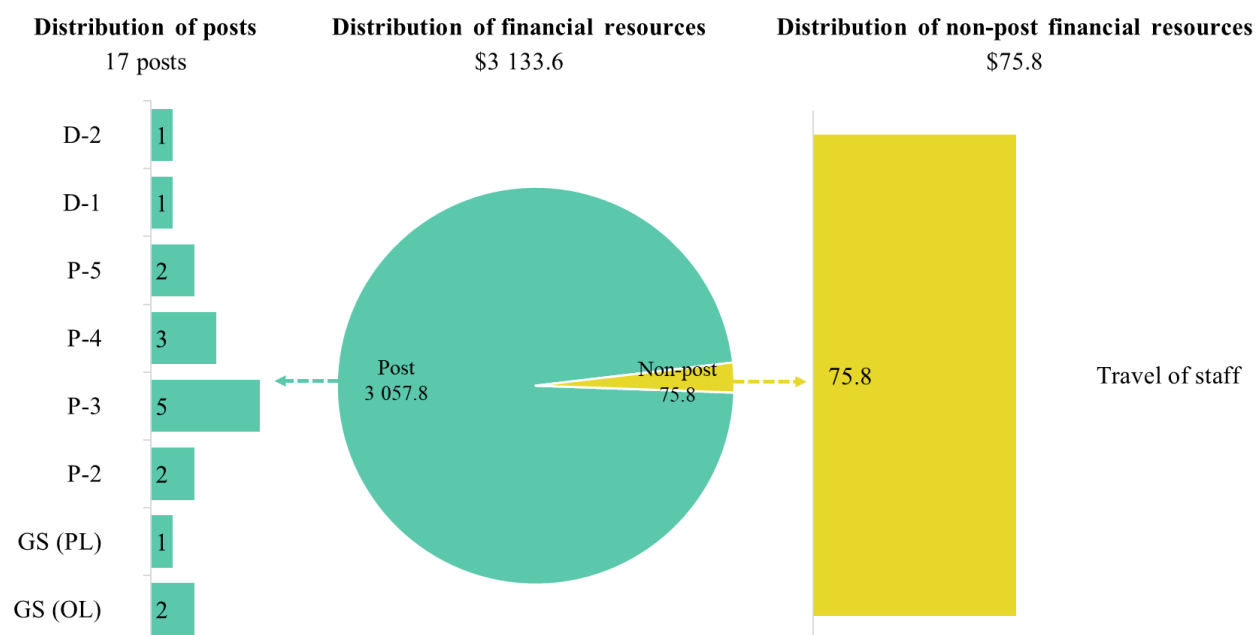
(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	40.3	3 057.8	—	—	—	—	—	3 057.8
Non-post	2.0	75.8	—	—	—	—	—	75.8
Total	42.3	3 133.6	—	—	—	—	—	3 133.6
Post resources by category								
Professional and higher		14	—	—	—	—	—	14
General Service and related		3	—	—	—	—	—	3
Total		17	—	—	—	—	—	17

Figure 27.XVII

Subprogramme 4: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



Subprogramme 5

Humanitarian emergency information and advocacy

27.114 The proposed regular budget resources for 2021 amount to \$1,703,600 and reflect no change in resource level compared with the appropriation for 2020. Additional details are reflected in table 27.24 and figure 27.XVIII.

Table 27.24

Subprogramme 5: evolution of financial and post resources

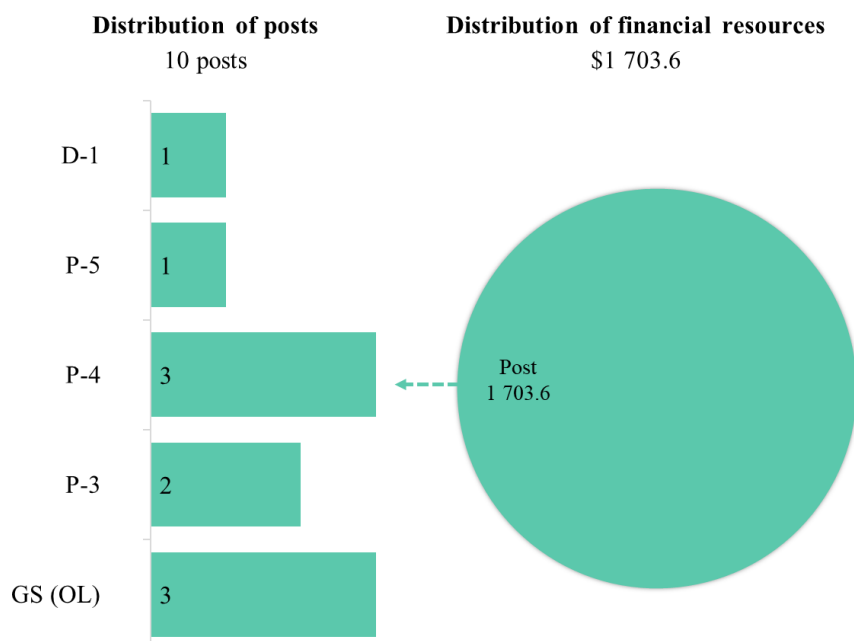
(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 886.5	1 703.6	—	—	—	—	—	1 703.6
Non-post	2.8	—	—	—	—	—	—	—
Total	1 889.3	1 703.6	—	—	—	—	—	1 703.6
Post resources by category								
Professional and higher		7	—	—	—	—	—	7
General Service and related		3	—	—	—	—	—	3
Total		10	—	—	—	—	—	10

Figure 27.XVIII

Subprogramme 5: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



Subprogramme 6

Office of the United Nations Emergency Ebola Response Coordinator

- 27.115 Resource changes reflect the proposed decrease of \$6,477,000 or 100 per cent of the appropriation for 2020, as reflected in table 27.25. The proposed decrease of \$6,477,000 is explained in paragraph 27.96 (b).

Table 27.25

Subprogramme 6: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Technical adjustments	Changes				2021 estimate (before recosting)	
				New/ expanded mandates	Other	Total	Percentage		
Financial resources by main category of expenditure									
Post	—	—	—	—	—	—	—	—	
Non-post	5 448.7	6 477.0	(6 477.0)	—	—	(6 477.0)	(100.0)	—	
Total	5 448.7	6 477.0	(6 477.0)	—	—	(6 477.0)	(100.0)	—	
Post resources by category									
Professional and higher		—	—	—	—	—	—	—	
General Service and related		—	—	—	—	—	—	—	
Total		—	—	—	—	—	—	—	

Programme support

- 27.116 The Executive Office of the Office for the Coordination of Humanitarian Affairs comprises two branches: one in New York and one in Geneva. The branches are responsible for performing administrative functions, including those relating to finance and budget, human resources and staff development and training, and for providing administrative support and guidance to staff members.
- 27.117 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. It coordinates departmental programme budgets and presentations to legislative bodies.
- 27.118 Under the overall direction of the head of the Executive Office, the Geneva branch manages the receipt and expenditure of funds, supports the procurement of goods and services and undertakes the recruitment, deployment and administration of field staff.
- 27.119 During fiscal year 2021, the Executive Office will continue to focus on workforce and succession planning, as well as career and staff development, in line with the human resources strategy. It will also improve financial monitoring and projections of funding requirements for future budgets, managing and effectively utilizing resources, capturing and sharing field information and ensuring the accurate and timely reporting of financial transactions. As part of those efforts, the Executive Office will continuously focus on enhancing the service orientation and client focus of its administrative support.
- 27.120 The proposed regular budget resources for 2021 amount to \$1,658,800 and reflect no change in the resource level compared with the appropriation for 2020. Additional details are reflected in table 27.26 and figure 27.XIX.

Table 27.26

Programme support: evolution of financial and post resources

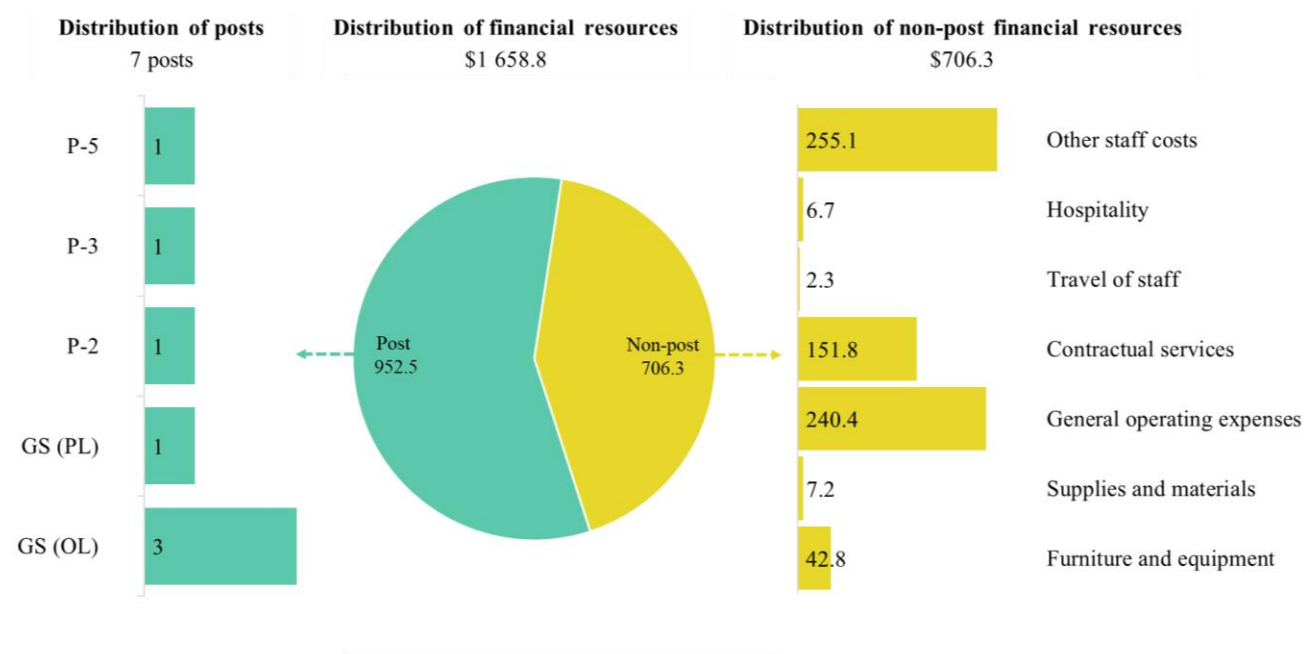
(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	904.9	952.5	—	—	—	—	—	952.5
Non-post	510.1	706.3	—	—	—	—	—	706.3
Total	1 415.0	1 658.8	—	—	—	—	—	1 658.8
Post resources by category								
Professional and higher		3	—	—	—	—	—	3
General Service and related		4	—	—	—	—	—	4
Total		7	—	—	—	—	—	7

Figure 27.XIX

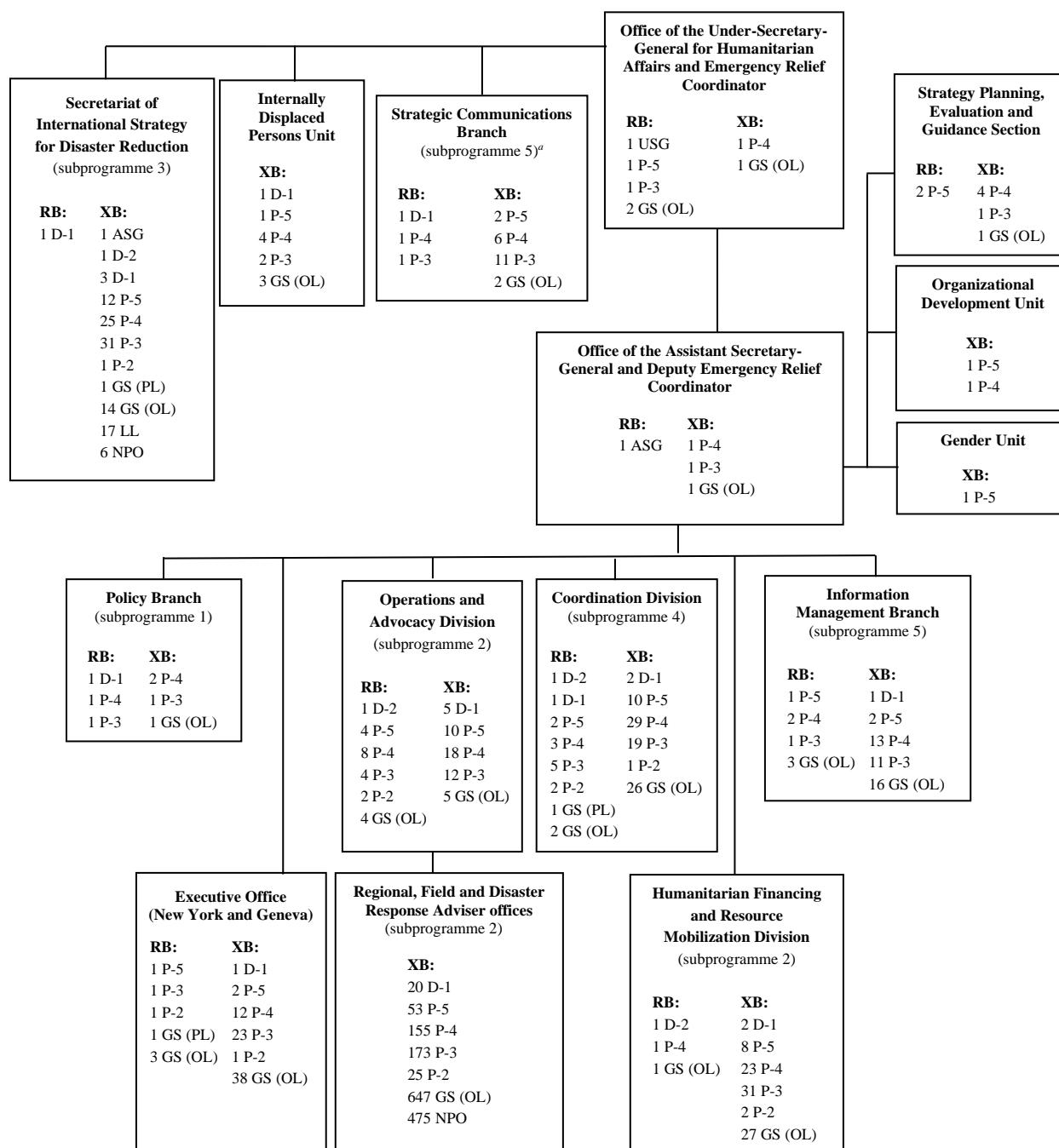
Programme support: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



Annex I

Organizational structure and post distribution for 2021



Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; NPO, National Professional Officer; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

^a The Strategic Communications Branch is presented under subprogramme 5, but reports under executive direction and management.

Annex II

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

Brief description of the recommendation

Action taken to implement the recommendation

Board of Auditors (A/74/5 (Vol. I))

The Board reiterates the recommendation that sustained efforts are needed to ensure timely receipt of financial and programmatic reports for effective monitoring of implementing partners (para. 453).

The Board recommends that the Administration continue to proactively advocate increase of multi-year funding for more predictable financial resources and set targets for unearmarked funding for more focused efforts (para. 426).

The Board recommends that sustained efforts be made to improve monitoring visits and financial spot checks to carry out important assurance and monitoring activities over the implementing partners (para. 443).

The Board recommends that the Administration prepare a definite plan with clear timelines for migration to Umoja Extension 2 functionalities to eliminate duplication of efforts and investments in software systems (para. 480).

The Board also recommends that the Administration ensure a timely updating of accurate and complete information in grant management system and identify the requirements for inclusion in the ongoing exercise of Umoja Extension 2 to ensure that the new functionalities can cater to the requirements for management of multi partner pooled funds (para. 481).

The Administration accepted the recommendation and stated that, to support the timely receipt of reports, an automated reminder would be sent to partners when reports are past due.

While agreeing with the recommendation, the Administration stated that increasing multi-year funding was a part of the Office for the Coordination of Humanitarian Affairs resource mobilization strategy for 2018–2021.

The Administration agreed with the recommendation and stated that, to address the inconsistent compliance with the guidelines, it would assume full responsibility of funds on 1 January 2020 and would continue to work on strengthening monitoring and financial spot checks.

The Administration is fully committed to migrating to Umoja when Office for the Coordination of Humanitarian Affairs requirements are in place. In the meantime, and until such requirements are met, there should be data-sharing between the two systems to eliminate the duplication of effort.

The Administration stated that it was fully committed to migrating to Umoja when Office for the Coordination of Humanitarian Affairs requirements are in place. In the meantime, and until such requirements are met, there should be data-sharing between the grant management system and the Umoja Extension 2 system to eliminate the duplication of effort. It also stated that the Office would consolidate all country-based pooled funds under the single management arrangement performed by the Office as of 1 January 2020.