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Proposed programme budget for 2023

Programme planning

Proposed programme budget for 2023

Part VI

Humanitarian assistance

Section 27

Humanitarian assistance

Programme 23

Humanitarian assistance

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* A/77/50.

** 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.



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Foreword

In 2022, a projected 274 million people worldwide will need humanitarian assistance, a significant increase in the number of people in need, up from 235 million in 2021. This trend is likely to continue in 2023. The increase in people in need of humanitarian assistance is driven mostly by three factors: the impacts of the coronavirus disease (COVID-19) pandemic; armed conflicts; and the climate crisis.

The socioeconomic impact of COVID-19 will likely continue in 2023, resulting in higher levels of humanitarian need and putting decades of development progress at risk. Prolonged – and new – armed conflicts will trigger further displacement, hunger, livelihood losses and protection concerns. Moreover, the climate crisis will continue to cause extreme weather shocks, jeopardizing the lives and livelihoods of vulnerable people all over the world. These factors have led to an unprecedented loss of lives and the destruction of civilian infrastructure, increased displacement of people, disrupted supply chains and increased prices of basic necessities that include food, water, sanitation and hygiene, shelter, health care, cash, education and protection, among other essentials. We are continuously adapting humanitarian preparedness and response to face increased needs across all humanitarian sectors.

The current United Nations coordinated humanitarian response plan for 2022 is intended to reach 183 million of the most vulnerable people across 63 countries, at a cost of \$41 billion. The plan incorporates both humanitarian and COVID-19 response needs, prioritizes the prevention of famine and extreme hunger; maintains routine vaccination programmes for children; addresses protection needs, in particular those of women and children; provides much-needed education in emergencies to children; and lessens the blow of mounting poverty. This is not enough, with the situation likely to worsen in 2023 owing to the unprecedented increase in people in need of humanitarian assistance. We have a duty to act, and act fast, to reduce the number of people in need of humanitarian assistance.

(Signed) Martin **Griffiths**
Under-Secretary-General for Humanitarian Affairs
and Emergency Relief Coordinator

A. Proposed programme plan for 2023 and programme performance in 2021

Overall orientation

Mandates and background

- 27.1 The mandate is derived from the priorities established in relevant General Assembly resolutions and decisions, including 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 complex emergencies. This mandate has been confirmed and consolidated through the normative developments of various resolutions over the past 30 years. The Office for the Coordination of Humanitarian Affairs is responsible for ensuring the timely, coherent, coordinated and principled response of the international community to natural disasters and complex emergencies and for facilitating the transition from emergency relief to rehabilitation and sustainable development. With 274 million people in need of humanitarian assistance in 2022 and extreme poverty and hunger on the rise, owing to the compounded effects of emerging and prolonged armed conflicts, the intensifying effects of climate change and the direct and indirect impact of the coronavirus disease (COVID-19) pandemic, ensuring well-coordinated and principled humanitarian assistance by the international community remains as important as ever.
- 27.2 The United Nations Office for Disaster Risk Reduction is responsible for leading and ensuring synergies among the disaster reduction activities of the United Nations system and regional organizations and activities in socioeconomic and humanitarian fields. It provides a data-driven, people-oriented approach to supporting governments and stakeholders in the identification and reporting of relevant ongoing and emerging disaster risks. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolution [56/195](#), as well as the Sendai Declaration and the Sendai Framework for Disaster Risk Reduction 2015–2030. To implement its mandate, in line with its strategic framework for the period 2022–2025, the Office intends to support national and local implementation of the Sendai Framework, strengthening global monitoring and analysis of disaster risk, catalysing action through countries and partners and promoting effective risk communication, advocacy and knowledge management.

Strategy and external factors for 2023

- 27.3 In 2021, the COVID-19 pandemic compounded the intensifying effects of armed conflicts, climate change and consequences of natural disasters. Recent upward trends of armed conflicts and natural disasters reflect the worsening vulnerability of people at risk. This is exacerbated by a rise in extreme poverty rates for the first time in 23 years, a rise in hunger and food insecurity worldwide and an increase in the number of internally displaced persons.
- 27.4 In the face of these challenges, the Office for the Coordination of Humanitarian Affairs will continue to enhance the coordination and effective and efficient delivery of humanitarian assistance, together with humanitarian organizations. The Office will continue to develop and promote a common policy on humanitarian issues for the United Nations system and its partners; coordinate response to humanitarian emergencies; mobilize United Nations capacity to expedite the provision of humanitarian assistance; strengthen early action and anticipatory approaches; advocate and contribute to better preparedness for more timely humanitarian assistance in emergencies; advocate on humanitarian issues; and strengthen the analysis and availability of timely information on emergencies and natural disasters, in accordance with its mandate. The Office will also support the mobilization of resources to enable early action and a prompt response to new or rapidly deteriorating humanitarian emergencies.
- 27.5 The United Nations Office for Disaster Risk Reduction will work to substantially reduce disaster risk and losses through the prevention of new and the reduction in existing disaster risks. In support

of the implementation of the Sendai Framework for Disaster Risk Reduction 2015–2030, the Office will aim to strengthen the foundation for the resilience of people, communities and governments to promote better understanding of risk and strengthened risk governance, and advocate increased investment and better preparedness, in accordance with its mandate. Support for governments and stakeholders in using high-quality risk information and analysis will enable a reduction in risk and inform development decisions. In line with the second priority action of the Sendai Framework, the Office will support Member States and all other stakeholders in establishing and implementing integrated, multi-stakeholder and gender-sensitive disaster risk governance at the national, regional and global levels. The Office will catalyse investment and action in disaster risk reduction through partnerships and engagement with stakeholders through an all-of-society approach that leaves no one behind and reduces vulnerability of the most at risk. The Office will deliver evidence-based advocacy initiatives with clear calls to action to invest in prevention, highlighting the evidence-based payoffs and benefits that accrue through disaster risk reduction measures within and across sectors, and mobilizing citizens to demand change. In 2023, the Office will organize the seventh session of the Global Platform for Disaster Risk Reduction. The Global Platform, which will be hosted by Indonesia, will assess progress and take stock of achievements, lessons learned and best practices in terms of disaster risk reduction. To better reflect its work, the title for subprogramme 3, “Natural disaster risk reduction”, has been revised to “Disaster risk reduction” in the proposed programme plan for 2023.

- 27.6 For 2023, the planned deliverables and activities of the Coordination of Humanitarian Affairs are intended to strengthen the coordination of effective, coherent and principled humanitarian assistance, to support Member States, and to effectively respond to humanitarian needs. Planned deliverables and activities include: (a) strengthening analytical capacities to support decision makers in identifying the emerging humanitarian risks and needs caused by climate change, armed conflict and disease; and (b) scaling up humanitarian pooled funds to provide timely and effective funding for humanitarian activities.
- 27.7 Reflecting the importance of continuous improvement and responding to the needs and requests of Member States, the proposed programme plan for 2023 continues to incorporate lessons learned and best practices related to the adjustments to and adaptation of the programme owing to the COVID-19 pandemic. Examples of lessons learned and best practices include the use of hybrid formats for training, which combines virtual and in person attendance, leading to more participants who may not be able to travel in person owing to other logistical challenges, increased opportunities for partnership with other organizations involved in humanitarian assistance such as the private sector for United Nations Disaster Assessment and Coordination Team assessment training, and information-sharing. At the same time, it is assumed that those operational conditions have improved and allow for mandate implementation through formerly established approaches. Any modifications to planned deliverables would be in pursuance of the objectives, strategies and mandates and would be reported as part of the programme performance information.
- 27.8 With regard to cooperation with other entities at the global, regional, national and local levels, 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 and first responders, to promote principled, timely and effective humanitarian responses.
- 27.9 The United Nations Office for Disaster Risk Reduction will likewise advance further cooperation with global and regional organizations and with national counterparts to promote risk-informed decision-making. Cooperation with academia, the private sector and civil society will support an all-of-society approach to disaster risk reduction. The Office will also stress cooperation at the local level by promoting disaster resilience-building in cities.
- 27.10 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 system, including on

operations policy development and advocacy and supporting implementation of the Secretary-General's action agenda on internal displacement. The Office 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 coordinated response to humanitarian crises. The Office will also collaborate closely with the Development Coordination Office and other United Nations agencies. At the country level, the Office will continue to coordinate with and support 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, United Nations Environmental Programme, the Office of the United Nations High Commissioner for Refugees and the United Nations Population Fund, throughout the humanitarian programme cycle to ensure effective and consistent system-wide response strategies that meet the humanitarian needs of vulnerable people and that minimize the duplication and gaps in response efforts.

- 27.11 As Chair of the Senior Leadership Group on Disaster Risk Reduction for Resilience, the United Nations Office for Disaster Risk Reduction will continue to play a coordinating role in disaster risk reduction within the United Nations system. At the technical level, the Office will also strengthen coordination within the United Nations system by convening the United Nations Disaster Risk Reduction Focal Points' Group. The Office will continue to support United Nations country teams and resident coordinators in integrating disaster risk reduction and resilience into common country analyses and the United Nations Sustainable Development Cooperation Framework, promoting the development of national and local capacities and the delivery of technical expertise in various field environments. The Office will develop and operate the newly launched Centre of Excellence for Climate and Disaster Resilience in cooperation with the World Meteorological Organization.
- 27.12 With regard to the external factors, the overall plan for 2023 is based on the following planning assumptions:
 - (a) The impact of the global economic contraction triggered by the COVID-19 pandemic will continue to be felt and will threaten to increase vulnerability, and is likely to be compounded by other disasters;
 - (b) Natural disasters will continue to increase in frequency and magnitude, owing, among others, to the adverse effects of climate change;
 - (c) The impact of other disasters, including armed conflicts, will continue to be felt and will increase the vulnerability of people;
 - (d) Humanitarian needs and funding requirements will remain high.
- 27.13 The Office for the Coordination of Humanitarian Affairs integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, the Office promotes gender equality and the empowerment of women and girls through its action plans, inter-agency policies and tools, including the Inter-Agency Standing Committee policies and standby capacities, its Gender Handbook in Humanitarian Action and its Gender Standby Capacity Project, and its associated senior advisers deployed in support of humanitarian coordinators and humanitarian country teams. In 2023, the Office will strive to address protection issues, including violence affecting women and girls, through its advocacy, resource mobilization and programming. Women's participation and leadership in humanitarian decision-making will also be a key priority.
- 27.14 The Office for the Coordination of Humanitarian Affairs advances United Nations system-wide commitments on protection from sexual exploitation and abuse and sexual harassment. The Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator, as Chair of the Inter-Agency Standing Committee, leads and promotes Committee efforts that are aimed at ensuring a humanitarian context in which people caught up in crises feel safe and respected and can gain access to the protection and assistance that they need and in which people affected by crisis are protected from exploitation or abuse. The Office promotes system-wide commitments to support and empower beneficiaries and aid workers, as well as the delivery of humanitarian assistance free from sexual

harassment. In their coordination role, the Office's field offices will support humanitarian coordinators and humanitarian country teams in the implementation of inter-agency efforts to prevent sexual exploitation and abuse.

- 27.15 In line with the United Nations Disability Inclusion Strategy, the Office for the Coordination of Humanitarian Affairs will work to achieve the commitments made by the Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator at the 2018 Global Disability Summit in London to make humanitarian action inclusive of persons with disabilities. The Office is committed to making humanitarian action inclusive of persons with disabilities, in line with the Charter on Inclusion of Persons with Disabilities in Humanitarian Action. The inclusion of issues of persons with disabilities will also be assured through the visibility of persons with disabilities in humanitarian data.

Programme performance in 2021

Impact of the pandemic

- 27.16 The continuation of the COVID-19 pandemic into 2021 had an impact on the implementation of mandates under all the subprogrammes. In 2021, the Office for the Coordination of Humanitarian Affairs supported and coordinated the review and monitoring of regional action plans by convening five regional platforms spanning the entire world, relying on hybrid meeting formats to mitigate the impact of COVID-related restrictions. Training and workshops on natural disaster response preparedness, the Global Humanitarian Policy Forum and Humanitarian Networks and Partnerships Week were delivered virtually under all subprogrammes instead of through in-person attendance, which resulted in more participants, in particular from the global South, for example, to attend the Forum and Humanitarian Networks and Partnerships Week. Under subprogramme 2, humanitarian programme cycle support to country offices was delivered virtually and the 2022 Global Humanitarian Overview was launched in hybrid mode. In anticipation of pandemic-related disruptions to travel, subprogramme 4 ensured that a range of training sessions and conferences could move quickly from in-person to online formats. For example, the United Nations Disaster Assessment and Coordination Team held all seven of its 2021 online refresher courses in time zones catering to different regions and in English and Spanish. During the Haiti earthquake response, subprogramme 4 managed to mobilize operational partners such as MapAction, which provided virtual assistance to the United Nations Disaster Assessment and Coordination Team on the ground.

Legislative mandates

- 27.17 The list below provides all mandates entrusted to the programme.

General Assembly resolutions

46/182 ; 75/127 ; 76/124	Strengthening of the coordination of humanitarian emergency assistance of the United Nations	67/226 ; 75/233	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
47/120 A and B	An Agenda for Peace: preventive diplomacy and related matters	68/1	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council
52/12	Renewing the United Nations: a programme for reform		
52/167	Safety and security of humanitarian personnel	69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)
60/1	2005 World Summit Outcome		
62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system	70/1	Transforming our world: the 2030 Agenda for Sustainable Development

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72/305	Review of the implementation of General Assembly resolution 68/1 on the strengthening of the Economic and Social Council	76/127	Safety and security of humanitarian personnel and protection of United Nations personnel
74/306	Comprehensive and coordinated response to the coronavirus disease (COVID-19) pandemic	76/128	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
75/290 A; 75/290 B	Review of the implementation of General Assembly resolution 72/305 on the strengthening of the Economic and Social Council	76/144	Assistance to refugees, returnees and displaced persons in Africa
		76/167	Protection of and assistance to internally displaced persons

Economic and Social Council resolutions

2021/17	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
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Security Council resolutions

1265 (1999)	2576 (2021)
1894 (2009)	2579 (2021)
2222 (2015)	2584 (2021)
2286 (2016)	2585 (2021)
2417 (2018)	2586 (2021)
2474 (2019)	2592 (2021)
2475 (2019)	2596 (2021)
2532 (2020)	2599 (2021)
2567 (2021)	2605 (2021)
2568 (2021)	2609 (2021)
2573 (2021)	2616 (2021)

**Subprogramme 1
Policy and analysis***General Assembly resolutions*

56/89	Scope of legal protection under the Convention on the Safety of United Nations and Associated Personnel	63/147 73/195	New international humanitarian order Global Compact for Safe, Orderly and Regular Migration
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	76/125	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
62/134	Eliminating rape and other forms of sexual violence in all their manifestations, including in conflict and related situations	76/143	Office of the United Nations High Commissioner for Refugees

**Subprogramme 2
Coordination of humanitarian action and emergency response***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	75/90 76/126	The situation in Afghanistan Assistance to the Palestinian people

Security Council presidential statement

[S/PRST/2015/23](#)

**Subprogramme 3
Disaster risk reduction**

General Assembly resolutions

54/219	International Decade for Natural Disaster Reduction: successor arrangements	74/4	Political declaration of the high-level political forum on sustainable development convened under the auspices of the General Assembly
56/195 ; 64/200	International Strategy for Disaster Reduction		
69/283	Sendai Framework for Disaster Risk Reduction 2015–2030	74/15	Political Declaration of the High-level Midterm Review on the Implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024
70/203	World Tsunami Awareness Day		
72/218 ; 73/231 ; 74/218 ; 75/216 ; 76/204	Disaster risk reduction	76/258 , annex	Doha Programme of Action for Least Developed Countries
74/3	Political declaration of the high-level meeting to review progress made in addressing the priorities of small island developing States through the implementation of the Small Island Developing States (SIDS) Accelerated Modalities of Action (SAMOA) Pathway		

Economic and Social Council resolutions and intergovernmental agreed conclusions

2018/14	Strategic Framework on Geospatial Information and Services for Disasters	E/FFDF/2020/3	Follow-up and review of the financing for development outcomes and the means of implementation of the 2030 Agenda for Sustainable Development
2021/11	Report of the Committee for Development Policy on its twenty-third session	E/FFDF/2021/3	

**Subprogramme 4
Emergency support services**

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		
65/307	Improving the effectiveness and coordination of military and civil defence assets for natural disaster response	74/114	Persistent legacy of the Chernobyl disaster

**Subprogramme 5
Humanitarian emergency information and advocacy**

General Assembly resolutions

51/194 ; 57/153	Strengthening of the coordination of emergency humanitarian assistance of the United Nations		
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Deliverables

27.18 Table 27.1 lists all cross-cutting deliverables of the programme.

Table 27.1

Cross-cutting deliverables for the period 2021–2023, by category and subcategory

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	3	3	3	3
Meetings of:				
1. The Fifth Committee	1	1	1	1
2. The Committee for Programme and Coordination	1	1	1	1
3. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1

Evaluation activities

- 27.19 The following evaluations completed in 2021 have guided the proposed programme plan for 2023:
- (a) Evaluation, Oversight and Special Projects Section report on the review of progress on mainstreaming gender equality and the empowerment of women and girls related to collaboration across humanitarian, development and peacebuilding efforts;
 - (b) Evaluation of prevention, response and victim support efforts against sexual exploitation and abuse by United Nations Secretariat staff and related personnel ([A/75/820](#)); and strengthening the role of evaluation and the application of evaluation findings on programme design, delivery and policy directives ([A/76/69](#)).
- 27.20 The results and lessons of the evaluations referenced above have been taken into account for the proposed programme plan for 2023, for example, ensuring that data collected on sex, age and disability are taken into account in all aspects of the response efforts and support humanitarian coordinators and humanitarian country teams in the implementation of inter-agency efforts to prevent sexual exploitation, as highlighted by subprogramme 2.
- 27.21 The following evaluations are planned for 2023:
- (a) Evaluation, Oversight and Special Projects Section report: two thematic evaluations;
 - (b) Inter-agency humanitarian evaluation of the northern Ethiopia response;
 - (c) Inter-agency humanitarian evaluation of the Afghanistan response.

Programme of work

Subprogramme 1 Policy and analysis

Objective

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

Strategy

- 27.23 To contribute to the objective, the subprogramme will:
- (a) Identify emerging humanitarian trends to support the comprehensive, authoritative and evidence-based assessment of global humanitarian needs and analyse challenges and opportunities for humanitarian policy and programme development;
 - (b) Identify policy and programmatic solutions and best practices, innovative concepts such as the use of new and emerging technologies in the humanitarian field, and steps to increase preparedness and organizational readiness, which will be disseminated widely to inform and guide policy, operational decisions and crisis management by national disaster managers and humanitarian organizations;
 - (c) Contribute to the improved delivery of humanitarian assistance.
- 27.24 The above-mentioned work is expected to result in:
- (a) Humanitarian assistance that addresses evolving challenges and reduces the gap between humanitarian needs and capacity;
 - (b) A humanitarian system that remains relevant and adapts to the ever-changing operational environment;
 - (c) Humanitarian actors' increased knowledge and application of innovative solutions for humanitarian operations.

Programme performance in 2021

Increased awareness of the impact of climate change on humanitarian needs

- 27.25 The subprogramme, as part of its role as coordinator of global humanitarian action, used the twenty-sixth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, held in Glasgow, United Kingdom of Great Britain and Northern Ireland, to help the humanitarian community and Inter-Agency Standing Committee members to position themselves as part of global efforts to act early on and contribute to community resilience to climate disasters. Following the twenty-sixth session, the subprogramme conducted extensive research and consultations on climate change and shared its preliminary findings in its forthcoming report, *No Return to Normal: The Growing Humanitarian Climate Crises*, which will be published in 2022. The findings covered, among others, humanitarian impacts of climate change and recommendations for addressing those challenges. The subprogramme advocated resources for the needs of the most vulnerable to adapt to climate change and support community resilience by showcasing the long-term projections of ways in which humanitarian action could help affected communities. This resulted in 1,200 participants having increased understanding of the risks and impacts of climate change in humanitarian contexts.
- 27.26 Progress towards the objective is presented in the performance measure below (see table 27.2).

Table 27.2
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)
—	—	Increased understanding of risks and impacts of climate change in humanitarian contexts by 1,200 participants

Planned results for 2023

Result 1: how technology may shape the humanitarian operating environment

Programme performance in 2021 and target for 2023

- 27.27 The subprogramme's work contributed to increased availability of information and understanding of the use of technologies for more effective humanitarian assistance, including through the launch of a report and related advocacy on new and emerging technologies, which met the planned target.
- 27.28 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 27.3).

Table 27.3

Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
United Nations Secretariat-wide initiatives on technology and innovation	Increased awareness on how technology can be used to improve the effectiveness of humanitarian assistance	Increased availability of information and use of strategic technologies by humanitarian actors	Sustainable and systematic use of technologies by humanitarians and their partners to facilitate humanitarian response	Mitigated risk of the use of system-wide technologies in humanitarian response

Result 2: consolidated analysis for more focused evidence-based policy discussions and analysis

Programme performance in 2021 and target for 2023

- 27.29 The subprogramme's work contributed to the identification of policy priorities to mitigate the longer-term challenges aggravated by the COVID-19 pandemic and concurrent crises, in line with trends and policy priorities identified at the Global Humanitarian Policy Forum, which met the planned target.
- 27.30 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 27.4).

Table 27.4

Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
Annual world humanitarian data and trends incorporated into the Global Humanitarian Overview	Thematic alignment of the Global Humanitarian Overview with the Global Humanitarian Policy Forum	Trends in the Global Humanitarian Overview supported by policy priorities identified at the Global Humanitarian Policy Forum	Increased uptake of Global Humanitarian Policy Forum research findings and recommendations in the policy agenda for the humanitarian community	Global Humanitarian Policy Forum informs policy agenda of the humanitarian community to strengthen humanitarian assistance

Result 3: strengthened humanitarian assistance to address the growing impacts of the climate change crisis

Proposed programme plan for 2023

- 27.31 In 2021, the Global Humanitarian Policy Forum included a panel discussion, “No return to normal: realities and opportunities of the growing humanitarian climate crisis”, which focused on the urgent shifts in mindsets and approaches in humanitarian assistance that are needed, given the ever-worsening effects of climate change on communities.
- 27.32 The subprogramme’s work, summarized in its 2022 report on climate change and humanitarian assistance, considered the growing humanitarian consequences of climate change. It investigated the action that the humanitarian system could take to be more effective and efficient, and plans to convene the humanitarian community through focused round tables, forums and events, including the twenty-seventh session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, concerning the recommendations for changes to better respond to and prepare communities against the threats and risks posed by the climate crisis.

Lessons learned and planned change

- 27.33 The lesson for the subprogramme was that better data are required for the analyses of climate change trends and impact, to improve anticipatory action, strengthen resilience and enhance collaboration in response to the climate crisis. In applying the lesson, the subprogramme will work more with partners across sectors to procure the data required for future analyses, present such recommendations in future focused round tables, forums and events, including the twenty-eighth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, and mainstream the lessons learned into future humanitarian policies and the new publication, the *Global Humanitarian Outlook*. This will contribute to the development and implementation of policies and strategies on mitigating the humanitarian impacts of climate change.
- 27.34 Expected progress towards the objective is presented in the performance measure below (see table 27.5).

Table 27.5

Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
—	—	Increased awareness by stakeholders on the growing climate crisis and impact on the humanitarian crisis	Policies and strategies developed by various stakeholders to mitigate future impacts of the climate crisis on their communities	<ul style="list-style-type: none"> • Road map for adapting humanitarian assistance to climate change developed by various stakeholders • Policies and strategies on mitigating impact of climate change implemented by various stakeholders to mitigate the future impact of the climate crisis on their communities

Deliverables

27.35 Table 27.6 lists all deliverables of the subprogramme.

Table 27.6

Subprogramme 1: deliverables for the period 2021-2023, by category and subcategory

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	3	3	3	3
Reports of:				
1. The Secretary-General on the strengthening of the coordination of emergency humanitarian assistance of the United Nations	1	1	1	1
2. The Secretary-General on the protection of civilians	1	1	1	1
3. The Secretary-General on natural disasters	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	6	6	6	6
Meetings of:				
4. The Third Committee	1	1	1	1
5. The Expert Group on the Protection of Civilians	4	4	4	4
6. The Economic and Social Council humanitarian affairs segment	1	1	1	1
B. Generation and transfer of knowledge				
Publications (number of publications)	1	1	1	1
7. Global Humanitarian Overview	1	1	1	1
Seminars, workshops and training events (number of days)	3	5	3	3
8. Workshops on promotion of humanitarian assistance and on addressing humanitarian concerns with academic institutions and non-governmental organizations	3	5	3	3
Technical materials (number of materials)	2	2	2	2
9. On the relation among the political, humanitarian assistance and human rights dimensions of the United Nations response to crises	1	1	1	1
10. On developments in the humanitarian sector	1	1	1	1
D. Communication deliverables				
Outreach programmes, special events and information materials: Global Humanitarian Policy Forum.				
Digital platforms and multimedia content: Global Humanitarian Overview website.				

Subprogramme 2

Coordination of humanitarian action and emergency response

Objective

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

Strategy

27.37 To contribute to the objective, the subprogramme will:

- (a) Maintain an effective coordination system to convene humanitarian actors and support senior humanitarian leadership at the global level and in countries affected by natural disasters and complex emergencies, by coordinating timely and objective multisectoral assessments and analysis of humanitarian needs and supporting response planning and programming to provide life-saving assistance to people in need during and in the aftermath of emergencies;
- (b) Promote delivery of principled humanitarian assistance and coordinate resource mobilization efforts to reduce funding gaps that hamper humanitarian operations, including through effective partnerships with humanitarian actors, Member States and civil society, and the effective management and disbursement of funding from humanitarian pooled funds;
- (c) Increase the use of early action and anticipatory approaches to prevent and reduce human suffering, especially to climate-related disasters;
- (d) Strengthen linkages between humanitarian assistance and efforts to support resilience, early recovery and development to reduce the needs and vulnerabilities of affected people, ensuring that data collected on sex, age, and disability are taken into account in all aspects of the response.

27.38 The above-mentioned work is expected to result in:

- (a) Improved prioritization of humanitarian needs, based on informed and timely decision-making by humanitarian actors;
- (b) Reduced duplication of response interventions and reduced gaps in humanitarian response;
- (c) Adequately funded international humanitarian system, to respond to increasingly frequent natural disasters and complex emergencies.

Programme performance in 2021

Integrated Global Humanitarian Response Plan for COVID-19 into the 2021 Global Humanitarian Overview enabled strengthened and coordinated humanitarian response planning

27.39 Humanitarian programming has been adjusted to treat the COVID-19 pandemic in a more integrated manner, as its health and non-health effects merge with the impacts of other shocks and stresses. In 2020, the subprogramme launched the first-ever Global Humanitarian Response Plan for COVID-19, which focused on the immediate humanitarian needs caused by the pandemic. As the crisis evolved, the Plan underwent two revisions, reaching a total of \$9.5 billion in humanitarian requirements so that it reflected the most up-to-date information and the specific needs and response priorities at the field level.

27.40 In 2021, the subprogramme integrated the Global Humanitarian Response Plan for COVID-19 with the “regular” humanitarian needs overviews, humanitarian response plans and inter-agency response plans. The plans were integrated into the 2021 Global Humanitarian Overview, which provided a single overview of humanitarian action trends. The Overview is the world’s most comprehensive, authoritative and evidence-based overview of the current state and future trends in humanitarian action. The Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator and the Inter-Agency Standing Committee Emergency Directors subsequently endorsed the transition of three countries and one regional plan from the Global Humanitarian Response Plan for COVID-19 to the 2021 Overview. COVID-19 humanitarian plans in other countries without humanitarian response plans were either concluded or integrated into other relevant country development plans or frameworks, such as United Nations Sustainable Development Cooperation Frameworks. The integration supported strengthened and coordinated humanitarian response

planning by ensuring that a cross-component analysis of impact and response was integrated into one framework/plan for the country team to refer and report to.

27.41 Progress towards the objective is presented in the performance measure below (see table 27.7).

Table 27.7

Performance measure

2019 (actual)	2020 (actual)	2021 (actual)
–	Humanitarian response planning through the separate Global Humanitarian Response Plan for COVID-19 and Global Humanitarian Overview	Member States benefited from strengthened, coordinated humanitarian response planning, with 100 per cent of 2021 humanitarian needs overviews and humanitarian response plans mainstreaming COVID-19 response planning

Planned results for 2023

Result 1: an enhanced Global Humanitarian Overview

Programme performance in 2021 and target for 2023

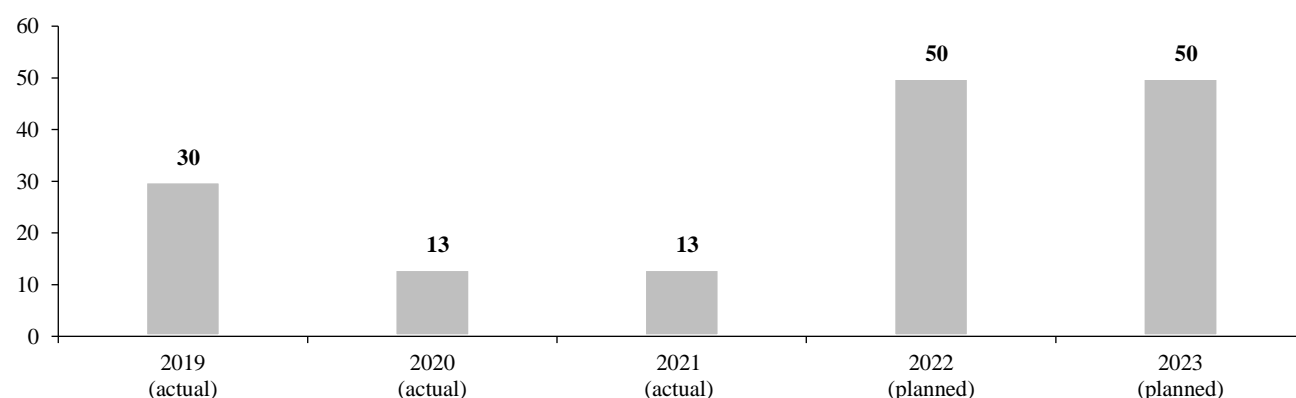
27.42 The subprogramme's work contributed to 13 per cent of the humanitarian response plans that are 75 per cent funded, which did not meet the planned target of 50 per cent of humanitarian response plans that are 75 per cent funded. The target was not met because, while the total amount disbursed by donors had increased, the overall coverage rate decreased owing to the rising humanitarian needs (from \$28 billion to \$30 billion within two years (2019–2021)), discounting the 2020 COVID-related spike.

27.43 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 27.I).

Figure 27.I

Performance measure: share of humanitarian response plans that are 75 per cent funded

(Percentage)



Result 2: strengthened humanitarian response planning**Programme performance in 2021 and target for 2023**

- 27.44 The subprogramme's work contributed to the application and use of new frameworks such as the Joint Intersectoral Analysis Framework by humanitarian programme cycle country operations, which improved the quality of humanitarian response plans, including through enhanced intersectoral analysis of vulnerabilities and needs, which enables the engagement of humanitarian organizations in crisis countries through a replicable, simple and transparent implementation process, which met the planned target.
- 27.45 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 27.8).

Table 27.8

Performance measure

<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (actual)</i>	<i>2022 (planned)</i>	<i>2023 (planned)</i>
Provisional conceptual elements of a joint intersectoral analysis framework	Framework endorsed by the Inter-Agency Standing Committee	Application of new framework for selected humanitarian needs overviews and humanitarian response plans	More humanitarian response plans reflect priorities based on intersectoral needs analysis	100 per cent of humanitarian response plans prioritized based on a joint analysis of needs

Result 3: increased use of early action anticipatory approaches**Proposed programme plan for 2023**

- 27.46 The climate crisis leads to an increase in the frequency and intensity of natural disasters. With advances in the ability to forecast specific climatic shocks, there is an opportunity to anticipate and provide humanitarian assistance to vulnerable people ahead of predictable humanitarian emergencies, to mitigate the humanitarian impacts of disastrous events.
- 27.47 The subprogramme developed contingency funding mechanisms to prioritize risk management and a shift towards an anticipatory approach to humanitarian crises to prevent and reduce human suffering and economic losses. Those mechanisms enabled timely response at the early stages of an emergency based on forecasts and risk assessments. The subprogramme also worked with donors, other funds, implementing organizations, governments and experts to prioritize risk management and pilot anticipatory approaches to humanitarian emergencies in Bangladesh, Ethiopia and Somalia in order to prevent and reduce human suffering and economic losses. This included action by the Central Emergency Response Fund to allocate resources for collective early action and anticipatory approaches for different climatic shocks across the regions.

Lessons learned and planned change

- 27.48 The lesson for the subprogramme was that, in order for anticipatory action to fulfil its potential, it needs to be enabled by more flexible funding, especially through the pooled funds, along with investment in early warning systems and strengthened data analysis. This would contribute to fast, efficient, effective and dignified humanitarian assistance. In applying the lesson, the subprogramme will build on achievements from its pilot projects, including in areas of fundraising and partnership mobilization in joint response plans, and activate frameworks that allow for early prediction of and response to the humanitarian impact of predictable hazards such as drought, flood and disease.
- 27.49 Expected progress towards the objective is presented in the performance measure below (see table 27.9).

Table 27.9
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
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 with frameworks for food security in Somalia (\$15 million), for floods in Bangladesh (\$2.8 million) and for drought in Ethiopia (\$13.2 million)	Central Emergency Response Fund-supported early action is reviewed, and lessons learned for anticipatory approaches	Further development of early action and anticipatory approaches, including through the Central Emergency Response Fund, based on documented learning of activated frameworks	Continue piloting of early action and anticipatory approaches, especially to climate-related natural disasters, considering lessons learned

Deliverables

27.50 Table 27.10 lists all deliverables of the subprogramme.

Table 27.10
Subprogramme 2: deliverables for the period 2021–2023, by category and subcategory

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 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
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	2	2	2	2
4. Workshops on international humanitarian law and other emerging issues for resident coordinators/humanitarian coordinators	2	2	2	2
C. Substantive deliverables				
Consultation, advice and advocacy: briefings to the Security Council on specific complex emergency situations; meetings with donors, and informal briefings and consultations with more than 50 Member States on specific emergency situations and the financing of humanitarian requirements; consolidated inter-agency appeals for more than 60 countries and regions affected by humanitarian emergencies; consultations with humanitarian organizations in more than 60 countries on operations, policies and coordination arrangements; and consultations with Member States, regional organizations and the private sector on common humanitarian action.				
Databases and substantive digital materials: monitoring mechanisms in support of operational partners (e.g., financial tracking systems).				

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
D. Communication deliverables				
Outreach programmes, special events and information materials: meetings and special events on specific complex emergency situations; quarterly donor briefings on humanitarian financing; the Central Emergency Response Fund annual report; consolidated annual report on country-based pooled funds; and Global Humanitarian Overview.				
Digital platforms and multimedia content: Central Emergency Response Fund data hub.				
E. Enabling deliverables				
Administration: grant delivery allocations to United Nations humanitarian agencies and the International Organization for Migration from the Central Emergency Response Fund for new and protracted emergencies; and allocation of grants from the country-based pool funds.				

Subprogramme 3 Disaster risk reduction

Objective

- 27.51 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

- 27.52 To contribute to the objective, the subprogramme will:
- (a) Provide guidance to countries and stakeholders in the implementation of the Sendai Framework for Disaster Risk Reduction 2015–2030 and accelerate the implementation of disaster risk reduction action through the production and dissemination of knowledge resources and best practices, the provision of technical assistance at the regional, national and local levels, advocacy and capacity development;
 - (b) Work closely with Member States and non-State stakeholders to hold a midterm review of the implementation of the Sendai Framework, in line with General Assembly resolution [75/216](#) to assess progress on integrating disaster risk reduction into policies, programmes and investment at all levels, identify good practice, gaps and challenges, and accelerate the path to achieving the goal of the Framework and its seven global targets by 2030;
 - (c) Provide support to the preparation of the high-level meeting of the General Assembly to conclude the midterm review of the implementation of the Sendai Framework and other intergovernmental meetings on disaster risk reduction;
 - (d) Deliver evidence-based advocacy initiatives with clear calls to action to invest in prevention and more resilient infrastructure in countries, and raise public awareness on the importance of such initiatives;
 - (e) 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 Global Risk Assessment Framework initiative, the United Nations Office for Disaster Risk Reduction's flagship *Global Assessment Report on Disaster Risk Reduction*, and assist local and national governments, and regional organizations in applying new risk information and analysis in their decision-making;
 - (f) Support the mainstreaming of disaster and climate risk into public and private investment, focusing on financial and investment policy and regulatory reforms and guidance for the market regulators, advise national Governments on developing risk-informed investment strategies

that leverage public and private financing through the establishment of observatories at the national, regional or global level to help to quantify and track investment in prevention, and work with financial institutions to integrate disaster risk reduction considerations into public and private investment and financial instruments;

- (g) Build on the global momentum around the climate emergency as a way of fast-tracking action to achieve the Sendai Framework by strengthening integrated disaster risk reduction and climate risk-informed development and humanitarian planning;
- (h) Continue to provide technical support to enable Member States to report on the global targets of the Sendai Framework and on the related 11 indicators of Sustainable Development Goals 1, 11 and 13 using the Framework's monitoring system;
- (i) Promote inclusion by engaging with a wide range of stakeholders and facilitating their participation in the relevant processes at all levels, through the promotion of accessibility and mainstreaming a gender perspective, as well as by using online platforms to widen the reach of knowledge products.

27.53 The above-mentioned work is expected to result in:

- (a) Improved management by local and national governments of current and future risks through an enhanced understanding of disaster risk reduction, enabling risk-informed policies, plans, regulatory frameworks and investment grounded in an evidence-based understanding of multi-hazard systemic risk;
- (b) Increased accountability for and commitment to implementing the Sendai Framework for Disaster Risk Reduction 2015–2030;
- (c) More effective disaster risk reduction planning and decision-making at the regional, national and local levels that align with the 2030 Agenda for Sustainable Development;
- (d) Multisector and inclusive disaster risk reduction interventions that address the needs of the most vulnerable, thereby contributing to leaving no one behind.

Programme performance in 2021

Regional road maps to accelerate disaster risk reduction action developed and monitored across the world

27.54 Regional platforms for disaster risk reduction bring together Member States, regional organizations, development partners and all other stakeholders to review progress, share experiences, good practices and lessons learned, and build a consensus on core strategic priorities and the way forward. In 2021, the subprogramme supported and coordinated the review and monitoring of regional disaster risk reduction action plans by convening four regional multilateral conferences (“regional platforms”) covering Africa, the Americas and the Caribbean, the Arab States and Europe and Central Asia. The status of implementation of regional disaster risk reduction action plans and outcomes from the reviews enabled the further development of the road maps. It will also inform the agenda of the Global Platform for Disaster Risk Reduction in 2022 and the upcoming midterm review of the Sendai Framework for Disaster Risk Reduction 2015–2030 scheduled for 2023.

27.55 Progress towards the objective is presented in the performance measure below (see table 27.11).

Table 27.11

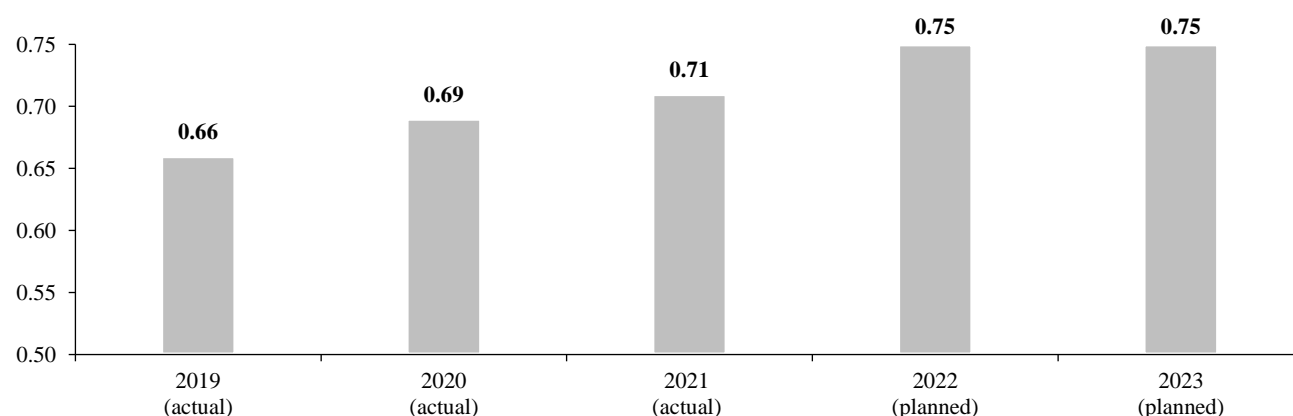
World regions covered by a regional platform on disaster risk reduction

<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (actual)</i>
The sixth session of the Global Platform for Disaster Risk Reduction led to the first stocktaking of the progress made in the implementation of the Sendai Framework for Disaster Risk Reduction 2015–2030	Regional platforms planned in 2020 were postponed owing to the outbreak of COVID-19	Four regional platforms took stock of implementation at the regional level, enabled the development of the regional action plans and provided insights for global multilateral consultations planned in 2022

Planned results for 2023**Result 1: accelerating the achievement of Sendai Framework target (e) by increasing the number and quality of national and local disaster risk reduction strategies****Programme performance in 2021 and target for 2023**

- 27.56 The subprogramme's work contributed to the development and updating of the disaster risk reduction strategies of countries to enhance their quality and effectiveness and to promote compliance with Sendai Framework for Disaster Risk Reduction 2015–2030 principles, contributing to increasing the average index measuring the alignment of national strategies with the Framework to 0.71, which did not meet the planned target of an average score of 0.75. The index measures the alignment of national strategies against a set of 10 requirements stemming from the Framework based on self-assessments by national authorities. The target was not met because policymakers had to shift resources to mitigate the COVID-19 pandemic.
- 27.57 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 27.II).

Figure 27.II

Performance measure: average score of alignment of national strategies with the Sendai Framework

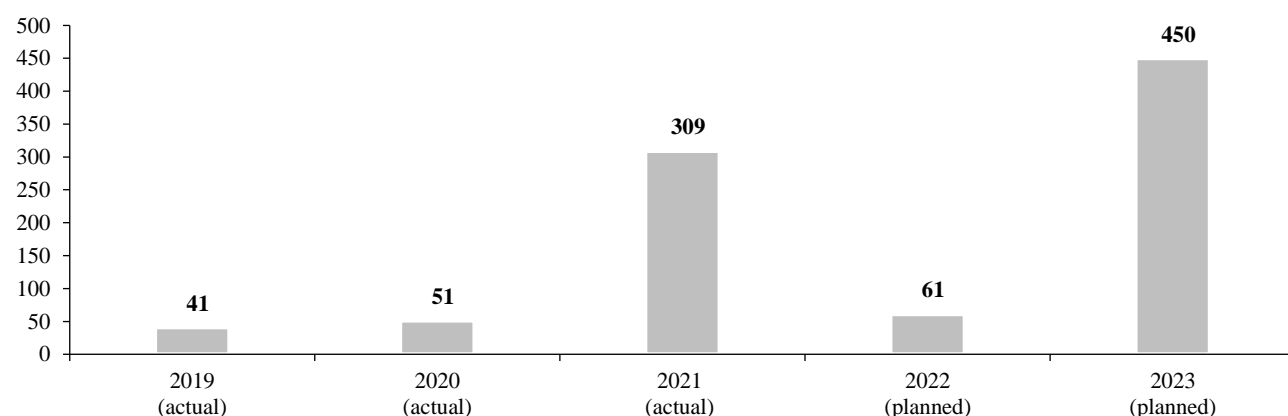
Result 2: scale up resilience at the local level through global partnership

Programme performance in 2021 and target for 2023

- 27.58 The subprogramme’s work contributed to the launch of the “Making Cities Resilient 2030” initiative and increased outreach to local governments, resulting in the development of disaster risk reduction plans by 309 cities, which exceeded the planned target of 56 cities.
- 27.59 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 27.III).

Figure 27.III

Performance measure: total number of cities that develop local disaster risk reduction plans (cumulative)



Result 3: national policymakers integrated innovation, good practices and evidence-based risk reduction into their decision-making processes

Proposed programme plan for 2023

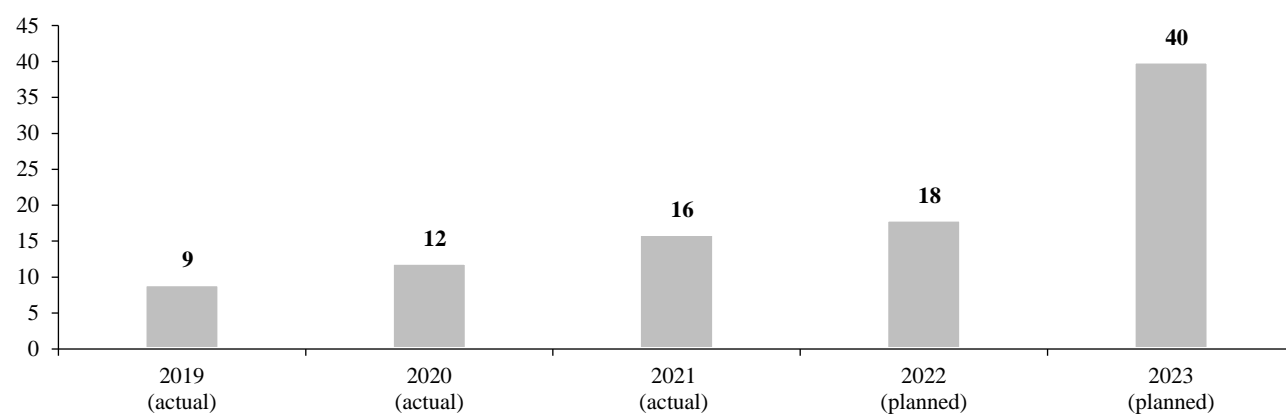
- 27.60 The acceleration of climate change and the impacts of the COVID-19 pandemic have demonstrated an urgent need to strengthen risk knowledge, data and analysis to enable countries to better manage today’s complex and interconnected risks. The subprogramme has been providing governments and stakeholders with technical assistance and support to strengthen their understanding of disaster risk and its differentiated impacts on men, women and vulnerable segments of the population.

Lessons learned and planned change

- 27.61 The lesson for the subprogramme was that, in order to better account for systemic risks, cascading impacts and the medium- to long-term effects of climate scenarios, it needed to better integrate climate change and disaster risk, through innovative analytical and planning tools. In applying the lesson, the subprogramme will focus on facilitating the development of risk-informed national adaptation plans based on risk metrics and analysis. This will strengthen the capacities of governments and stakeholders to conduct evidence-based climate-sensitive and risk-informed planning and decision-making to reduce disaster risk and losses and to ensure a safer and sustainable future.
- 27.62 Expected progress towards the objective is presented in the performance measure below (see figure 27.IV).

Figure 27.IV

Performance measure: number of countries integrating climate change data and analysis to develop and/or implement disaster risk reduction strategies and plans (cumulative)



Deliverables

27.63 Table 27.12 lists all deliverables of the subprogramme.

Table 27.12

Subprogramme 3: deliverables for the period 2021–2023, by category and subcategory

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Report to the General Assembly on the implementation of the Sendai Framework for Disaster Risk Reduction 2015–2030	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	2	2	2	2
2. Provision of substantive and technical support to General Assembly (Second Committee) resolution negotiations on disaster risk reduction (annual)	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	33	30	30
4. National, regional and interregional projects related to the implementation of the Sendai Framework	29	33	30	30
Seminars, workshops and training events (number of days)	323	332	330	330
5. Training events on disaster risk reduction planning and implementation and monitoring of the Sendai Framework for regional, national and local capacity development	323	332	330	330
Publications (number of publications)	5	5	3	4
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	2	2	–	1

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
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)	14	25	15	22
10. On the monitoring and implementation of the Sendai Framework	10	13	10	15
11. On the application of risk knowledge	1	7	4	6
12. Outcome documents of the regional and global platforms	3	5	1	1

C. Substantive deliverables

Consultation, advice and advocacy: advocacy of the Special Representative of the Secretary-General for Disaster Risk Reduction through high-level engagement of key audiences and decision makers; advice on the formulation of and improvement in 50 regional, national and local disaster risk reduction strategies and plans, as well as on the development of 8 country-level systematic multi-hazard risk profiles; technical advice on disaster loss databases for 120 countries and territories; advisory services for risk governance capacities of 20 regional and subregional intergovernmental organizations; support for private sector in risk analytics for risk-informed decision-making and risk reduction through partnership with the Insurance Development Forum and engagement in the InsuResilience Global Partnership; and advocacy for policy coherence on disaster risk reduction across sectors, including through 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 and the Economic and Social Council integration segment.

Databases and substantive digital materials: the Sendai Framework monitor for monitoring and reporting on progress against Framework targets and related Sustainable Development Goals targets/indicators; and disaster loss databases complying with the Framework requirements, covering 120 countries and territories.

D. Communication deliverables

Outreach programmes, special events and informative materials: high-level global and regional meetings on disaster risk reduction, increasing the visibility of the political importance of disaster risk reduction; World Tsunami Awareness Day events; Sendai Seven Campaign: Seven Targets, Seven Years/International Day for Disaster Reduction events; and newsletters and notes verbales on Sendai Framework monitoring.

External and media relations: press releases, op-eds, web stories, social media posts, videos and press coverage.

Digital platforms and multimedia content: PreventionWeb, the online knowledge platform for disaster risk reduction; and the Sendai Framework voluntary commitments online platform with more than 75 voluntary commitments.

Subprogramme 4 Emergency support services

Objective

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

Strategy

- 27.65 To contribute to the objective, the subprogramme will:
- (a) Provide effective and well-coordinated operational response support to disaster-affected States and continue to coordinate and support humanitarian actors to prepare for, plan, deliver and monitor the humanitarian response through the humanitarian programme cycle;
 - (b) Strengthen and build the capacities of Member State mechanisms for emergency response through the management of various technical response services, including the United Nations Disaster Assessment and Coordination Team mechanism, the International Search and Rescue Advisory Group system, the environmental emergency response mechanism of the Joint Environment Unit of the United Nations Environment Programme and the Office for the

Coordination of Humanitarian Affairs, and United Nations humanitarian civil-military coordination services;

- (c) Promote the membership of developing and disaster-prone countries in various emergency response networks and promote collaboration with various operational partners, through initiatives such as the International Search and Rescue Advisory Group recognized national accreditation process and external classifications/reclassifications, which ensure that national urban search and rescue teams meet globally accepted standards for urban search and rescue operations following sudden-onset disasters, primarily earthquakes. Another means by which developing and disaster-prone countries are being included in emergency response networks is through United Nations Disaster Assessment and Coordination Team induction courses, which consist of emergency response simulation exercises done in collaboration with regional offices;
- (d) Standardize and improve operational procedures for international urban search and rescue teams through the International Search and Rescue Advisory Group and activate and coordinate rapid response coordination platforms, such as the virtual On-Site Operations Coordination Centre and the Global Disaster Alert and Response Coordination System, as well as provide near real-time alerts on natural disasters around the world and tools to facilitate response coordination;
- (e) Further strengthen the coordination capacity of international responders through the provision of training, guidance and technical support, including through a continued focus on the effective facilitation and functioning of inter-cluster coordination groups and their associated subgroups, and on the role and capacity of local responders.

27.66 The above-mentioned work is expected to result in:

- (a) Enhanced response capacity of local, regional and international responders for sudden-onset disasters;
- (b) More efficient and timely mobilization and deployment of emergency response services;
- (c) Improved effectiveness and prioritization of preparedness and response of the national emergency management authorities in disaster-prone countries.

Programme performance in 2021

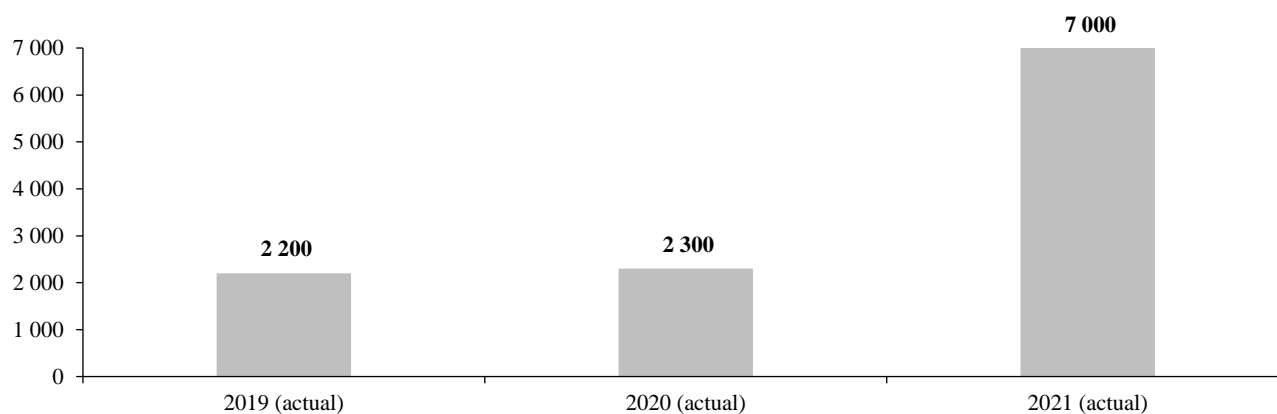
Increased participation of humanitarian networks and partnerships

27.67 Humanitarian Networks and Partnerships Week provides a unique forum for humanitarian networks and partnerships to meet and address key humanitarian issues. It gathers participants from the United Nations, non-governmental organizations, Member States, the private sector, the military, academia and beyond to discuss and solve common challenges in humanitarian events. Owing to COVID-19-related constraints, the subprogramme held the annual Humanitarian Networks and Partnerships Week remotely over a period of three weeks instead of the usual one-week event. The remote nature of the event enabled the organization of sessions in different time zones and engaged humanitarian actors from more regions. As a result, the remote Humanitarian Networks and Partnerships Week in 2021 hosted 300 sessions organized by 45 humanitarian networks and partnerships, with 7,000 registered participants. Moreover, owing to the extended duration of the event, the number of “priority topics” for cross-network collaboration in areas of common interests increased from five to nine. The setting allowed networks and partnerships of humanitarian organizations, in particular from the global South, to actively engage in discussions on common challenges to improve future humanitarian operations. The remote participation allowed national disaster managers and authorities to engage and benefit from mechanisms developed to strengthen national capacities in emergency response.

27.68 Progress towards the objective is presented in the performance measure below (see figure 27.V).

Figure 27.V

Performance measure: number of participants in Humanitarian Networks and Partnerships Week as an indicator of strengthened national capacities in emergency response



Planned results for 2023

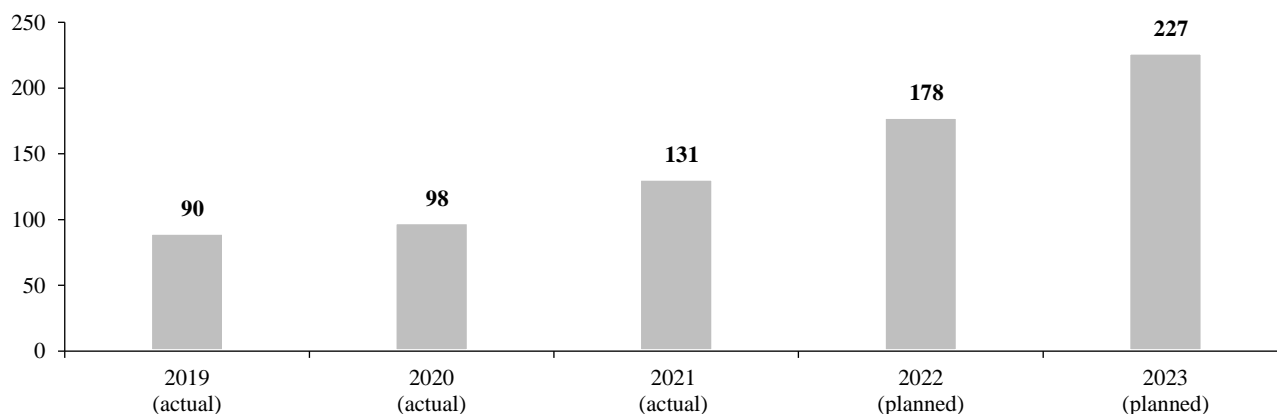
Result 1: strengthened rapid response capacities through standardized and improved response methodologies

Programme performance in 2021 and target for 2023

- 27.69 The subprogramme's work contributed to a cumulative 131 United Nations Disaster Assessment and Coordination Team members trained in the application of local and regional emergency preparedness and response approaches, which did not meet the planned target of 150. The target was not met because 33 new United Nations Disaster Assessment and Coordination Team members from 12 member countries and international organizations participated in the first United Nations Disaster Assessment and Coordination Team induction course, in Nairobi, while the second planned course was postponed until COVID-19 restrictions were removed.
- 27.70 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 27.VI).

Figure 27.VI

Performance measure: total number of United Nations Disaster Assessment and Coordination Team members trained in the application of local and regional emergency preparedness and response approaches (cumulative)



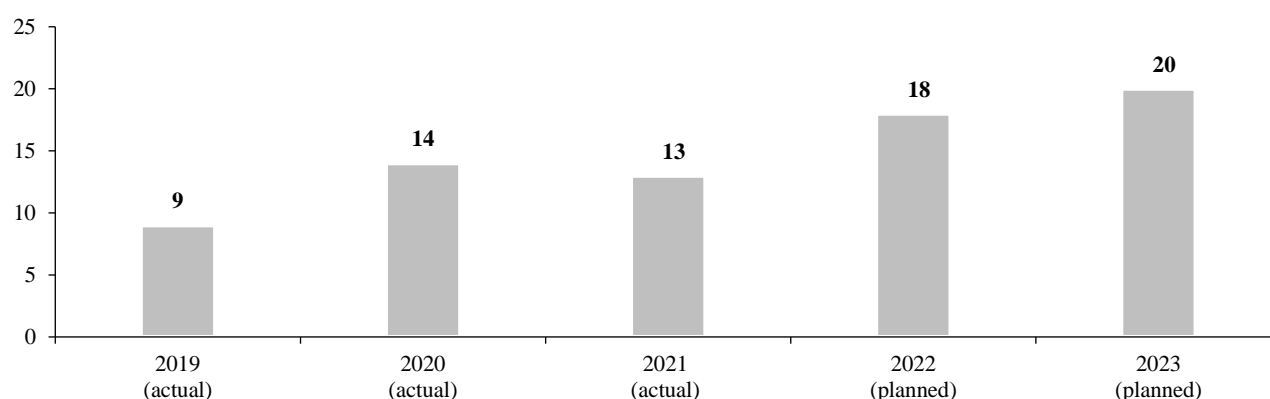
Result 2: enhanced partnership with the private sector in collective humanitarian assistance

Programme performance in 2021 and target for 2023

- 27.71 The subprogramme's work contributed to 13 Connecting Business initiatives supported by the private sector networks that responded to crises, which did not meet the planned target of 16. The target was not met owing to the COVID-19 pandemic, given that travel and activity restrictions limited the ability of the Connecting Business initiative to identify and partner with new private sector networks.
- 27.72 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 27.VII).

Figure 27.VII

Performance measure: number of Connecting Business initiative-supported local private sector networks that respond to crises (cumulative)



Result 3: crisis-affected people received emergency humanitarian assistance in the immediate aftermath of a catastrophe

Proposed programme plan for 2023

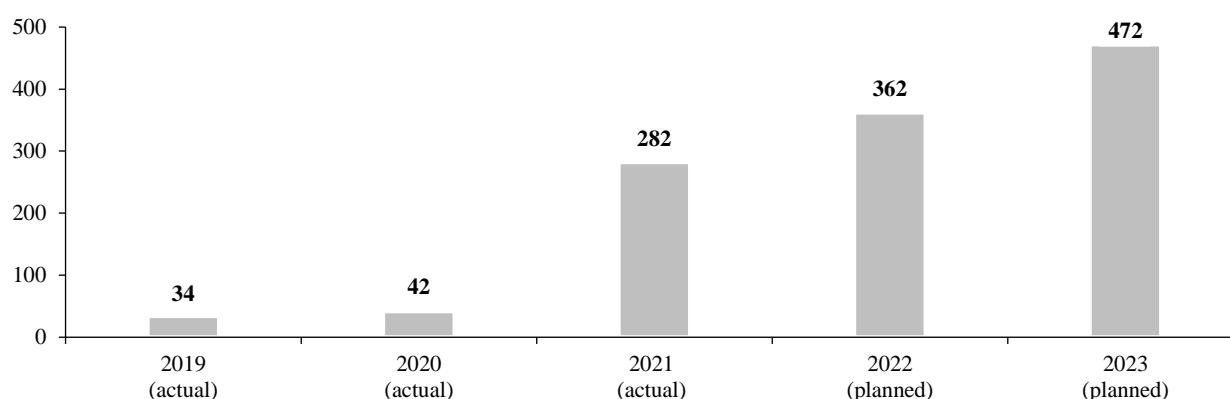
- 27.73 The United Nations Disaster Assessment and Coordination Team is part of the international emergency response system for sudden-onset emergencies. It is designed to help the United Nations and governments of disaster-affected countries during the first phase of a sudden-onset emergency. Teams from the United Nations Disaster Assessment and Coordination Team can deploy at short notice (from 12 to 48 hours) anywhere in the world to help to coordinate the international humanitarian response, including the initial rapid assessments, and support the operational delivery of humanitarian assistance to crisis-affected populations.
- 27.74 During the COVID-19 pandemic, there was a continued need for United Nations Disaster Assessment and Coordination Team deployment to support affected populations and to overcome new challenges in reaching them. For example, during the Haiti earthquake response in 2021, the United Nations Disaster Assessment and Coordination Team made it possible for partners involved in the response to join its assessment and analysis cell virtually. These cells bring together partners with complementary expertise and capacities in remote sensing, secondary data collation, primary data collection, Geographical Information System and humanitarian needs analysis to agree on a common strategy to provide timely support to decision makers during the first phase of a sudden-onset emergency response. The Team enabled partners that were unable to take part in the Haiti response on the ground (e.g., MapAction, the Assessment Capacities Project, the Operational Satellite Application Programme, the Pacific Disaster Centre and the Information Management and Mine Action Program) to provide support remotely.

Lessons learned and planned change

- 27.75 The lesson for the subprogramme was the need to adapt its deployment plan to allow virtual support in response to sudden-onset emergencies. In 2021, the United Nations Disaster Assessment and Coordination Team met with various partners to discuss the specific methodology to be used in a virtual assessment and analysis cell, building on lessons learned from Haiti. Being able to join assessment and analysis cells virtually will continue to be essential in the context of the COVID-19 pandemic and will be the format applied in 2023 and beyond. In applying the lesson, the subprogramme will develop methods and procedures that facilitate remote training and support to prepare experts, enhance emergency response efforts and help crisis-affected people in an integrated manner. Specialized training in United Nations Disaster Assessment and Coordination Team and United Nations humanitarian civil-military coordination would strengthen the capacity of local, regional and international responders to deploy emergency response services quickly.
- 27.76 Expected progress towards the objective is presented in the performance measure below (see figure 27.VIII).

Figure 27.VIII

Performance measure: number of emergency responders trained in United Nations Disaster Assessment and Coordination Team and United Nations humanitarian civil-military coordination, to deploy and respond to sudden-onset emergencies (cumulative)

**Deliverables**

- 27.77 Table 27.13 lists all deliverables of the subprogramme.

Table 27.13

Subprogramme 4: deliverables for the period 2021–2023, by category and subcategory

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	5	5	5	5
1. On the interoperability of response tools and procedures	1	1	1	1
2. On response capacity-building	4	4	4	4
Seminars, workshops and training events (number of days)	50	65	50	55
3. Training events 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; International Search and Rescue Advisory Group; humanitarian programme cycle), at regional and international levels	50	65	50	55

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
Humanitarian assistance missions (number of missions)	10	10	12	13
4. United Nations humanitarian civil-military coordination support missions	5	6	6	6
5. United Nations Disaster Assessment and Coordination Team missions (subject to occurrence of disasters and at the request of disaster-affected governments or humanitarian country teams)	5	4	6	7

C. Substantive deliverables

Consultation, advice and advocacy: advisory services to 70 key stakeholders and Member States on rapid response coordination, including United Nations humanitarian civil-military coordination and integrating environmental considerations into humanitarian response.

Databases and substantive digital materials: guidance, tools and handbooks on humanitarian coordination response services; electronic tools related to rapid response and humanitarian coordination; and roster for humanitarian coordinators and operational partners.

D. Communication deliverables

Outreach programmes, special events and information materials: annual partnership and outreach event to facilitate collaboration and interoperability among 2,000 stakeholders, including humanitarian responders; and guidance materials on emergency response services annually.

Digital platforms and multimedia content: websites for technical humanitarian response services.

Subprogramme 5

Humanitarian emergency information and advocacy

Objective

- 27.78 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

- 27.79 To contribute to the objective, the subprogramme will:
- (a) Intensify its efforts to raise public awareness of international humanitarian law through targeted communications, clear and accessible messages, proactive media engagement and more field-oriented messaging;
 - (b) Continue to produce and improve its analytical information products, including the digital humanitarian situation report;
 - (c) Strengthen its analytical work to identify and inform humanitarian actors of emerging needs stemming from the direct and indirect impacts of the COVID-19 pandemic.
- 27.80 The above-mentioned work is expected to result in:
- (a) Increased respect for international humanitarian law to enhance the protection of affected people and improved unimpeded and unhindered access to humanitarian assistance;
 - (b) Improved humanitarian decisions based on more timely and accurate information on humanitarian crises, including intersectoral analysis of the humanitarian situation and its severity and needs;
 - (c) Humanitarian planning informed by models developed to support COVID-19 response.

Programme performance in 2021

Global access to the COVID-19 data model

- 27.81 The COVID-19 pandemic has increased the need for data and the value of models to inform response strategies. The subprogramme partnered with the Johns Hopkins University Applied Physics Laboratory and developed the Office for the Coordination of Humanitarian Affairs-Bucky model, which forecasts the number of cases, hospitalizations and deaths over two or four weeks, at the subnational and national levels. The guiding principle for developing the model was to provide decision makers with the capability to plan and manage resources during a pandemic, including short-term operational decision-making to protect and save more lives in humanitarian crises. The subprogramme provided critical data and analysis support to a number of workstreams to inform the response of partners and Member States to the pandemic. Data shared through its Humanitarian Data Exchange was used to develop and maintain the Office's COVID-19 data explorer, bringing together data related to underlying vulnerability and socioeconomic risk and level of financing for the COVID-19 response.
- 27.82 Progress towards the objective is presented in the performance measure below (see table 27.14).

Table 27.14

Performance measure

2019 (actual)	2020 (actual)	2021 (actual)
—	Model projections on COVID-19 cases, hospitalizations and deaths made available for six countries: Afghanistan, Democratic Republic of the Congo, Iraq, Somalia, South Sudan and the Sudan	Data on underlying vulnerability and socioeconomic risk and level of financing for the response to the COVID-19 pandemic collected and made globally available

Planned results for 2023

Result 1: increased availability of humanitarian information for humanitarian response planning

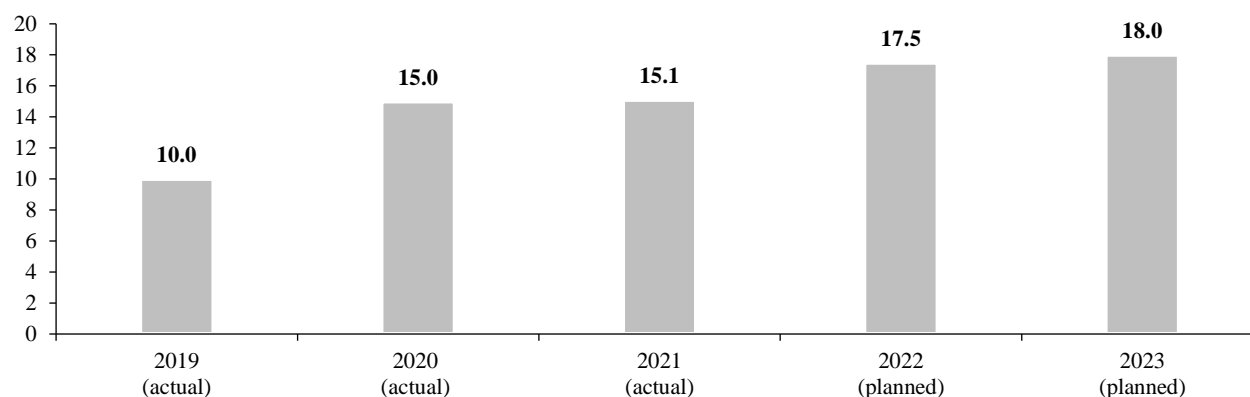
Programme performance in 2021 and target for 2023

- 27.83 The subprogramme's work contributed to 15.1 million users of the ReliefWeb service from Member States, humanitarian agencies and local partners having access to humanitarian information for humanitarian response planning, which exceeded the planned target of 13 million users.
- 27.84 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 27.IX).

Figure 27.IX

Performance measure: increased use of ReliefWeb by global audience

(Millions of users)

**Result 2: improved humanitarian response planning for secondary impacts of COVID-19 on other infectious diseases****Programme performance in 2021 and target for 2023**

- 27.85 The subprogramme's work contributed to developing mitigation strategies on the prevalence of and capacity to treat other infectious diseases and to improved understanding of the secondary impact of COVID-19 on the spread and treatment of other infectious diseases such as measles and malaria in humanitarian contexts, which met the planned target.
- 27.86 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 27.15).

Table 27.15

Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
–	COVID-19 model for humanitarian contexts, forecasting the number of cases, hospitalizations and deaths over two or four weeks	Secondary impacts of COVID-19 on spread and treatment of other infectious diseases defined by use of the model, for example, the spread of measles and malaria in Somalia	Humanitarian response planning is improved by the use of the expanded model	Member States use the expanded model for strengthening humanitarian response planning, upon request

Result 3: strengthened disaster risk analysis for humanitarian response**Proposed programme plan for 2023**

- 27.87 In the context of humanitarian response, predictive analytics and modelling methodologies can be utilized in risk analysis to anticipate humanitarian needs arising from natural hazards. The Office for the Coordination of Humanitarian Affairs facilitates the development of early action and anticipatory approach frameworks to enable humanitarian organizations to predict shocks and mitigate their

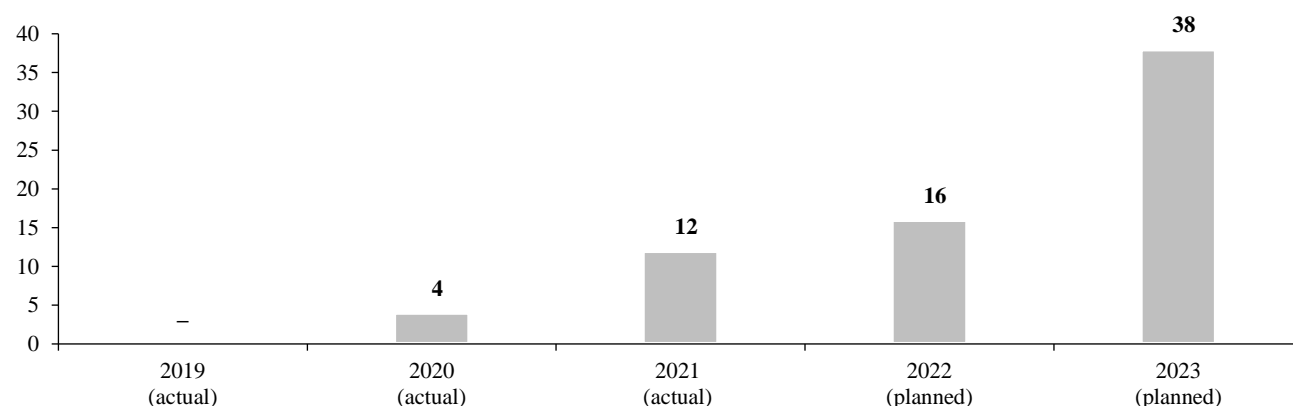
impact. This work relies on technical support for the development of triggers, engaging with experts and scientists, and by bridging the gap between forecast producers and humanitarian decision makers. Another application of predictive analytics is performing risk analyses in line with the humanitarian response plan guidance, which looks at scenario-based risk and the potential scale of needs on the basis of historical data.

Lessons learned and planned change

- 27.88 The lesson for the subprogramme was that, in order to improve support for early action, it needed to understand the challenges in developing and running the COVID-19 model to project the impact of COVID-19 on other medical diseases, such as measles and malaria in Somalia. Humanitarian partners will increasingly request technical advice with scenario planning and apply modelling methodologies to response planning. In applying the lesson, the subprogramme will provide technical support for early action on the basis of anticipatory approach frameworks, enabling countries to use advanced risk analysis for humanitarian response planning.
- 27.89 Expected progress towards the objective is presented in the performance measure below (see figure 27.X).

Figure 27.X

Performance measure: number of countries with strengthened risk analysis capacities for humanitarian response



Deliverables

- 27.90 Table 27.16 lists all deliverables of the subprogramme.

Table 27.16

Subprogramme 5: deliverables for the period 2021–2023, by category and subcategory

Category and subcategory

C. Substantive deliverables

Consultation, advice, and advocacy: advocacy and advice to humanitarian partners, including a humanitarian communications group that includes both United Nations and non-governmental organization members to strengthen consistency in messaging and the planning and sequencing of communications content.

Databases and substantive digital materials: field guides, maps and other reference information for more than 1,000 humanitarian operational partners; and information management, shared data standards for information exchange in the humanitarian community, databases and electronic tools, including the 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 coordination of humanitarian action; World Humanitarian Day and other campaigns in person or virtual events on humanitarian issues and concerns, including exhibitions and seminars; and social media platforms.

External and media relations: daily media updates to United Nations correspondents and twice-weekly Palais des Nations briefings in Geneva; global informal and formal media briefings, and interviews to advocate assistance for people caught in humanitarian crises; comprehensive communications strategy for the launch of the Global Humanitarian Overview (annual consolidated appeals) in support of the Central Emergency Response Fund and of pledging conferences for large humanitarian crises.

Digital platforms and multimedia content: humanitarian community digital platforms, such as ReliefWeb, humanitarianresponse.info and Humanitarian Data Exchange; guidance and templates on various reporting products for humanitarian organizations and Member States, including situation report and humanitarian snapshot; and video, social media and other multimedia content on humanitarian issues, international humanitarian law, international human rights law, humanitarian principles, protection of civilians, specific emergency situations and resource mobilization.

E. Enabling deliverables

Information and communications technology: product support for and global information and communications technology on the Office for the Coordination of Humanitarian Affairs collaboration services, 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 2023

Overview

27.91 The proposed regular budget resources for 2023, including the breakdown of resource changes, as applicable, are reflected in tables 27.17 to 27.19.

Table 27.17

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Post	13 642.2	13 584.8	—	—	(27.9)	(27.9)	(0.2)	13 556.9
Other staff costs	1 770.5	2 024.1	—	—	—	—	—	2 024.1
Hospitality	—	2.7	—	—	—	—	—	2.7
Consultants	76.4	—	—	—	—	—	—	—
Travel of staff	338.5	352.3	—	—	—	—	—	352.3
Contractual services	423.4	165.1	—	—	—	—	—	165.1
General operating expenses	122.2	407.4	—	—	27.9	27.9	6.8	435.3
Supplies and materials	15.5	23.9	—	—	—	—	—	23.9
Furniture and equipment	1.2	34.3	—	—	—	—	—	34.3
Grants and contributions	1 688.5	1 949.5	—	—	—	—	—	1 949.5
Total	18 078.2	18 544.1	—	—	—	—	—	18 544.1

Table 27.18

Overall: proposed posts and post changes for 2023

(Number of posts)

	Number	Details
Approved for 2022	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)
Redeployment (geographical)	—	1 P-4 and 1 P-3 in subprogramme 4
Proposed for 2023	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)

Note: The following abbreviations are used in tables and figures: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); GTA, general temporary assistance; LL, Local level; NPO, National Professional Officer; UNV, United Nations Volunteers; USG, Under-Secretary-General.

Table 27.19

Overall: proposed posts by category and grade

(Number of posts)

Category and grade	2022 approved	Changes				2023 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 and related						
GS (PL)	2	–	–	–	–	2
GS (OL)	15	–	–	–	–	15
Subtotal	17	–	–	–	–	17
Total	72	–	–	–	–	72

27.92 Additional details on the distribution of the proposed resources for 2023 are reflected in tables 27.20 to 27.22 and figure 27.XI.

27.93 As reflected in tables 27.20 (1) and 27.21 (1), the overall resources proposed for 2023 amount to \$18,544,100 before recosting, reflecting cost-neutral changes in resource level compared with the appropriation for 2022. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 27.20

Overall: evolution of financial resources by source of funding, component and subprogramme

(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2021 expenditure	2022 appropriation	Changes				Total	Percentage	2023 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
A. Executive direction and management									
1. Executive direction and management	1 915.5	1 901.7	–	–	–	–	–	–	1 901.7
2. United Nations Monitoring Mechanism for the Syrian Arab Republic	1 891.3	2 116.9	–	–	–	–	–	–	2 116.9
Subtotal, A	3 806.8	4 018.6		–	–	–	–	–	4 018.6
B. Programme of work									
1. Policy and analysis	526.8	653.5	–	–	–	–	–	–	653.5
2. Coordination of humanitarian action and emergency response	5 561.6	5 722.0	–	–	–	–	–	–	5 722.0
3. Disaster risk reduction	1 309.8	1 341.4	–	–	–	–	–	–	1 341.4
4. Emergency support services	3 522.5	3 314.7	–	–	(27.9)	(27.9)	(0.8)		3 286.8
5. Humanitarian emergency information and advocacy	1 794.1	1 782.4	–	–	–	–	–	–	1 782.4
Subtotal, B	12 714.8	12 814.0	–	–	(27.9)	(27.9)	(0.2)		12 786.1
C. Programme support	1 556.5	1 711.5	–	–	27.9	27.9	1.6		1 739.4
Subtotal, 1	18 078.2	18 544.1	–	–	–	–	–	–	18 544.1

(2) *Extrabudgetary*

Component/subprogramme	2021 expenditure	2022 estimate	Change	Percentage	2023 estimate
A. Executive direction and management	2 474.9	8 099.1	(203.3)	2.5	7 895.8
B. Programme of work					
1. Policy and analysis	938.2	1 034.9	–	–	1 034.9
2. Coordination of humanitarian action and emergency response ^a	226 230.6	257 443.9	203.3	0.1	257 647.2
3. Disaster risk reduction	39 623.7	59 327.0	(9 254.0)	(15.6)	50 073.0
4. Emergency support services	23 752.8	26 153.2	–	–	26 153.2

Section 27 Humanitarian assistance

Component/subprogramme	2021 expenditure	2022 estimate	Change	Percentage	2023 estimate
5. Humanitarian emergency information and advocacy	16 639.1	17 961.1	–	–	17 961.1
Subtotal, B	307 184.4	361 920.1	(9 050.7)	(2.5)	352 869.4
C. Programme support	22 788.3	26 974.5	–	–	26 974.5
Subtotal, 2	332 447.6	396 993.7	(9 254.0)	(2.3)	387 739.7
Total	350 525.8	415 537.8	(9 254.0)	(2.2)	406 283.8

^a Excludes the estimated allocations (estimated at \$1.3 billion in 2023) to fund country-based pooled funds and the Central Emergency Response Fund that are used by United Nations and non-United Nations entities to support humanitarian action and response efforts in humanitarian emergencies and relief efforts.

Table 27.21

Overall: proposed posts for 2023 by source of funding, component and subprogramme

(Number of posts)

(1) *Regular budget*

Component/subprogramme	2022 approved	Changes				2023 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
3. Disaster risk reduction	1	–	–	–	–	1
4. Emergency support services	17	–	–	–	–	17
5. Humanitarian emergency information and advocacy	10	–	–	–	–	10
Subtotal, B	57	–	–	–	–	57
C. Programme support	7	–	–	–	–	7
Subtotal, 1	72	–	–	–	–	72

(2) *Extrabudgetary*

Component/subprogramme	2022 estimate	Change	2023 estimate
A. Executive direction and management	13	(1)	12
B. Programme of work			
1. Policy and analysis	4	–	4
2. Coordination of humanitarian action and emergency response	1 787	1	1 788
3. Disaster risk reduction	116	–	116
4. Emergency support services	106	–	106

Part VI Humanitarian assistance

Component/subprogramme	2022 estimate	Change	2023 estimate
5. Humanitarian emergency information and advocacy	67	–	67
C. Programme support	92	–	92
Subtotal, 2	2 185	–	2 185
Total	2 257	–	2 257

Table 27.22

Overall: evolution of financial and post resources

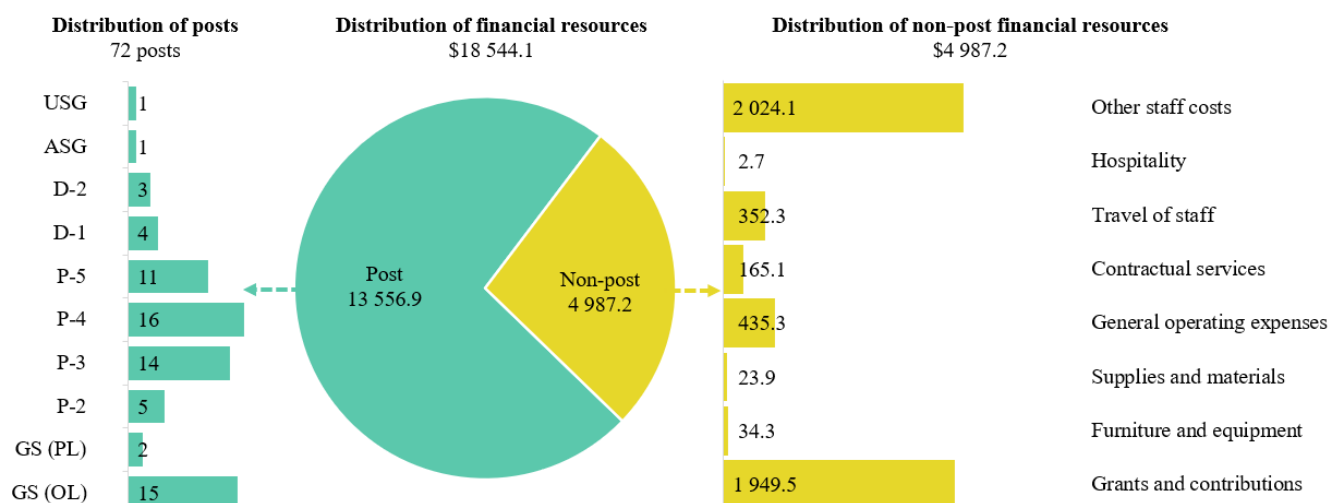
(Thousands of United States dollars/number of posts)

	Changes							2023 estimate (before recosting)
	2021 expenditure	2022 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	13 642.2	13 584.8	—	—	(27.9)	(27.9)	(0.2)	13 556.9
Non-post	4 436.0	4 959.3	—	—	27.9	27.9	0.6	4 987.2
Total	18 078.2	18 544.1	—	—	—	—	—	18 544.1
Post resources by category								
Professional and higher	55	55	—	—	—	—	—	55
General Service and related	17	17	—	—	—	—	—	17
Total	72	72	—	—	—	—	—	72

Figure 27.XI

Distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Other changes

- 27.94 As reflected in table 27.20 (1), the proposed cost-neutral resource changes are as follows:
- (a) **Subprogramme 4, Emergency support services.** The decrease of \$27,900 under posts relates to the proposed redeployment (geographical) of two Humanitarian Affairs Officers (one P-4 and one P-3) from Geneva to Istanbul (see annex II);
 - (b) **Programme support.** The increase of \$27,900 under general operating expenses would provide for security communication equipment to support the increased network activity and security needs for offices of the Office for the Coordination of Humanitarian Affairs.

Extrabudgetary resources

- 27.95 As reflected in tables 27.20 (2) and 27.21 (2), the Office for the Coordination of Humanitarian Affairs expects to continue to receive both cash and in-kind contributions. In 2023, extrabudgetary resources (cash contributions) are estimated at \$387,739,700 and would provide for 2,185 posts, as presented in table 27.21 (2). The resources would support humanitarian assistance and disaster risk reduction activities, as detailed in the individual components and subprogrammes. Anticipated in-kind contributions would provide for rent-free premises with an estimated value of \$158,300 and technical assistance and expert services with an estimated value of \$345,400. Extrabudgetary resources represent 95.4 per cent of the total resources for this section.
- 27.96 The extrabudgetary resources under this section are subject to the oversight of the Office for the Coordination of Humanitarian Affairs, which has delegated authority from the Secretary-General.

Executive direction and management

1. Executive direction and management

- 27.97 The executive direction and management component of the Office for the Coordination of Humanitarian Affairs comprises the Office of the Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator, the Office of the Assistant Secretary-General and Deputy Emergency Relief Coordinator and the United Nations Monitoring Mechanism for the Syrian Arab Republic. The Office of the Under-Secretary-General oversees the Internally Displaced Persons Unit. The Office of the Assistant Secretary-General oversees the evaluation activities of the Evaluation and Oversight Section, the Gender Unit, the Policy Branch, the Operations and Advocacy Branch, the Coordination Branch, the Information Management Branch, the Executive Office, the Regional, Field and Disaster Response Adviser offices and the Humanitarian Financing and Resource Mobilization Division.
- 27.98 The overall responsibilities of the executive direction and management component include the following functions:
- (a) Provide overall direction, management and policy guidance to the offices in New York and Geneva and in the field, including leadership in the coordination of the overall response of the international community to disasters and humanitarian emergencies;
 - (b) Undertake humanitarian diplomacy with Governments of affected countries, including the facilitation of access to emergency areas for the rapid delivery of humanitarian assistance;
 - (c) Provide oversight of the humanitarian coordination leadership in the field, as well as management of the field operations;

- (d) Lead on the humanitarian finances and resource mobilization functions, manage the emergency services on behalf of the United Nations system and coordinate with Member States, donors and partners;
- (e) Facilitate the work of the Inter-Agency Standing Committee in relation to policy development and advocacy in the humanitarian sector;
- (f) Act as the main adviser to the Secretary-General on humanitarian issues and cooperate closely with other United Nations offices in the planning and coordination of United Nations humanitarian assistance activities in crisis situations;
- (g) Monitor, with the consent of the relevant neighbouring country of the Syrian Arab Republic, the loading of all humanitarian relief consignments of the United Nations humanitarian agencies and their implementing partners;
- (h) Assist the Coordinator of the Executive Committee on Humanitarian Affairs 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;
- (i) Interact with Member States, intergovernmental organizations, NGOs and operational humanitarian agencies, as well as departments of the Secretariat whose responsibilities encompass peacekeeping, political and economic activities, to facilitate joint responses where applicable;
- (j) Serve as Chair of the Inter-Agency Standing Committee Working Group and act on behalf of the Emergency Relief Coordinator in his/her absence;
- (k) Provide strategic advice on issues relating to internally displaced persons and engage with relevant partners to drive the implementation of the Secretary General's action agenda on internal displacement, including through membership in the Steering Group on Internal Displacement Solutions and co-chairing of the GP2.0 multi-stakeholder global platform on internal displacement;
- (l) Manage and coordinate internal evaluations of the Office for the Coordination of Humanitarian Affairs and inter-agency evaluations, provide secretariat services and chair the Inter-agency Humanitarian Evaluation steering group and coordinate external oversight to ensure organization compliance with audits and evaluation recommendations;
- (m) Coordinate and lead the work of the Office for the Coordination of Humanitarian Affairs on gender equality in humanitarian action and the response to gender-based violence in emergencies, strengthen capacities and provide technical guidance, support and training on gender, including through the gender community of practice, influence better gender analysis and support the Office's work on integrating a gender perspective into every stage of the humanitarian programme cycle.

27.99 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. It is developing an environmental management system to support environmental and climate protection. As part of that system, the Office is developing an environment and climate action strategy, a policy and an information and analysis dashboard. Country-level initiatives include waste management processes that promote recycling, reduction in the use of single-use plastics and continuous guidance to countries on conducting environmental impact assessments in humanitarian action and integrating environmental and climate considerations into programming.

27.100 In 2023, the Office for the Coordination of Humanitarian Affairs will systematically measure and report on environmental performance through the implementation of its environmental management system. The Office will map its programmatic and operational environmental impacts; work to

reduce adverse environmental impacts and maintain climate neutrality through a variety of initiatives. Such initiatives include increasing its use of videoconference and remote meeting options, consistently reviewing its vehicle fleet to ensure that replacements are made only if required and moving to shared facilities when safe, practical and in line with the humanitarian principles, in order to reduce its environmental footprint.

- 27.101 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 27.23. Managers are asked to implement preventive and corrective measures. Notwithstanding, the impact of the COVID-19 pandemic and related restrictions on travel in 2021 limited the ability to comply with advance booking for air travel, which resulted in a lower compliance rate. Compliance rates are monitored, and statistics and trends are distributed to managers on a quarterly basis. In 2023, the Office for the Coordination of Humanitarian Affairs will continue to implement measures to improve the compliance rate for air tickets, including: (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); and (c) undertaking communications to staff and managers to raise awareness of the requirement.

Table 27.23
Compliance rate

(Percentage)

	<i>Actual 2019</i>	<i>Actual 2020</i>	<i>Actual 2021</i>	<i>Planned 2022</i>	<i>Planned 2023</i>
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	68	22	16	100	100

- 27.102 The proposed regular budget resources for 2023 amount to \$1,901,700 and reflect no change compared with the appropriation for 2022. Additional details on the distribution of the proposed resources for 2023 are reflected in table 27.24 and figure 27.XII.

Table 27.24
Executive direction and management: evolution of financial and post resources

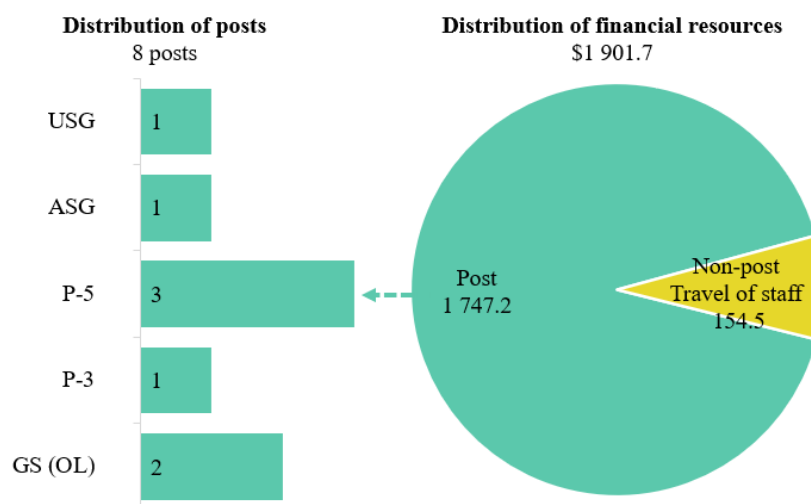
(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 743.5	1 747.2	—	—	—	—	—	1 747.2
Non-post	172.0	154.5	—	—	—	—	—	154.5
Total	1 915.5	1 901.7	—	—	—	—	—	1 901.7
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 2023 (before recosting)

(Number of posts/thousands of United States dollars)

**Extrabudgetary resources**

- 27.103 Extrabudgetary resources for the component are estimated at \$7,895,800 and would provide for 12 posts (2 P-5, 3 P-4, 3 P-3, 1 P-2 and 3 General Service (Other level)), as well as non-post resources. The resources would support the Under-Secretary-General and the Assistant Secretary-General in fulfilling their roles in providing overall direction and policy guidance, and facilitation of access to emergency areas for the rapid delivery of humanitarian assistance; and consulting with the donor community and other interested States on issues related to the provision of emergency humanitarian assistance. The resources would also support the coordination of the international community's response to disasters and emergencies and support the Emergency Relief Coordinator in undertaking humanitarian diplomacy with Governments of affected countries. The resources would also be used for servicing inter-agency meetings, meetings of the Inter-Agency Standing Committee and its working groups and meetings of the Executive Committee on Humanitarian Affairs. The decrease of \$203,300 is attributable to the redeployment of one Humanitarian Affairs Officer (P-4) to subprogramme 2 owing to the abolishment of the Organizational Development Unit.

2. United Nations Monitoring Mechanism for the Syrian Arab Republic

- 27.104 The role and functions of the United Nations Monitoring Mechanism for the Syrian Arab Republic were defined by the Security Council in resolution [2165 \(2014\)](#), in which the Council authorized the United Nations humanitarian agencies and their implementing partners to use the Syrian border crossings of Bab al-Salam and Bab al-Hawa with Turkey, Ya'rubiyah with Iraq and Ramtha with Jordan in order to ensure that humanitarian assistance reaches people in need throughout the Syrian Arab Republic through the most direct routes, with notification to the Syrian authorities.
- 27.105 The Mechanism monitors, with the consent of the relevant neighbouring country of the Syrian Arab Republic, the loading of all humanitarian relief consignments of the United Nations humanitarian agencies and their implementing partners at the relevant United Nations facilities and any subsequent opening of the consignments by the customs authorities of the relevant neighbouring country, for passage into the Syrian Arab Republic, in order to confirm the humanitarian nature of the relief consignments. Following the decision of the Security Council to exclude the border crossings of Ramtha, Ya'rubiyah and Bab al-Salam from the list of authorized crossings, in its resolutions [2504 \(2020\)](#) and [2533 \(2020\)](#) and reaffirmed most recently in resolution [2585 \(2021\)](#), the United Nations agencies and their implementing partners rely on the border crossing of Bab al-Hawa to send humanitarian assistance into the Syrian Arab Republic until 10 July 2022. Accordingly, the

Mechanism monitors the loading of the United Nations relief consignments and their passage into the Syrian Arab Republic through that crossing exclusively, provides monthly briefings to the Council and reports on a regular basis, at least every 60 days, on the implementation of the resolutions. The latest report (S/2021/1029) is dated 15 December 2021. The Mechanism is comprised of the Office of the Chief, the Monitoring Team and the Support and Security Unit, which are based in Gaziantep, Turkey, and is supported by a Liaison Officer in New York.

- 27.106 The proposed regular budget resources for the United Nations Monitoring Mechanism for the Syrian Arab Republic for 2023 under this component amount to \$2,116,900 and include 16 general temporary assistance positions (1 D-1, 2 P-4, 3 P-3, 3 P-2, 1 National Professional Officer and 6 Local level) and 3 United Nations Volunteers. The proposal reflects no change compared with the appropriation for 2022. Additional details on the distribution of the proposed resources are reflected in table 27.25 and figure 27.XIII.

Table 27.25

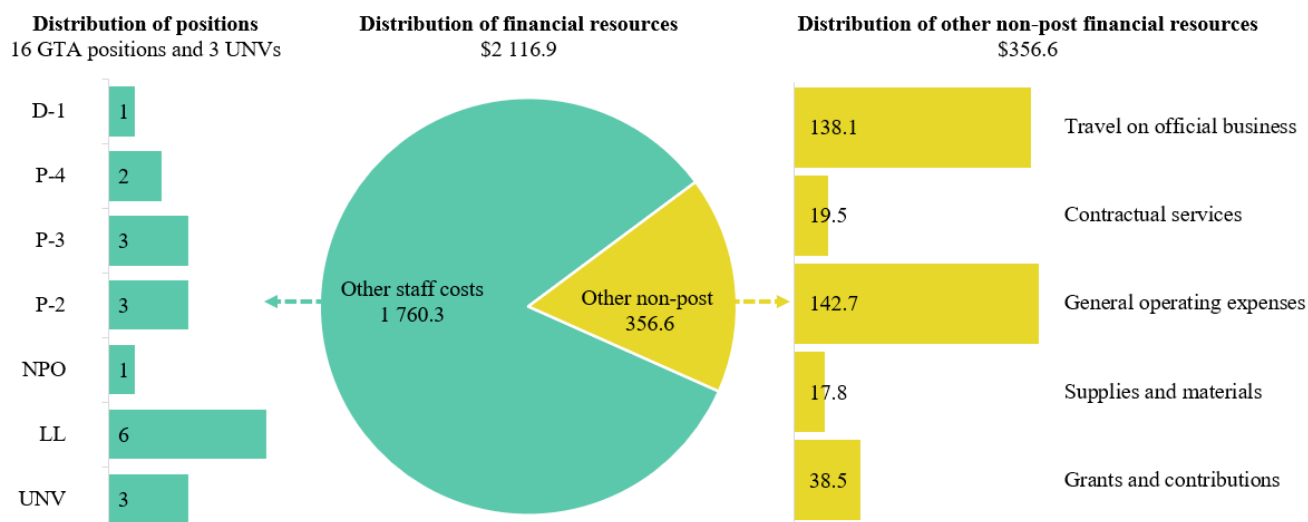
United Nations Monitoring Mechanism for the Syrian Arab Republic: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Non-post	1 891.3	2 116.9	–	–	–	–	–	2 116.9
Total	1 891.3	2 116.9	–	–		–	–	2 116.9
General temporary assistance by category and UNV								
Professional and higher		9	–	–	–	–	–	9
General Service and related		7	–	–	–	–	–	7
UNV		3	–	–	–	–	–	3
Total		19	–	–	–	–	–	19

Figure 27.XIII
United Nations Monitoring Mechanism for the Syrian Arab Republic: distribution of proposed resources for 2023 (before recosting)

(Number of positions/thousands of United States dollars)



Programme of work

Subprogramme 1 Policy and analysis

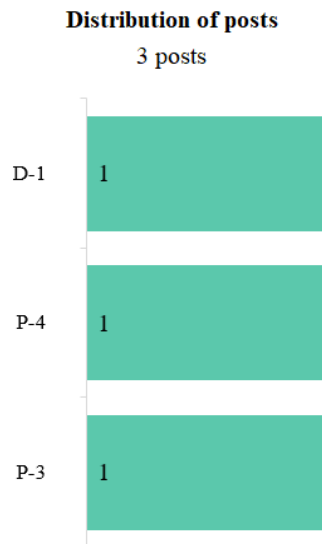
27.107 The proposed regular budget resources for 2023 amount to \$653,500 and reflect no change compared with the appropriation for 2022. Additional details on the distribution of the proposed resources for 2023 are reflected in table 27.26 and figure 27.XIV.

Table 27.26
Subprogramme 1: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	526.8	653.5	—	—	—	—	—	653.5
Total	526.8	653.5	—	—	—	—	—	653.5
Post resources by category								
Professional and higher		3	—	—	—	—	—	3
Total		3	—	—	—	—	—	3

Figure 27.XIV
Subprogramme 1: distribution of proposed resources for 2023 (before recosting)
(Number of posts)



Extrabudgetary resources

- 27.108 Extrabudgetary resources for the subprogramme are estimated at \$1,034,900 and would provide for four posts (two P-4, one P-3 and one General Service (Other level)), as well as non-post resources. The resources would provide for the servicing of meetings, seminars, workshops and training events tailored to improve the strategic and operational coherence of the humanitarian response. They would also provide for technical materials, such as strategy papers, policy tools and guidance notes for humanitarian agencies, to support the strengthening and further development of a humanitarian policy agenda; and advance the protection of civilians agenda in the Security Council. The resources would further provide for the production of access assessments in times of humanitarian crisis and the organization of events with academic institutions and NGOs to promote humanitarian assistance and establish and sustain humanitarian access.

Subprogramme 2
Coordination of humanitarian action and emergency response

- 27.109 The proposed regular budget resources for 2023 amount to \$5,722,000 and reflect no change compared with the appropriation for 2022. Additional details on the distribution of the proposed resources for 2023 are reflected in table 27.27 and figure 27.XV.

Table 27.27

Subprogramme 2: evolution of financial and post resources

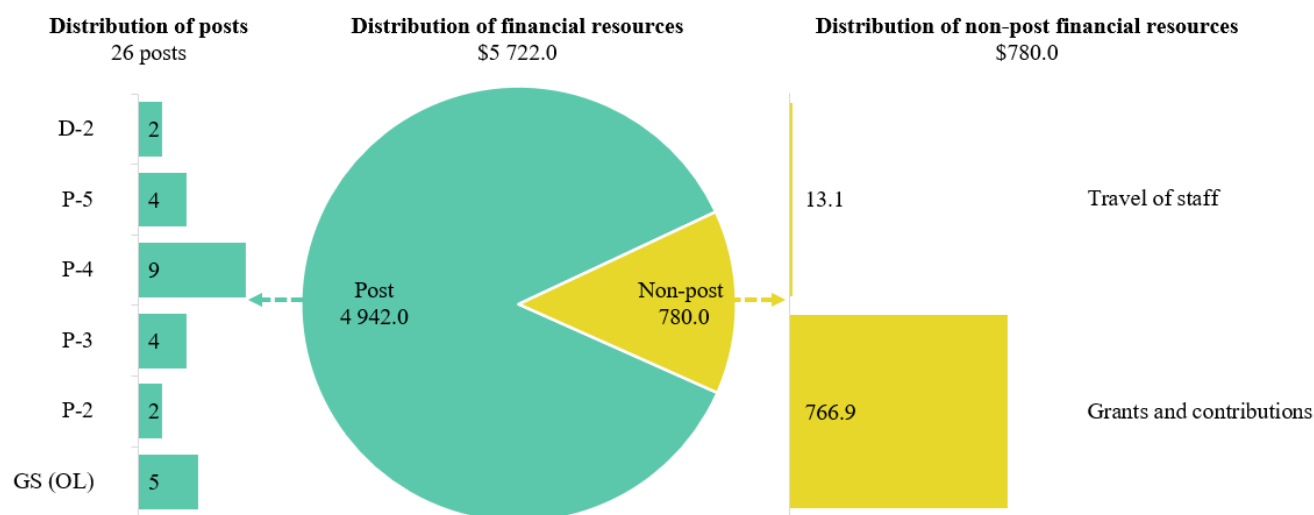
(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	4 941.5	4 942.0	—	—	—	—	—	4 942.0
Non-post	620.1	780.0	—	—	—	—	—	780.0
Total	5 561.6	5 722.0	—	—	—	—	—	5 722.0
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 2023 (before recosting)

(Number of posts/thousands of United States dollars)


Extrabudgetary resources

- 27.110 Extrabudgetary resources for the subprogramme are estimated at \$257,647,200 and would provide for 1,788 posts (30 D-1, 74 P-5, 212 P-4, 229 P-3, 24 P-2, 529 National Professional Officer, 26 General Service (Other level) and 664 Local level), as well as non-post resources. The resources would provide for the servicing of meetings, seminars, workshops and training events to ensure a coherent, effective and timely humanitarian response to alleviate human suffering in natural disasters and complex emergencies. The resources would also provide for consultations, advice and advocacy to support effective planning of future emergencies and natural disasters and strengthen contingency funding arrangements. The resources would continue to support the Emergency Relief Coordinator in coordinating the international community's response to complex emergencies and natural disasters. This includes creating more predictable funding to enable a prompt response to new or rapidly deteriorating crises, including through the further strengthening of the Central Emergency

Response Fund and other pooled fund mechanisms; strengthening humanitarian coordination on the ground; and enhancing preparedness activities, including by looking at the humanitarian implications of climate change. Extrabudgetary resources would also be used to fund donor meetings, including informal briefings and consultations with Member States on specific emergency situations and the financing of humanitarian requirements, process grants for new and protracted emergencies by the Central Emergency Response Fund, manage the roster of potential resident and humanitarian coordinators, conduct humanitarian assessment and strategy-building missions to review humanitarian needs and design appropriate response strategies, support inter-agency assessment and strategy-building missions to review field coordination arrangements, provide training on the humanitarian programme cycle for humanitarian partners and prepare technical materials on the consolidated appeals process. The increase of \$203,300 is attributable to the redeployment of one Humanitarian Affairs Officer (P-4) from executive direction and management owing to the abolishment of the Organizational Development Unit.

Subprogramme 3 Disaster risk reduction

- 27.111 The proposed regular budget resources for 2023 amount to \$1,341,400 and reflect no change in the resource level compared with the appropriation for 2022. Additional details on the distribution of the proposed resources in 2023 are reflected in table 27.28 and figure 27.XVI.

Table 27.28

Subprogramme 3: evolution of financial and post resources

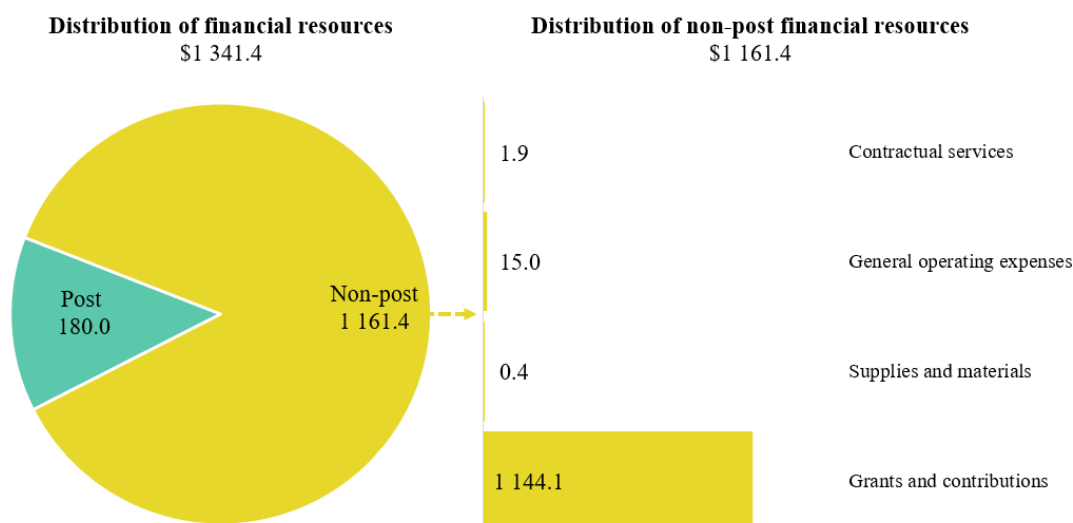
(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	230.5	180.0	—	—	—	—	—	180.0
Non-post	1 079.3	1 161.4	—	—	—	—	—	1 161.4
Total	1 309.8	1 341.4	—	—	—	—	—	1 341.4
Post resources by category								
Professional and higher								
D-1		1	—	—	—	—	—	1
Total		1	—	—	—	—	—	1

Figure 27.XVI

Subprogramme 3: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)


Extrabudgetary resources

- 27.112 The United Nations Office for Disaster Risk Reduction receives extrabudgetary contributions, which complement regular budget resources for the delivery of its mandate. In 2023, projected extrabudgetary resources in the amount of \$50,073,000 will be focused on providing technical assistance, capacity development and policy guidance to support the implementation of the Sendai Framework for Disaster Risk Reduction 2015–2030 and would provide for 116 posts (1 Assistant Secretary-General, 1 D-2, 3 D-1, 11 P-5, 27 P-4, 33 P-3, 2 P-2, 1 General Service (Principal level), 13 General Service (Other level), 17 (Local level) and 7 National Professional Officer), as well as non-post requirements. The estimated level of resources for 2023 reflects the level of anticipated voluntary contributions for the continuation of extrabudgetary activities, in line with the United Nations Office for Disaster Risk Reduction work programme for 2022–2023. The decrease of \$9,254,000 relates mainly to the removal of resources to support the seventh session of the Global Platform for Disaster Risk Reduction scheduled to be held in Indonesia in May 2022. The Global Platform takes place once every three years.

**Subprogramme 4
Emergency support services**

- 27.113 The proposed regular budget resources for 2023 amount to \$3,286,800 and reflect a decrease of \$27,900 compared with the appropriation for 2022. The proposed decrease is explained in paragraph 27.94 (a). Additional details on the distribution of the proposed resources for 2023 are reflected in table 27.29 and figure 27.XVII.

Table 27.29

Subprogramme 4: evolution of financial and post resources

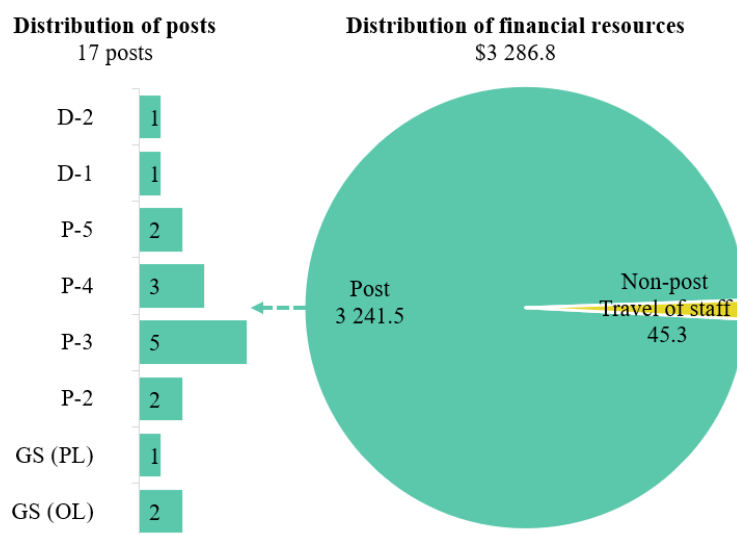
(Thousands of United States dollars/number of posts)

	Changes							2023 estimate (before recosting)
	2021 expenditure	2022 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	3 482.4	3 269.4	—	—	(27.9)	(27.9)	(0.9)	3 241.5
Non-post	40.1	45.3	—	—	—	—	—	45.3
Total	3 522.5	3 314.7	—	—	(27.9)	(27.9)	(0.8)	3 286.8
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 2023 (before recosting)

(Number of posts/thousands of United States dollars)

**Extrabudgetary resources**

- 27.114 Extrabudgetary resources for the subprogramme are estimated at \$26,153,200 and would provide for 106 posts (2 D-1, 11 P-5, 35 P-4, 26 P-3, 2 P-2, 10 National Professional Officer, 17 General Service (Other level) and 3 Local level), as well as non-post resources. The resources would provide for seminars, workshops and training events in order to expedite international humanitarian assistance to victims of emergencies and natural disasters. They would cover capacity-building activities, including on search and rescue methodology, to promote the membership of developing and disaster-prone countries in emergency response networks. The resources would also be used to strengthen interoperability initiatives among national, regional and international response mechanisms for more integrated international assistance in support of a Member State affected by a natural disaster.

Subprogramme 5

Humanitarian emergency information and advocacy

27.115 The proposed regular budget resources for 2023 amount to \$1,782,400 and reflect no change in the resource level compared with the appropriation for 2022. Additional details on the distribution of the proposed resources for 2023 are reflected in table 27.30 and figure 27.XVIII.

Table 27.30

Subprogramme 5: evolution of financial and post resources

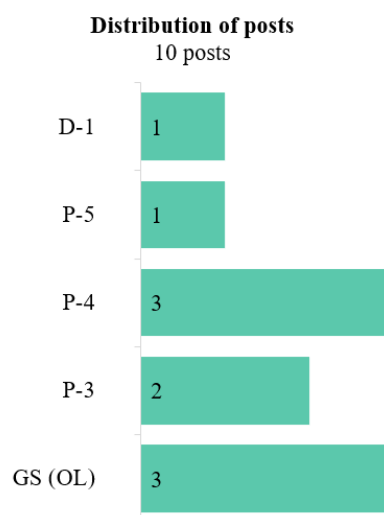
(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage		
Financial resources by main category of expenditure									
Post	1 794.1	1 782.4	—	—	—	—	—	1 782.4	
Total	1 794.1	1 782.4	—	—	—	—	—	1 782.4	
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 2023 (before recosting)

(Number of posts)



Extrabudgetary resources

- 27.116 Extrabudgetary resources for the subprogramme are estimated at \$17,961,100 and would provide for 67 posts (1 D-1, 5 P-5, 20 P-4, 20 P-3, 1 P-2, 4 National Professional Officer, 8 General Service (Other level) and 8 Local level), as well as non-post resources. The resources would enable advocacy of humanitarian principles and international humanitarian law and provide timely and reliable information on unfolding emergencies and natural disasters, including through expanded networks, coverage and reach.

Programme support

- 27.117 The Executive Office is comprised of the Human Resources Section, the Supply Chain and Procurement Section, the Duty of Care, Learning and Development and Staff Welfare Unit and the Strategic Planning, Budget and Finance Section.
- 27.118 The Executive Office oversees the financial, human resources, procurement of goods and services and general administrative aspects. It supports senior management in formulating policies and instructions, including on financial management, workforce planning, staff rostering, duty of care, learning, development and staff welfare, organization risk management, business continuity planning and risk registry and internal controls. It coordinates departmental programme budgets and presentations to legislative bodies. It will continue to 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.
- 27.119 The proposed regular budget resources for 2023 amount to \$1,739,400 and reflect an increase of \$27,900 compared with the appropriation for 2022. The proposed increase is explained in paragraph 27.94 (b). Additional details on the distribution of the proposed resources for 2023 are reflected in table 27.31 and figure 27.XIX.

Table 27.31

Programme support: evolution of financial and post resources

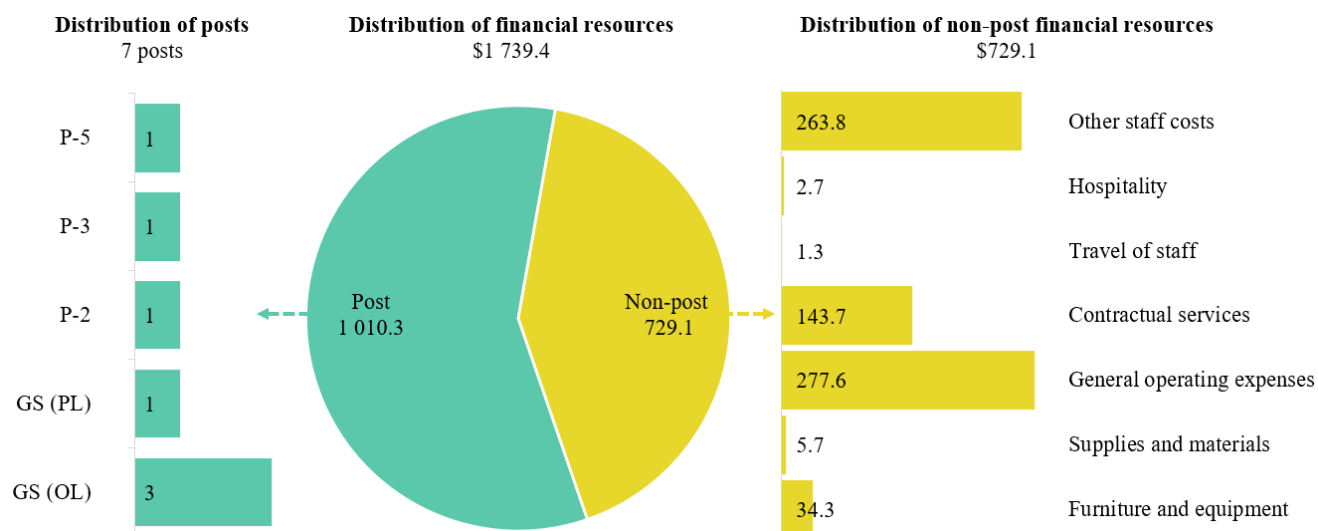
(Thousands of United States dollars/number of posts)

	Changes							2023 estimate (before recosting)
	2021 expenditure	2022 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	923.3	1 010.3	—	—	—	—	—	1 010.3
Non-post	633.2	701.2	—	—	27.9	27.9	4.0	729.1
Total	1 556.5	1 711.5	—	—	27.9	27.9	1.6	1 739.4
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 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

- 27.120 Extrabudgetary resources for the component are estimated at \$26,974,500 and would provide for 92 posts (1 D-1, 2 P-5, 18 P-4, 32 P-3, 2 National Professional Officer, 1 General Service (Principal level), 31 General Service (Other level) and 5 Local level), as well as non-post resources. The resources would allow the component to oversee financial, human resources and general administration of the Office for the Coordination of Humanitarian Affairs.

Annex I

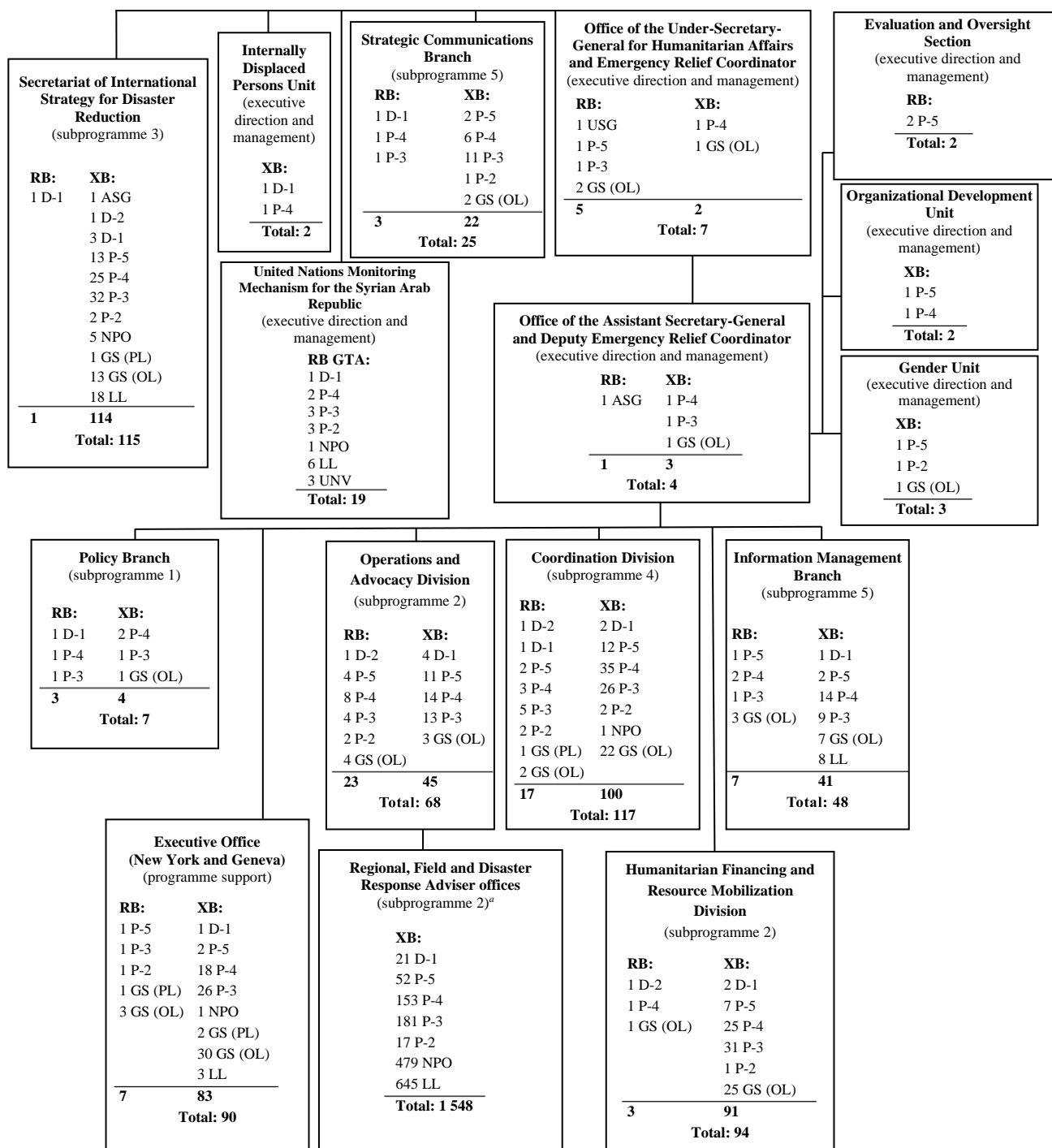
Organizational structure and post distribution for 2023

Two charts showing the organizational structure of the Office for the Coordination of Humanitarian Affairs are presented below. Chart A reproduces the approved organizational structure for 2022, as contained in document [A/76/6 \(Sect. 27\)](#). Chart B presents the proposed organizational structure for 2023.

Justification for the proposed changes

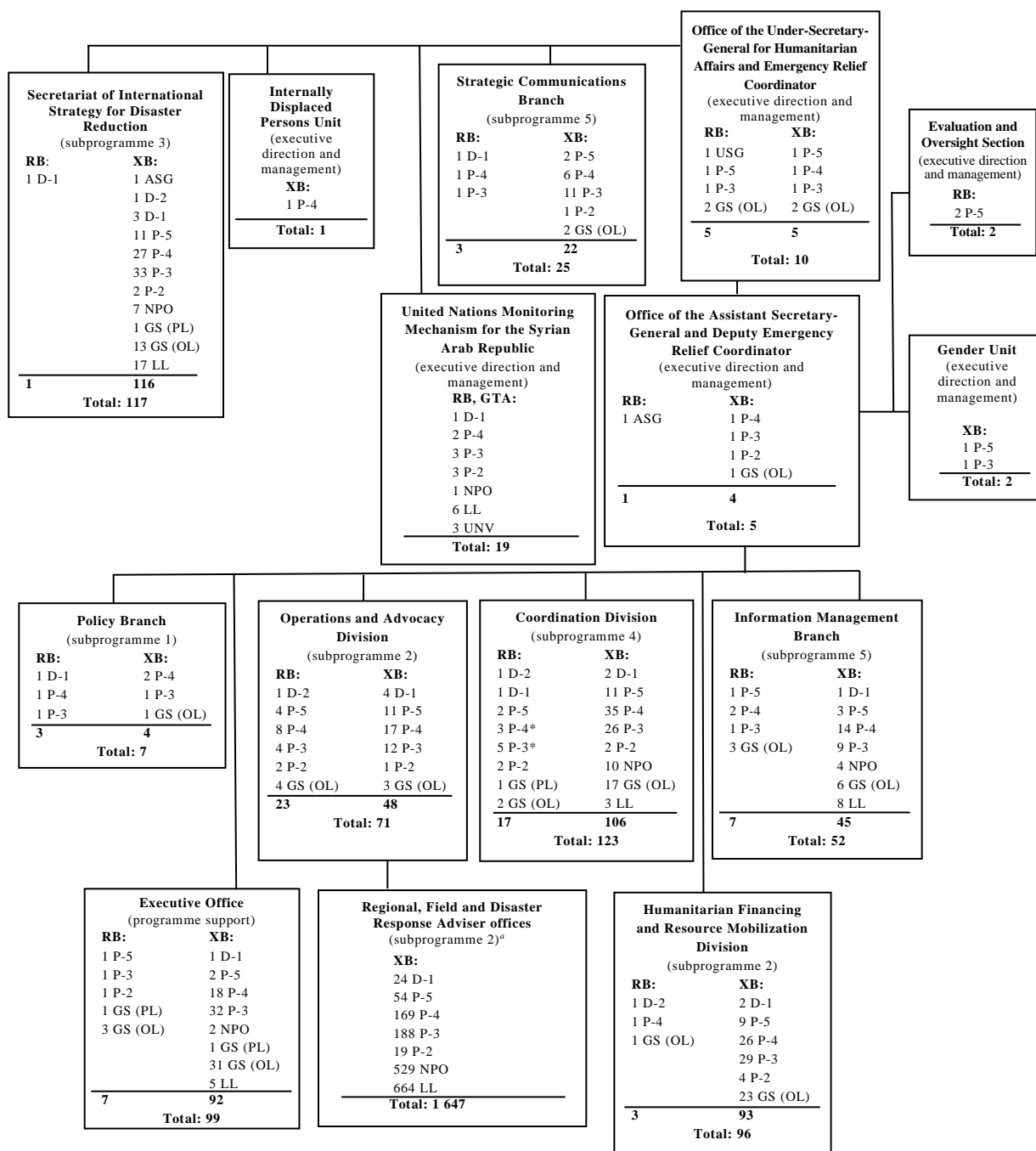
The Organizational Development Unit, which comprised two extrabudgetary funded posts (one P-5 and one P-4), was abolished in November 2021 as a result of the reprioritization of operational needs. A Humanitarian Affairs Officer (P-5) was redeployed to the Office of the Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator under executive direction and management to continue to support the Under-Secretary-General and the Assistant Secretary-General on various humanitarian matters, including the functions of organizational development and structural reviews. Another Humanitarian Affairs Officer (P-4) was redeployed to the Operations and Advocacy Division under subprogramme 2 to support the additional capacity requirements of the subprogramme.

A. Approved organizational structure and post distribution for 2022



^a Includes field office local positions (National Professional Officer and Local level) administered by the United Nations Development Programme on behalf of the Office for the Coordination of Humanitarian Affairs.

B. Proposed organizational structure and post distribution for 2023



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

^a The proposed redeployments (geographical), explained in paragraph 27.94 above, are presented entirely within the Regional Offices organizational unit of the organization chart and do not entail a change in the organizational structure.

^b Includes field office local positions (National Professional Officer and Local level) administered by the United Nations Development Programme on behalf of the Office for the Coordination of Humanitarian Affairs.

Annex II

Summary of proposed post changes, by component and subprogramme

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Subprogramme 4	–	P-4	Redeployment (geographical) of 2 posts of Humanitarian Affairs Officer (1 P-4 and 1 P-5) from Geneva to Istanbul	To support the increasing demand for support from the Office for the Coordination of Humanitarian Affairs in the field, and its plan to become a more effective, decentralized and field-focused office. The redeployment of the two posts would strengthen policy and strategic planning and training capabilities in Istanbul and would allow the Civil Military Coordination Service to support its clients more effectively by being able to plan and respond better owing to its closer proximity to the field. The proposed redeployments (geographical) are presented entirely within the Regional Offices organizational unit of the organization chart (see annex I) and do not entail a change in the placement of the posts within the organizational structure.
	–	P-3		