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Proposed programme budget for 2024

Programme planning

Proposed programme budget for 2024

Part VI

Humanitarian assistance

Section 27

Humanitarian assistance

Programme 23

Humanitarian assistance

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* A/78/50.

** In keeping with paragraph 10 of General Assembly resolution 77/267, the part consisting of the programme plan and programme performance information (part II) is submitted through the Committee for Programme and Coordination for the consideration of the Assembly.



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*** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the post and non-post resource requirements (part III) is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the Assembly.

I. Office for the Coordination of Humanitarian Affairs

Foreword

In 2023, a projected 339 million people worldwide will need humanitarian assistance, a significant increase in the number of people in need, up from 326 million in 2022. This trend is likely to continue in 2024, given that the number of people in need of assistance has grown every year since 2013, driven in large part by three factors: the compounding effects of health epidemics; armed conflicts; and the crisis of climate change.

In 2022, the above-mentioned factors, including the ongoing implications of the coronavirus disease (COVID-19) and cholera outbreaks, caused record levels of hunger and displacement and exacerbated poverty. It also led to an unprecedented loss of life, the destruction of civilian infrastructure, the disruption of supply chains and limited access to basic necessities, including food, water, sanitation and hygiene, shelter, health care, education and protection. As a result, 1 of every 23 people in the global population is currently in need of humanitarian assistance, which is more than double the number from just four years ago.

The current United Nations coordinated humanitarian response plan for 2023 is intended to reach 230 million of the most vulnerable people, in particular women and children, across 69 countries, at a cost of \$51.5 billion. The plan is intended to prioritize the prevention of famine and extreme hunger; provide humanitarian assistance to meet nutrition, health, shelter, education, water and sanitation and protection needs; and increase participation of local and national actors in humanitarian responses. However, this is not enough. With the situation likely to worsen in 2024, we have a duty to act quickly to reduce the number of people who need humanitarian assistance.

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

A. Proposed programme plan for 2024 and programme performance in 2022

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 32 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 339 million people in need of humanitarian assistance in 2023 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.

Strategy and external factors for 2024

- 27.2 In 2022, several compounding shocks created a rise in vulnerability worldwide, with 222 million people experiencing food insecurity, the largest global food crises in history. In addition, forced displacement continued to increase, with 103 million people, or 1 per cent of the global population, displaced. Armed conflicts continued to take a heavy toll on civilians, and climate change exacerbated existing humanitarian crises. The lingering effects of the COVID-19 pandemic, coupled with outbreaks of monkeypox, cholera and Ebola, contributed to the overstretching of health-care systems and to the erosion of progress in achieving the Sustainable Development Goal of good health and well-being by 2030.
- 27.3 In the face of these challenges, the Office 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.
- 27.4 With regard to cooperation with other entities at the global, regional, national and local levels, the Office 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.
- 27.5 With regard to inter-agency coordination and liaison, the Office 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 people in vulnerable situations and that minimize the duplication and gaps in response efforts.

- 27.6 With regard to the external factors, the overall plan for 2024 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.
- 27.7 The Office 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, and its senior advisers were deployed in support of humanitarian coordinators and humanitarian country teams. In 2024, 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.
- 27.8 The Office 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 will promote 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.
- 27.9 In line with the United Nations Disability Inclusion Strategy, the Office will work to make 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 inclusion of persons with disabilities in humanitarian data as a means to achieving an effective identification and response to their needs and rights in humanitarian settings, for more inclusive humanitarian programming.
- 27.10 As described in further detail under paragraph 27.105 below, subprogramme 3, Disaster risk reduction, has been reflected as a separate component of programme 23. Accordingly, subprogramme 4, Emergency support services, and subprogramme 5, Humanitarian emergency information and advocacy, have been renumbered as subprogrammes 3 and 4, respectively.

Impact of the pandemic and lessons learned

- 27.11 The continuation of the COVID-19 pandemic into 2022 had an impact on the implementation of mandates, in particular travel restrictions, which impeded the ability to identify and establish relationships with additional private sector partners in countries at risk of natural disasters, which, in turn, had an impact on the planned results under subprogramme 3. In other cases, virtual formats were adopted. For example, the 2022 Global Humanitarian Policy Forum was conducted virtually, which enabled the engagement of approximately 6,000 participants from across all regions
- 27.12 The Office continues to mainstream lessons learned and best practices related to the adjustments to and adaptation of the programme owing to the COVID-19 pandemic, including through mainstreaming the health precautions into humanitarian programming to ensure the safety of the people whom the Office serves, as well as by increasing private sector engagement before, during and after emergencies, increasing the scale and effectiveness of the humanitarian response in a coordinated manner, and recognizing that local response mechanisms are essential in situations such as the COVID-19 pandemic.

Legislative mandates

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

General Assembly resolutions

46/182; 77/28	Strengthening of the coordination of humanitarian emergency assistance of the United Nations	70/1	Transforming our world: the 2030 Agenda for Sustainable Development
47/120 A and B	An Agenda for Peace: preventive diplomacy and related matters	72/305	Review of the implementation of General Assembly resolution 68/1 on the strengthening of the Economic and Social Council
52/12	Renewing the United Nations: a programme for reform	74/114	Persistent legacy of the Chernobyl disaster
52/167	Safety and security of humanitarian personnel	74/306	Comprehensive and coordinated response to the coronavirus disease (COVID-19) pandemic
60/1	2005 World Summit Outcome		
62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system	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
63/147	New international humanitarian order	76/167	Protection of and assistance to internally displaced persons
67/226; 75/233	Quadrennial comprehensive policy review of operational activities for development of the United Nations system	77/28	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
68/1	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council	77/29	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)	77/31	Safety and security of humanitarian personnel and protection of United Nations personnel
		77/199	Assistance to refugees, returnees and displaced persons in Africa

Economic and Social Council resolution

2022/10	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
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Security Council resolutions

1265 (1999)	2636 (2022)
1894 (2009)	2640 (2022)
2222 (2015)	2643 (2022)
2286 (2016)	2656 (2022)
2417 (2018)	2657 (2022)
2474 (2019)	2659 (2022)
2475 (2019)	2660 (2022)
2532 (2020)	2662 (2022)
2573 (2021)	2664 (2022)
2615 (2021)	2669 (2022)
2616 (2021)	2670 (2022)
2625 (2022)	2672 (2023)
2626 (2022)	
2631 (2022)	

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	73/195	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
		77/198	Office of the United Nations High Commissioner for Refugees
62/134	Eliminating rape and other forms of sexual violence in all their manifestations, including in conflict and related situations		

Subprogramme 2
Coordination of humanitarian action and emergency response

General Assembly resolutions

68/129	Assistance to survivors of the 1994 genocide in Rwanda, particularly orphans, widows, and victims of sexual violence	77/30	Assistance to the Palestinian people
77/10	The situation in Afghanistan		

Security Council presidential statement

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

Subprogramme 3 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		

Subprogramme 4 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

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

Table 27.1

Cross-cutting deliverables for the period 2022–2024, by category and subcategory

Category and subcategory	2022 planned	2022 actual	2023 planned	2024 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

- 27.15 The inter-agency evaluation of the humanitarian response in Yemen, conducted by the Office and completed in 2022, has guided the proposed programme plan for 2024.
- 27.16 The results and lessons of the evaluation referenced above have been taken into account for the proposed programme plan for 2024. For example, the Office will focus on key areas outlined in the findings of the evaluation, including analysis, advocacy, funding, coordination, quality of response and partnerships, together with other Inter-Agency Standing Committee partners as outlined in the humanitarian country team's management response plan. In addition, the Office will support increased funding and capacity-building for national non-governmental organizations (NGOs) and strengthen their participation in humanitarian decision-making structures. The Office will also promote humanitarian access through the creation of common data-sharing protocols and joint inter-agency beneficiary targeting criteria.

- 27.17 The following evaluations to be conducted by the Office are planned for 2024:
- (a) Evaluation of the Office's efforts to promote gender equality and the empowerment of women and girls through humanitarian planning and response;
 - (b) Inter-agency evaluation of the humanitarian response in Somalia.

Programme of work

Subprogramme 1 Policy and analysis

Objective

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

Strategy

- 27.19 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 and the innovative use of new and emerging technologies in the humanitarian field, and take 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;
- 27.20 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 applying innovative solutions for humanitarian operations.

Programme performance in 2022

Humanitarian practitioners and policymakers have access to timely information to adapt to challenges facing the humanitarian operating environment

- 27.21 The subprogramme provided context and trends analysis that informed planning processes of the humanitarian community in 2022 and beyond. The analysis identified trends that affected humanitarian needs and shaped humanitarian action, including the crisis of climate change, slow and uneven economic growth, widening inequality, increasing instability and armed conflicts, pandemics and disease outbreaks. In response to those emerging trends, the subprogramme supported cross-functional and inter-agency coordinated analysis in support of response planning and programming of the humanitarian community. The subprogramme published the findings and recommendations related to the growing humanitarian impact of climate change, identifying transformational shifts for the humanitarian system, including on issues such as advocacy and communication; analysis and planning; humanitarian financing and programming; coordination and partnerships; and operational readiness.

27.22 Progress towards the objective is presented in the performance measure below (see table 27.2).

Table 27.2
Performance measure

2020 (actual)	2021 (actual)	2022 (actual)
—	—	Member States and the humanitarian community have access to findings and recommendations related to global trends affecting humanitarian needs, informing their further analysis, planning and programming of humanitarian action

Planned results for 2024

Result 1: consolidated analysis for more focused evidence-based policy discussions and analysis

Programme performance in 2022 and target for 2024

- 27.23 The subprogramme's work contributed to an increased uptake of Global Humanitarian Policy Forum research findings and recommendations in the policy agenda for the humanitarian community, which met the planned target, with more than 6,000 participants from 145 countries (75 per cent from the global South) in the Forum in 2022, representing a 200 per cent increase in participation compared with 2021. Research findings and recommendations covered issues related to access and humanitarian diplomacy, the impact of climate change on humanitarian action and the humanitarian implications of risks in the use of information and communications technology (ICT).
- 27.24 Progress towards the objective and the target for 2024 are presented in the performance measure below (see table 27.3).

Table 27.3
Performance measure

2020 (actual)	2021 (actual)	2022 (actual)	2023 (planned)	2024 (planned)
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	Humanitarian community in 4 countries supports the development of guidance and best practices to address pressing challenges and policy priorities to strengthen humanitarian assistance and provide people-centred solutions

Result 2: strengthened humanitarian assistance to address the growing impacts of the crisis of climate change

Programme performance in 2022 and target for 2024

- 27.25 The subprogramme's work contributed to the development of policies and strategies to mitigate future impacts of the crisis of climate change on communities, which met the planned target.
- 27.26 Progress towards the objective and the target for 2024 are presented in the performance measure below (see table 27.4).

Table 27.4

Performance measure

2020 (actual)	2021 (actual)	2022 (actual)	2023 (planned)	2024 (planned)
—	Increased awareness by stakeholders of the growing crisis of climate change and its impact on the humanitarian crisis	Policies and strategies were developed by various stakeholders to adapt humanitarian action to the growing urgency of the crisis of climate change, for example, the call by the Inter-Agency Standing Committee for increased investment in building resilience and adaptation for the most vulnerable and worst affected, and concrete action and increased finance to avert, minimize and address losses and damages	<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 crisis of climate change on their communities 	Humanitarian policies and strategies in 4 specific country contexts that contribute to community resilience, including resilience to adverse climate events

Result 3: collective solutions for the protection of the humanitarian operating environment against emerging risks

Proposed programme plan for 2024

- 27.27 In 2022, the Global Humanitarian Policy Forum included a panel discussion that explored the main risks associated with the use of ICT to humanitarian action, its impact and the state of preparedness of humanitarian organizations to face data protection challenges.

Lessons learned and planned change

- 27.28 The lesson for the subprogramme was the need to strengthen humanitarian actors' data protection against risks associated with the use of ICT. Inadequate policies and practices, digital infrastructure, and training and oversight are a few of the factors contributing to low ICT protective measures. In

applying the lesson, the subprogramme will conduct research and analysis to examine issues related to the safe use of ICT and, on the basis of evidence gathered, will work with partners to advocate improved protection of humanitarian data and operations against risks associated with the use of ICT, in line with the principles of neutrality, impartiality and independence. The focus of future thematic research, analysis and recommendations for the protection of the humanitarian operating environment against emerging risks will be determined on the basis of the evolving landscape.

- 27.29 Expected progress towards the objective is presented in the performance measure below (see table 27.5)

Table 27.5
Performance measure

2020 (actual)	2021 (actual)	2022 (actual)	2023 (planned)	2024 (planned)
Increased awareness by the humanitarian community 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	Member States and the humanitarian community discuss risks associated with the use of ICT	Identification of gaps in the protection of the humanitarian operating environment against risks associated with the use of ICT	Humanitarian community begins to develop collective solutions to address gaps in the protection of the humanitarian operating environment against risks associated with the use of ICT

Deliverables

- 27.30 Table 27.6 lists all deliverables of the subprogramme.

Table 27.6
Subprogramme 1: deliverables for the period 2022–2024, by category and subcategory

Category and subcategory	2022 planned	2022 actual	2023 planned	2024 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	3	3	3	3
Reports:				
1. On the strengthening of the coordination of emergency humanitarian assistance of the United Nations	1	1	1	1
2. On the protection of civilians	1	1	1	1
3. On international cooperation on humanitarian assistance in the field of natural disasters, from relief to development	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	6	12	12	12
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	5	5	5
7. The Economic and Social Council on transition from relief to development	—	2	2	2

Category and subcategory	2022 planned	2022 actual	2023 planned	2024 planned
B. Generation and transfer of knowledge				
Publications (number of publications)	1	1	1	1
8. Global Humanitarian Overview	1	1	1	1
Seminars, workshops, and training events (number of days)	3	3	3	3
9. Workshops on promotion of humanitarian assistance and on addressing humanitarian concerns with academic institutions and non-governmental organizations	3	3	3	3
Technical materials (number of materials)	2	2	2	2
10. On humanitarian assistance in the context of the multidimensional United Nations response to crises	1	1	1	1
11. 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

- 27.31 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

- 27.32 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 the 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 anticipatory approaches and early warning early action systems to prevent and reduce human suffering, especially to disasters related to climate change;
 - (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 sex-, age- and disability-oriented data are taken into account in all aspects of the response.
- 27.33 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) An adequately funded international humanitarian system, to respond to increasingly frequent natural disasters and complex emergencies.

Programme performance in 2022

Reaching more people in need with responsive humanitarian assistance

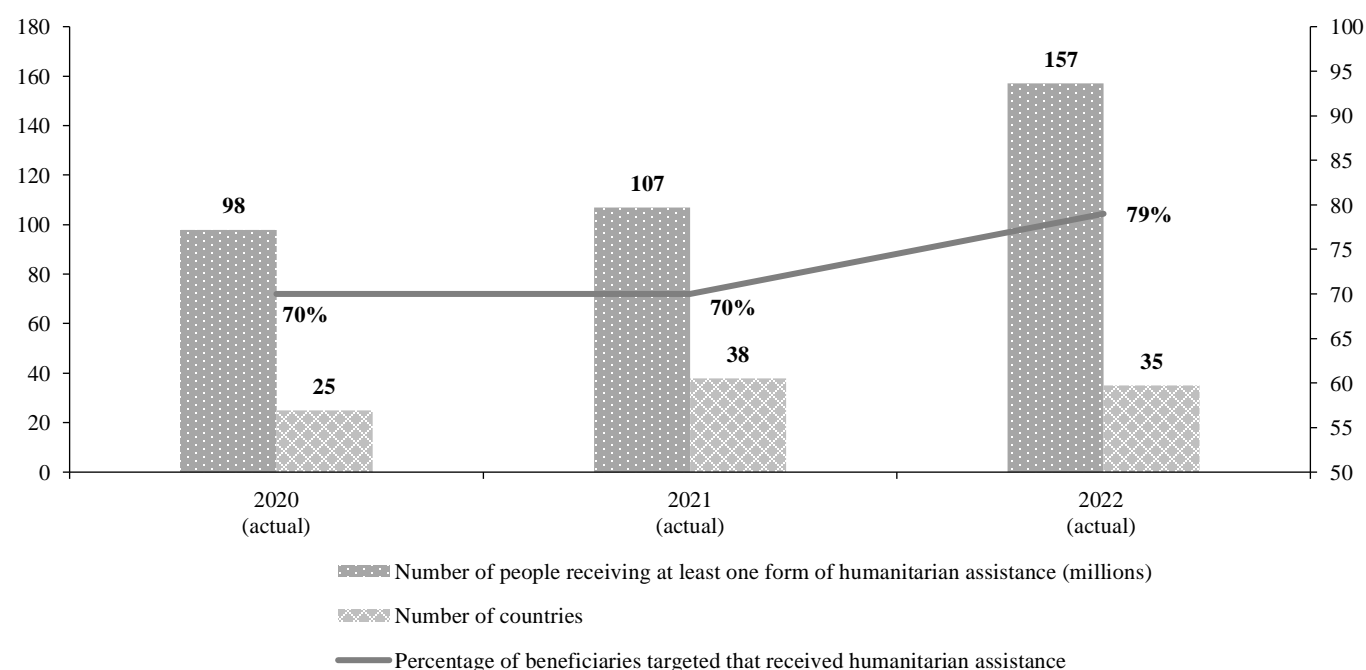
27.34 In 2022, humanitarian crises continued unabated, driven by a mixture of conflict, climate shocks, economic vulnerability, weak health infrastructure and displacement. The subprogramme helped humanitarian partners and the United Nations to organize responses through 35 country plans and 8 regional plans, which enabled a common understanding of the specific humanitarian contexts and collective and coordinated responses. The subprogramme's analysis, guidance and support in operational coordination contributed to humanitarian actors further investing in understanding the needs of affected communities, listening to their priorities and feedback in order to adapt their response. A total of 14.9 million people used feedback mechanisms to share their concerns, make complaints and ask questions. People facing acute food insecurity received time-sensitive food aid and cash assistance. At the same time, families received emergency agriculture and livelihood support, enabling them to produce their own food, thereby diversifying nutrition and building resilience.

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

Figure 27.I

Performance measure: number of people receiving at least one form of humanitarian assistance and number of countries (annual)

(Millions)



Planned results for 2024

Result 1: strengthened humanitarian response planning

Programme performance in 2022 and target for 2024

- 27.36 The subprogramme's work contributed to the improved quality of humanitarian needs analysis and response plans, with humanitarian response plans in 27 countries reflecting priorities based on intersectoral needs analysis, which met the planned target.
- 27.37 Progress towards the objective and the target for 2024 are presented in the performance measure below (see table 27.7).

Table 27.7

Performance measure

2020 (actual)	2021 (actual)	2022 (actual)	2023 (planned)	2024 (planned)
Framework endorsed by the Inter-Agency Standing Committee	Application of new framework for selected humanitarian needs overviews and humanitarian response plans	Humanitarian response plans in 27 countries reflect priorities based on intersectoral needs analysis	100 per cent of humanitarian response plans prioritized based on a joint analysis of needs	100 per cent of humanitarian response plans reflect priorities based on the implementation of the revised joint intersectoral needs analysis framework, which combines sector-specific assessments and demographic and geographical characteristics to identify those most vulnerable according to the severity of their needs

Result 2: increased use of anticipatory approaches and early warning early action systems

Programme performance in 2022 and target for 2024

- 27.38 The subprogramme's work contributed to the increased use of anticipatory approaches by Member States and the humanitarian community, including for floods in Bangladesh, Chad, Nepal and South Sudan, as well as for droughts in Burkina Faso, Ethiopia, the Niger and Somalia, which met the planned target.
- 27.39 Progress towards the objective and the target for 2024 are presented in the performance measure below (see table 27.8).

Table 27.8
Performance measure

2020 (actual)	2021 (actual)	2022 (actual)	2023 (planned)	2024 (planned)
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	Increased use of anticipatory approaches by Member States, for floods in Bangladesh, Chad, Nepal and South Sudan, as well as for droughts in Burkina Faso, Ethiopia, the Niger and Somalia	Continue piloting of anticipatory approaches and early action early warning systems, especially to climate-related natural disasters, considering lessons learned	Anticipatory approaches are used by humanitarian actors in 15 countries to predict and respond to the humanitarian impact of predictable hazards

Result 3: transforming humanitarian programming to improve the delivery of aid to people in need

Proposed programme plan for 2024

- 27.40 The humanitarian programme cycle consists of a set of interlinked tools to assist the Resident and Humanitarian Coordinator and the humanitarian country team to improve the delivery of humanitarian assistance and protection through improved preparation, prioritization, steering and monitoring of the collective response based on evidence. The implementation of the cycle is increasingly challenged by the growing humanitarian needs, complex operating environments, evolving global expectations and mismatch between capacities and resources. There is a need to balance rigorous needs and response analysis with contextual flexibility. The subprogramme has been examining the ways in which coordination mechanisms can continue to be improved.

Lessons learned and planned change

- 27.41 The lesson for the subprogramme was the need to continue to improve planning processes and the humanitarian programme cycle, which would enable humanitarian organizations to have more time to focus on the delivery of humanitarian assistance. In applying the lesson, the subprogramme will review elements of the current cycle and identify ways to streamline the process and simplify elements, such as the consolidation of guidance on cross-cutting issues and improving flexibility and methodology. It is expected that these changes will lead to a simplified, shorter humanitarian programme cycle and outcome documents (humanitarian needs overviews and humanitarian response plans), thereby providing more time to focus on the delivery of humanitarian assistance. The introduction of a revised severity-based intersectoral analysis framework will support improved prioritization within humanitarian response plans to allow for the more accurate targeting of beneficiaries and the more effective allocation of resources. In addition, these improvements will enable increased participation and leadership of affected communities and local and national actors in humanitarian coordination structures and processes.
- 27.42 Expected progress towards the objective is presented in the performance measure below (see table 27.9)

Table 27.9
Performance measure

2020 (actual)	2021 (actual)	2022 (actual)	2023 (planned)	2024 (planned)
—	—	Humanitarian programme cycle facilitation package for 2023, with initial tips on flexibility and streamlining narratives available to the humanitarian community	Revised humanitarian programme cycle 2024 facilitation package available to the humanitarian community, including a new joint intersectoral analysis framework and a consolidation of cross-cutting guidance as elements of the broader humanitarian programme cycle reform	75 per cent of humanitarian country operations report simplified, shorter humanitarian programme cycle processes and improved ability to focus on delivery of humanitarian assistance

Deliverables

27.43 Table 27.10 lists all deliverables of the subprogramme.

Table 27.10
Subprogramme 2: deliverables for the period 2022–2024 by category and subcategory

Category and subcategory	2022 planned	2022 actual	2023 planned	2024 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	—
4. Workshops on international humanitarian law and other emerging issues for resident coordinators/humanitarian coordinators	2	—	2	—
C. Substantive deliverables				
Consultation, advice and advocacy: briefings to the Security Council on specific complex emergency situations; informal 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.				

Category and subcategory	2022 planned	2022 actual	2023 planned	2024 planned
Databases and substantive digital materials: monitoring mechanisms in support of operational partners (e.g., financial tracking systems).				
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 Emergency support services

Objective

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

Strategy

- 27.45 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;
 - (c) Promote the membership of developing and disaster-prone countries in various emergency response networks, including through initiatives such as the International Search and Rescue Advisory Group recognized national accreditation process and external classifications and reclassifications, and the United Nations Disaster Assessment and Coordination Team induction courses;
 - (d) Promote collaboration with various partner organizations, including the private sector, through the Connecting Business initiative, which is managed jointly by the Office for the Coordination of Humanitarian Affairs and the United Nations Development Programme, and United Nations humanitarian civil-military coordination and humanitarian negotiation services; and by continuing to conduct courses and training sessions and meeting regularly with partners through focal points in regional and country offices;
 - (e) 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;

- (f) 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.

27.46 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, ensuring that assistance and protection reach the people who need it most.

Programme performance in 2022

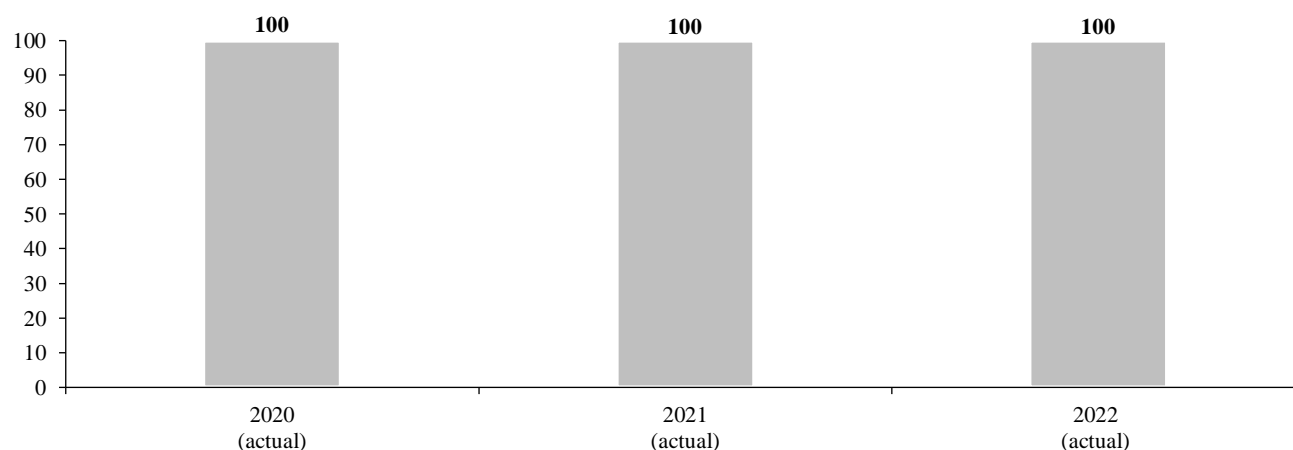
Rapid response to sudden-onset and complex emergencies within 48 hours

- 27.47 In 2022, the subprogramme responded to sudden-onset and complex emergencies in six countries (Afghanistan, Democratic Republic of the Congo, Gambia, Madagascar, Paraguay and Peru) through its United Nations Disaster Assessment and Coordination Team. For example, in Afghanistan a team deployed to support the Office for the Coordination of Humanitarian Affairs Afghanistan country office in response to the earthquake that struck the eastern border region of the country. In Madagascar, following a request from the resident coordinator and Government after tropical cyclone Bastirai, a team deployed to support the Government and humanitarian leadership on the ground on coordination mechanisms and evidence-based needs assessment and analysis. In Peru, following an oil spill and on the basis of a request for technical assistance from the Government, an environmental emergency response team, including environmental experts and United Nations Disaster Assessment and Coordination Team members, was dispatched to advise national authorities on incident management and coordination, rapid socioenvironmental assessments, the review of any existing contingency plans and strengthening emergency preparedness.
- 27.48 Progress towards the objective is presented in the performance measure below (see figure 27.II).

Figure 27.II

Performance measure: requests for international assistance in which United Nations Disaster Assessment and Coordination Teams were mobilized and dispatched to the affected country within 48 hours of receiving the request (annual)

(Percentage)



Planned results for 2024

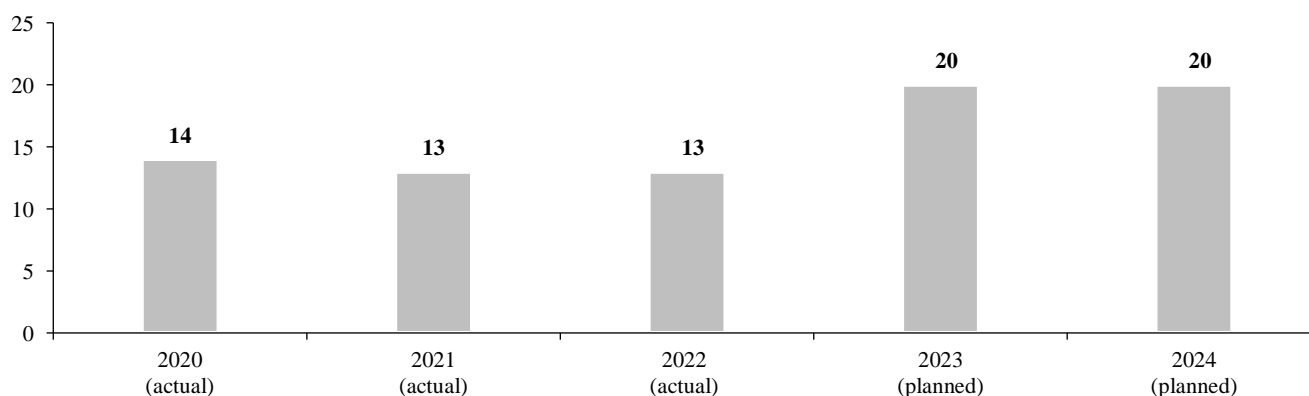
Result 1: enhanced partnership with the private sector in collective humanitarian assistance

Programme performance in 2022 and target for 2024

- 27.49 The subprogramme's work contributed to 13 local private sector networks supported by the Connecting Business initiative that responded to crises, which did not meet the planned target of 18. The target was not met owing to the ongoing effects of the COVID-19 pandemic and the related travel restrictions, which hindered the subprogramme's ability to identify and establish relationships with additional private sector partners in countries at risk of natural disasters.
- 27.50 Progress towards the objective and the target for 2024 are presented in the performance measure below (see figure 27.III).

Figure 27.III

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



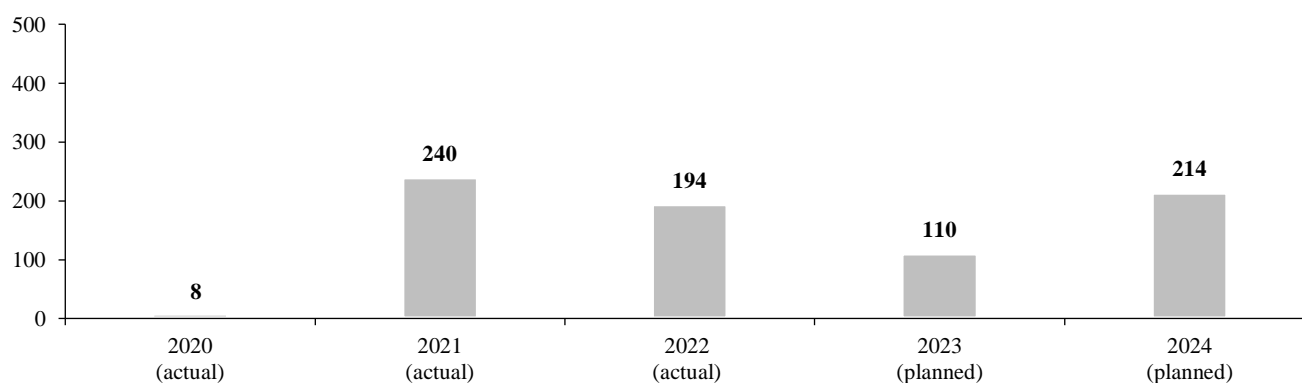
Result 2: crisis-affected people received emergency humanitarian assistance in the immediate aftermath of a catastrophe

Programme performance in 2022 and target for 2024

- 27.51 The subprogramme's work contributed to 194 emergency responders equipped with the skills and capacity to deploy and respond to sudden-onset emergencies, which exceeded the planned target of 80.
- 27.52 Progress towards the objective and the target for 2024 are presented in the performance measure below (see figure 27.IV).

Figure 27.IV

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 (annual)^a



^a The performance measure has been updated to reflect annual figures rather than cumulative.

Result 3: engagement of all actors to improve access for the most vulnerable to humanitarian assistance and protection

Proposed programme plan for 2024

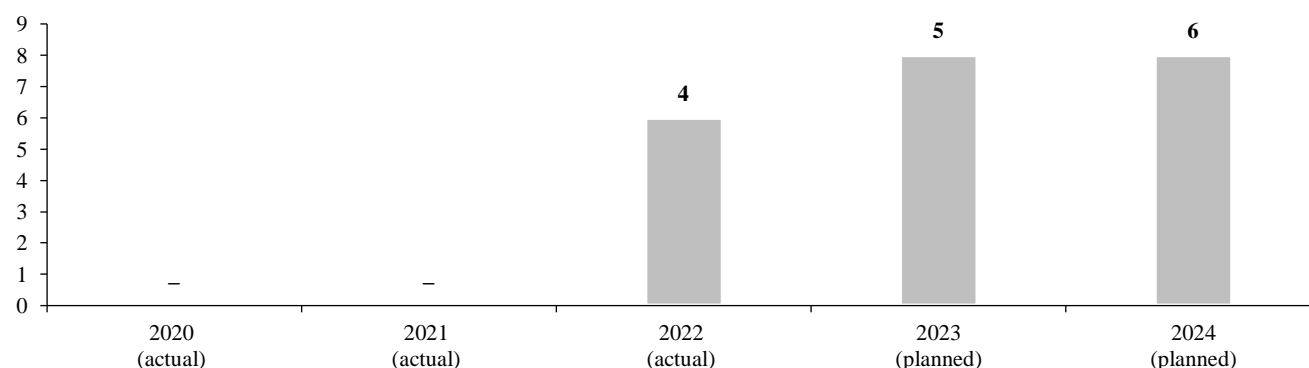
- 27.53 Unimpeded and timely access allows humanitarian actors to establish operations, move goods and personnel where they are needed, implement distributions, provide health services, and carry out other activities, and allows affected populations to benefit in full from the assistance and services made available. At the global and country levels, the subprogramme engages and negotiates with relevant actors and stakeholders to help to ease access constraints and ensure that the most vulnerable people have access to humanitarian assistance and protection.

Lessons learned and planned change

- 27.54 The lesson for the subprogramme was that the absence of or limited engagement with all actors involved in conflict often contributes to a less effective humanitarian response. In applying the lesson, the subprogramme will increase engagement with all actors by enhancing the use of humanitarian negotiations and humanitarian diplomacy to advance humanitarian goals, including establishing and maintaining unimpeded access. The Office will reinvigorate strategic partnerships with Member States and regional organizations, to support access efforts, in particular in countries experiencing armed conflicts. The Office will also strengthen communication with various stakeholders, including through its civil-military coordination services, to raise awareness of humanitarian principles and protect vulnerable civilians, in particular women, children, persons with disabilities, older persons and ethnic and religious minorities.
- 27.55 Expected progress towards the objective is presented in the performance measure below (see figure 27.V)

Figure 27.V

Performance measure: number of contexts in which interlocutors with influence on humanitarian access engage in humanitarian diplomacy and negotiations (annual)



Deliverables

27.56 Table 27.11 lists all deliverables of the subprogramme.

Table 27.11

Subprogramme 3: deliverables for the period 2022–2024, by category and subcategory

Category and subcategory	2022 planned	2022 actual	2023 planned	2024 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	50	55	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	50	55	55
Humanitarian assistance missions (number of missions)	12	13	13	13
4. United Nations humanitarian civil-military coordination support missions	6	7	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)	6	6	7	7
C. Substantive deliverables				
Consultation, advice, and advocacy: diplomacy and engagement with Member States and key stakeholders to facilitate humanitarian access; and 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 4

Humanitarian emergency information and advocacy

Objective

- 27.57 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

- 27.58 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) Produce and improve its analytical information products, including digital products and services.
- 27.59 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.

Programme performance in 2022

Humanitarian actors track developments regarding the drought in the Horn of Africa for better-informed decision-making

- 27.60 In 2022, the Horn of Africa endured one of the worst droughts in more than four decades, potentially affecting more than 36 million people across Ethiopia, Kenya and Somalia. Two districts in Somalia were at imminent risk of famine and at least 23 million people faced high levels of acute food insecurity owing to the situation between October and December 2022. The subprogramme created an interactive visual tool to bring together key figures and data sets from the Office and its partners related to the potential humanitarian situation in the region. The Horn of Africa drought data explorer included data related to levels of acute food insecurity, seasonal rainfall anomalies, operational priority areas, people reached with assistance, armed conflict, funding and more. Released in October 2022, the guiding principle for developing the data explorer was to make it easier for humanitarian actors to track developments for better-informed decision-making. The drought data explorer contributed to raising awareness of the needs of people affected by drought, the acute food insecurity in the region, operational priority areas and the funding needed.
- 27.61 Progress towards the objective is presented in the performance measure below (see table 27.12).

Table 27.12
Performance measure

2020 (actual)	2021 (actual)	2022 (actual)
—	—	<ul style="list-style-type: none"> Between October and December 2022, the Horn of Africa drought data explorer had 4,741 unique views and 2,870 unique users. Use of the drought data explorer by humanitarian actors and Member States informed humanitarian action Throughout 2022, the humanitarian community managed to reach at least 17.5 million people affected by drought in Ethiopia, Kenya and Somalia. More than 400 organizations in the region, most of them local and community-based, are on the frontline of the response

Planned results for 2024

Result 1: improved humanitarian response planning for secondary impacts of COVID-19 on other infectious diseases

Programme performance in 2022 and target for 2024

- 27.62 The subprogramme's work contributed to improved humanitarian response planning by the use of the expanded model, in the context of secondary impacts of COVID-19 on the spread and treatment of other infectious diseases, which met the planned target. Since its inception, the data from this model have been downloaded more than 420,000 times.
- 27.63 Progress towards the objective and the target for 2024 are presented in the performance measure below (see table 27.13).

Table 27.13
Performance measure

2020 (actual)	2021 (actual)	2022 (actual)	2023 (planned)	2024 (planned)
COVID-19 model for humanitarian contexts, forecasting the number of cases, hospitalizations and deaths over 2 or 4 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 was improved by the use of the expanded model. Since its inception, the data from this model have been downloaded more than 420,000 times	Member States use the expanded model for strengthening humanitarian response planning, upon request	Member States incorporate lessons learned from the expanded model for epidemic forecasting and apply similar approaches to other infectious diseases in humanitarian settings, on a needs basis

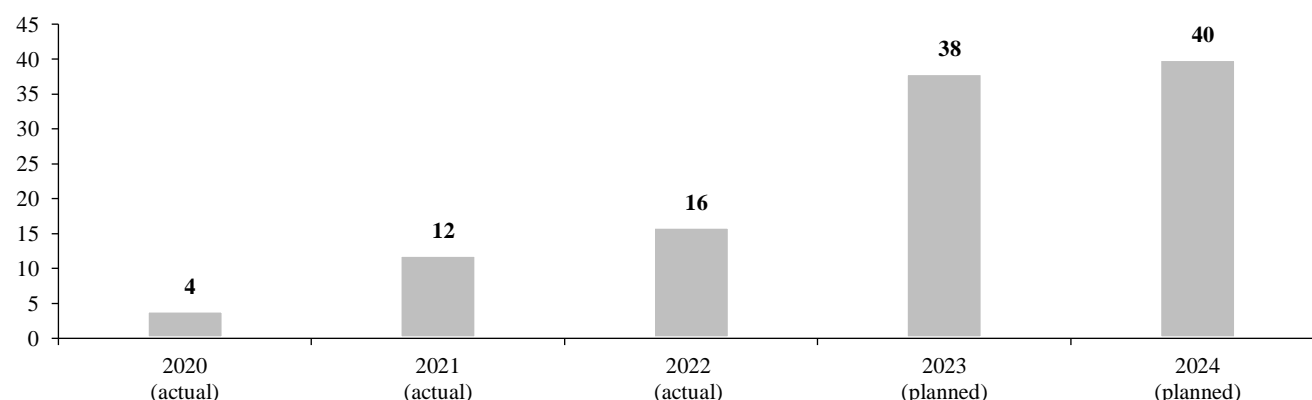
Result 2: strengthened disaster risk analysis for humanitarian response

Programme performance in 2022 and target for 2024

- 27.64 The subprogramme's work contributed to 16 countries with strengthened risk analysis capacities for humanitarian response, which met the planned target.
- 27.65 Progress towards the objective and the target for 2024 are presented in the performance measure below (see figure 27.VI).

Figure 27.VI

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



Result 3: strengthened advocacy for an adequate response to humanitarian situations

Proposed programme plan for 2024

- 27.66 Communication plans that are developed jointly with humanitarian partners and that incorporate risk analysis and anticipatory approaches help to raise awareness of humanitarian needs and strengthen advocacy for humanitarian funding, in particular in respect of high-level conferences on key humanitarian situations. It is essential for the technical knowledge and experiential learning to be transformed into humanitarian advocacy and communications, ensuring that humanitarian response plans are adequately resourced, given that they are typically underfunded. High-level pledging conferences organized either by the Office or jointly with partners and Members States provide high visibility opportunities in this regard. Communication plans that were utilized for high-level events on key humanitarian situations in Afghanistan, Somalia, Ukraine and Yemen, as well as the Horn of Africa, helped to raise awareness of humanitarian crises and contributed to fundraising initiatives.

Lessons learned and planned change

- 27.67 The lesson for the subprogramme was that assessing risk of and anticipating different kinds of shocks requires substantial learning, through engagement with technical experts and experiential learning. Initial pilots of risk analysis and anticipatory approaches covered drought, epidemiological shocks, food insecurity and flooding, thereby developing experience across this wide array of shocks. In applying the lesson, the subprogramme will focus on further improving the analysis and anticipation of these shocks, building on and improving the knowledge base of the initial pilots and enabling better analysis and wider geographical applications of risk analysis and anticipatory frameworks. This enhanced analysis will enable more effective humanitarian advocacy and communication, grounded in evidence, to increase awareness of emerging humanitarian needs and raise funds for an adequate humanitarian response.
- 27.68 Expected progress towards the objective is presented in the performance measure below (see table 27.14)

Table 27.14
Performance measure

2020 (actual)	2021 (actual)	2022 (actual)	2023 (planned)	2024 (planned)
\$7.2 billion pledged through the fourth Brussels Conference on Supporting the Future of Syria and the Region and the virtual high-level humanitarian event on the central Sahel	\$6 billion pledged through the virtual high-level pledging event for the humanitarian situation in Yemen and the fifth Brussels Conference on Supporting the Future of Syria and the Region	\$9.9 billion pledged through the sixth Brussels Conference on Supporting the Future of Syria and the Region, the Ukraine flash appeal and the high-level pledging conference on Afghanistan	Pledges enable adequate response to humanitarian situations	Pledges enable adequate response to humanitarian situations

Deliverables

27.69 Table 27.15 lists all deliverables of the subprogramme.

Table 27.15
Subprogramme 4: deliverables for 2024, 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 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; and World Humanitarian Day campaign on protection of humanitarian workers.

External and media relations: daily media updates to United Nations accredited correspondents through the noon briefing in New York and twice-weekly Palais des Nations briefings in Geneva; at least 12 on-the-record and background media briefings for global media outlets and two dozen interviews to advocate assistance for people caught in humanitarian crises, to reach decision-making audiences in donor countries and countries with humanitarian situations; and comprehensive communications 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, ReliefWeb Response and Humanitarian Data Exchange; guidance and templates on various reporting products for humanitarian organizations and Member States, including situation report and humanitarian snapshots; 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: global information and communications technology and product support for collaboration services; and information and communications technology for emergency response and business continuity services, business intelligence and data analysis services.

B. Proposed post and non-post resource requirements for 2024

Overview

27.70 The proposed regular budget resources for 2024, including the breakdown of resource changes, as applicable, are reflected in tables 27.16 to 27.18.

Table 27.16

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2022 expenditure	2023 appropriation	Changes				Total	Percentage	2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Posts	13 705.1	12 883.6	–	–	1.3		1.3	–	12 884.9
Other staff costs	2 003.3	6 992.5	113.7	–	27.8		141.5	2.0	7 134.0
Hospitality	–	6.2	–	–	–		–	–	6.2
Consultants	63.3	52.6	–	–	–		–	–	52.6
Travel of staff	618.8	654.5	–	–	(27.8)		(27.8)	(4.2)	626.7
Contractual services	370.9	305.9	–	–	(7.8)		(7.8)	(2.5)	298.1
General operating expenses	179.3	512.6	–	–	(51.0)		(51.0)	(9.9)	461.6
Supplies and materials	57.0	68.6	–	–	19.0		19.0	27.7	87.6
Furniture and equipment	21.3	190.0	–	–	60.0		60.0	31.6	250.0
Improvements of premises	0.7	–	–	–	–		–	–	–
Grants and contributions	1 624.6	4 195.3	–	–	(21.5)		(21.5)	(0.5)	4 173.8
Total	18 644.3	25 861.8	113.7	–	–		113.7	0.4	25 975.5

Table 27.17

Overall: proposed posts and post changes for 2024

(Number of posts)

	Number	Details
Approved for 2023	71	1 USG, 1 ASG, 3 D-2, 3 D-1, 11 P-5, 16 P-4, 14 P-3, 5 P-2/1, 2 GS (PL), 15 GS (OL)
Redeployment (geographical)	–	1 D-2 in subprogramme 2 from Geneva to New York
Reassignment	–	1 P-5 from executive direction and management (New York) to programme support (Geneva), and 1 GS (OL) within subprogramme 3
Proposed for 2024	71	1 USG, 1 ASG, 3 D-2, 3 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 27.18
Overall: proposed posts by category and grade

(Number of posts)

Category and grade	2023 approved	Changes				2024 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
USG	1	—	—	—	—	1
ASG	1	—	—	—	—	1
D-2	3	—	—	—	—	3
D-1	3	—	—	—	—	3
P-5	11	—	—	—	—	11
P-4	16	—	—	—	—	16
P-3	14	—	—	—	—	14
P-2/1	5	—	—	—	—	5
Subtotal	54	—	—	—	—	54
General Service and related						
GS (PL)	2	—	—	—	—	2
GS (OL)	15	—	—	—	—	15
Subtotal	17	—	—	—	—	17
Total	71	—	—	—	—	71

27.71 Additional details on the distribution of the proposed resources for 2024 are reflected in tables 27.19 to 27.21 and figure 27.VII.

27.72 As reflected in tables 27.19 (1) and 27.20 (1), the overall resources proposed for 2024 amount to \$25,975,500 before recosting, reflecting a net increase of \$113,700 (or 0.4 per cent) compared with the appropriation for 2023. Resource changes result from technical adjustments. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 27.19
Overall: evolution of financial resources by source of funding, component and subprogramme

(Thousands of United States dollars)

(1) Regular budget

Component/subprogramme	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
A. Executive direction and management								
1. Executive direction and management	2 024.5	1 871.9	–	–	(238.3)	(238.3)	(12.7)	1 633.6
2. United Nations Monitoring Mechanism for the Syrian Arab Republic	1 704.9	3 014.5	–	–	–	–	–	3 014.5
3. Black Sea Grain Initiative support office	1 703.6	8 138.5	113.7	–	–	113.7	1.4	8 252.2
Subtotal, A	5 433.0	13 024.9	113.7	–	(238.3)	(124.6)	(1.0)	12 900.3

Section 27 Humanitarian assistance

Component/subprogramme	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
B. Programme of work								
1. Policy and analysis	590.8	650.6	–	–	–	–	–	650.6
2. Coordination of humanitarian action and emergency response	5 668.8	5 646.9	–	–	11.6	11.6	0.2	5 658.5
3. Emergency support services	3 600.5	3 121.5	–	–	–	–	–	3 121.5
4. Humanitarian emergency information and advocacy	1 678.8	1 731.9	–	–	–	–	–	1 731.9
Subtotal, B	11 538.9	11 150.9	–	–	11.6	11.6	0.1	11 162.5
C. Programme support	1 672.4	1 686.0	–	–	226.7	226.7	13.4	1 912.7
Subtotal, 1	18 644.3	25 861.8	113.7	–	–	113.7	0.4	25 975.5

(2) Extrabudgetary

Component/subprogramme	2022 expenditure	2023 estimate	Change	Percentage	2024 estimate
A. Executive direction and management	3 326.6	4 507.3	–	–	4 507.3
B. Programme of work					
1. Policy and analysis	887.4	1 216.6	–	–	1 216.6
2. Coordination of humanitarian action and emergency response ^a	254 991.5	274 419.4	–	–	274 419.4
3. Emergency support services	23 763.7	25 397.6	–	–	25 397.6
4. Humanitarian emergency information and advocacy	16 896.9	18 439.0	–	–	18 439.0
Subtotal, B	296 539.5	319 472.6	–	–	319 472.6
C. Programme support	24 329.9	28 078.2	–	–	28 078.2
Subtotal, 2	324 196.0	352 058.1	–	–	352 058.1
Total	342 840.3	377 919.9	113.7	–	378 033.6

^a Excludes the estimated allocations (estimated at \$1.7 billion in 2024) 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 27.20

Overall: proposed posts for 2024 by source of funding, component and subprogramme

(Number of posts)

(1) *Regular budget*

Component/subprogramme	2023 approved	Changes				2024 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
A. Executive direction and management						
1. Executive direction and management	8	–	–	(1)	(1)	7
2. United Nations Monitoring Mechanism for the Syrian Arab Republic	–	–	–	–	–	–
3. Black Sea Grain Initiative support office	–	–	–	–	–	–
B. Programme of work						
1. Policy and analysis	3	–	–	–	–	3
2. Coordination of humanitarian action and emergency response	26	–	–	–	–	26
3. Emergency support services	17	–	–	–	–	17
4. Humanitarian emergency information and advocacy	10	–	–	–	–	10
Subtotal, B	56	–	–	–	–	56
C. Programme support	7	–	–	1	1	8
Subtotal, 1	71	–	–	–	–	71

(2) *Extrabudgetary*

Component/subprogramme	2023 estimate	Change	2024 estimate
A. Executive direction and management	12	–	12
B. Programme of work			
1. Policy and analysis	5	–	5
2. Coordination of humanitarian action and emergency response	1 920	–	1 920
3. Emergency support services	104	–	104
4. Humanitarian emergency information and advocacy	72	–	72
Subtotal, B	2 101	–	2 101
C. Programme support	104	–	104
Subtotal, 2	2 217	–	2 217
Total	2 288	–	2 288

Table 27.21

Overall: evolution of financial and post resources

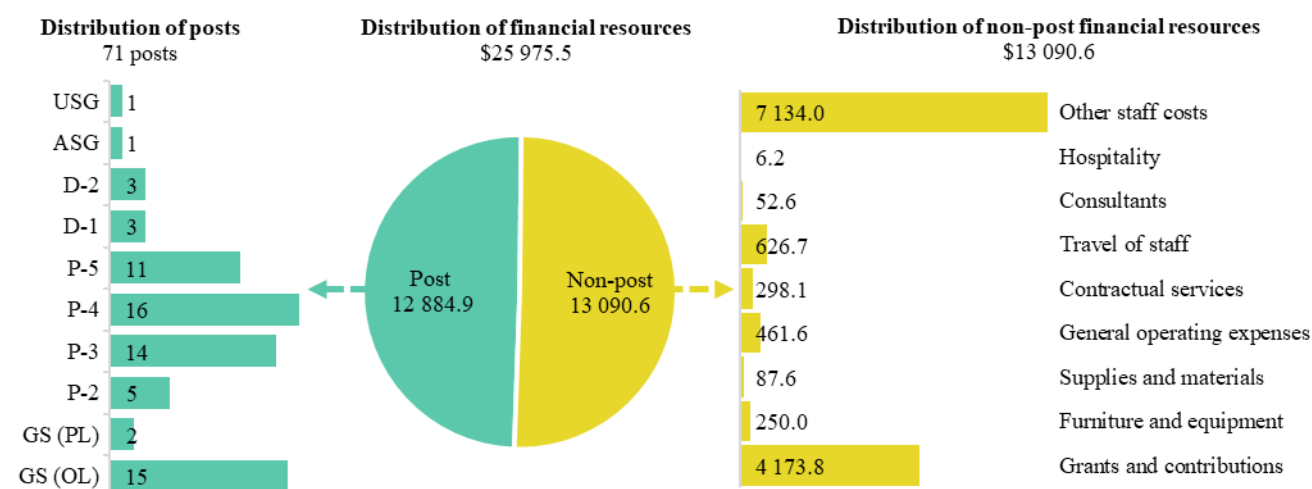
(Thousands of United States dollars/number of posts)

	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	13 705.1	12 883.6	—	—	1.3	1.3	—	12 884.9
Non-post	4 939.2	12 978.2	113.7	—	(1.3)	112.4	0.9	13 090.6
Total	18 644.3	25 861.8	113.7	—	—	113.7	0.4	25 975.5
Post resources by category								
Professional and higher		54	—	—	—	—	—	54
General Service and related		17	—	—	—	—	—	17
Total		71	—	—	—	—	—	71

Figure 27.VII

Distribution of proposed resources for 2024 (before recosting)

(Number of posts/thousands of United States dollars)

**Explanation of variances by factor, component and subprogramme****Overall resource changes****Technical adjustments**

- 27.73 As reflected in table 27.19 (1), resource changes reflect an increase of \$113,700 under other staff costs that relates to the provision at continuing vacancy rates for four positions of one Joint Operations Officer/Deputy Head of Operations (P-4), two National Humanitarian Affairs Officer/Liaison (National Professional Officer) and one Associate Information Analyst/Watchkeeper (National Professional Officer) established in 2023 pursuant to General Assembly resolution [77/263](#), which was subject to a 50 per cent vacancy rate in accordance with the established practice for newly established positions.

Other changes

27.74 As reflected in table 27.19 (1), cost-neutral changes are proposed as follows:

- (a) **Executive direction and management.** The decrease of \$238,300 under posts reflects the proposed outward reassignment of one Chief of Section, Humanitarian Affairs (P-5) in New York to programme support as Chief of Section, Programme Management, to be based in Geneva (see annex II to the present report for details);
- (b) **Subprogramme 2.** The increase of \$11,600 under posts is due to the proposed redeployment of one post of Director of Humanitarian Financing and Resource Mobilization (D-2) from Geneva to New York (see annex II for details);
- (c) **Programme support.** The net increase of \$226,700 reflects: (i) the increase of \$228,000 under posts due to the inward reassignment of one P-5 post from executive direction and management as Chief of Section, Programme Management, (see annex II for details); and (ii) the decrease of \$1,300 under general operating expenses that takes into account expenditure experience.

Extrabudgetary resources

27.75 As reflected in tables 27.19 (2) and 27.20 (2), the Office for the Coordination of Humanitarian Affairs expects to continue to receive both cash and in-kind contributions. Extrabudgetary resources (cash contributions) amount to \$352,058,100. The resources would complement regular budget resources and would be used mainly to support humanitarian assistance, as detailed in the individual components and subprogrammes. Anticipated in-kind contributions would provide for rent-free premises with an estimated value of \$158,700 and technical assistance and expert services with an estimated value of \$412,100.

27.76 The extrabudgetary resources under the present 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

27.77 The executive direction and management component 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, the United Nations Monitoring Mechanism for the Syrian Arab Republic and the Joint Coordination Centre. The Office of the Under-Secretary-General oversees the Internally Displaced Persons Unit and the Strategic Communications Branch. The Office of the Assistant Secretary-General oversees the evaluation activities of the Evaluation and Oversight Section, the Policy Branch, the Operations and Advocacy Division, 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.

27.78 The overall responsibilities of the executive direction and management component include the following:

- (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) Oversees the Initiative on the Safe Transportation of Grain and Foodstuffs from Ukrainian Ports under the Black Sea Grain Initiative;
- (i) 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;
- (j) 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;
- (k) Serve as Chair of the Inter-Agency Standing Committee Working Group and act on behalf of the Emergency Relief Coordinator in his/her absence;
- (l) 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;
- (m) 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.

27.79 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 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.

27.80 In 2024, the Office 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.

- 27.81 Information on the timely submission of documentation and advance booking for air travel is reflected in table 27.22. Managers are asked to implement preventive and corrective measures. Notwithstanding, the impact of the COVID-19 pandemic and related restrictions on travel in 2022 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 2024, the Office will continue to implement measures to improve the compliance rate for air tickets, including: (a) advance planning and nomination of travellers; (b) onboarding 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 27.22
Compliance rate

(Percentage)

	<i>Actual 2020</i>	<i>Actual 2021</i>	<i>Actual 2022</i>	<i>Planned 2023</i>	<i>Planned 2024</i>
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	22	16	22	100	100

- 27.82 The proposed regular budget resources for 2024 amount to \$1,633,600 and reflect a decrease of \$238,300 compared with the appropriation for 2023. The proposed decrease is explained in paragraph 27.74 (a) above. Additional details on the distribution of the proposed resources for 2024 are reflected in table 27.23 and figure 27.VIII.

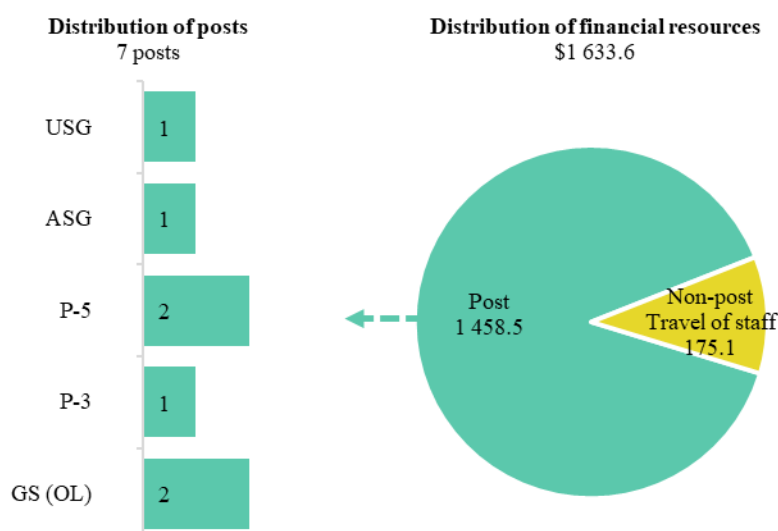
Table 27.23
Executive direction and management: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 872.7	1 696.8	–	–	(238.3)	(238.3)	(14.0)	1 458.5
Non-post	151.8	175.1	–	–	–	–	–	175.1
Total	2 024.5	1 871.9	–	–	(238.3)	(238.3)	(12.7)	1 633.6
Post resources by category								
Professional and higher		6	–	–	(1)	(1)	–	5
General Service and related		2	–	–	–	–	–	2
Total		8	–	–	(1)	(1)	–	7

Figure 27.VIII
Executive direction and management: distribution of proposed resources for 2024 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

- 27.83 Extrabudgetary resources for the component amount to \$4,507,300. The resources would complement regular budget resources and would support the Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator and the Assistant Secretary-General for Humanitarian Affairs and Deputy Emergency Relief Coordinator in fulfilling their roles as explained in paragraphs 27.77 and 27.78 above. 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.

2. United Nations Monitoring Mechanism for the Syrian Arab Republic

- 27.84 The role and functions of the United Nations Monitoring Mechanism for the Syrian Arab Republic were defined by the Security Council in its 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 Türkiye, Ya'rubiya 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.
- 27.85 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'rubiya and Bab al-Salam from the list of authorized crossings, in its resolutions [2504 \(2020\)](#) and [2533 \(2020\)](#), and reaffirmed most recently in its resolution [2672 \(2023\)](#), the United Nations agencies and their implementing partners are relying on the border crossing of Bab al-Hawa to send humanitarian assistance into the Syrian Arab Republic until 10 July 2023. 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 most recent report (S/2023/127) is dated 21 February 2023. The Mechanism comprises the Office of the Chief, the Monitoring Team and the Support and Security Unit, which are based in Gaziantep, Türkiye, and is supported by a Liaison Officer in New York.

- 27.86 The proposed regular budget resources for the United Nations Monitoring Mechanism for the Syrian Arab Republic for 2024 under this component amount to \$3,014,500 and include 16 general temporary assistance positions (1 D-1, 2 P-4, 3 P-3, 3 P-2, 2 National Professional Officer and 5 Local level) and 3 United Nations Volunteers. The proposed resources reflect no change compared with the appropriation for 2023. Additional details on the distribution of the proposed resources are reflected in table 27.24 and figure 27.IX.

Table 27.24

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

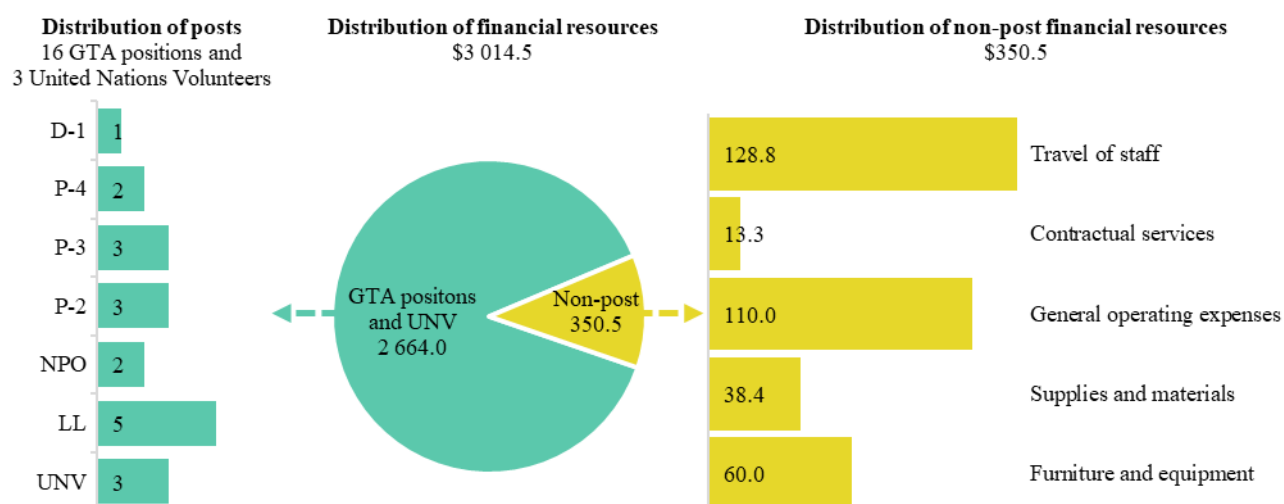
(Thousands of United States dollars/number of positions)

	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Non-post	1 704.0	3 014.5	—	—	—	—	—	3 014.5
Total	1 704.0	3 014.5	—	—	—	—	—	3 014.5
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.IX

United Nations Monitoring Mechanism for the Syrian Arab Republic: distribution of proposed resources for 2024 (before recosting)

(Number of positions/thousands of United States dollars)



3. Black Sea Grain Initiative support office

- 27.87 The Initiative on the Safe Transportation of Grain and Foodstuffs from Ukrainian Ports was signed by the Russian Federation, Türkiye and Ukraine on 22 July 2022, with the Secretary-General signing as a witness. The Initiative is linked closely to the purposes described in the Charter of the United Nations and the leadership roles of the Secretary-General and of the Emergency Relief Coordinator in ensuring a rapid and coherent response to natural disasters and other emergencies as set out in General Assembly resolution [46/182](#). It also responds to more recent calls from the Assembly, in its resolution [77/28](#), to urgently increase measures to prevent famine and reduce and address acute food insecurity. In its resolution [77/186](#), the Assembly welcomed the efforts of the Secretary-General and other parties to coordinate a comprehensive global response to mitigate global food insecurity and its humanitarian impact through the parallel implementation of the Initiative and the memorandum of understanding between the Russian Federation and the Secretariat of the United Nations on promoting Russian food products and fertilizers to the world markets. The Initiative has been taken forward in recognition of the connection between global food security and the predictable supply of grain, other foodstuffs and fertilizers, including ammonia, exported through Ukrainian ports. It is based on agreements concluded by the parties to the International Convention for the Safety of Life at Sea, 1974, as amended, chapter XI-2, regulation 11, and on the International Code for the Security of Ships and of Port Facilities, part B, paragraph 4.26.
- 27.88 The purpose of the Black Sea Grain Initiative is to facilitate the safe navigation for the export of grain and related foodstuffs and fertilizers, including ammonia, from the Ukrainian ports of Odesa, Chornomorsk and Yuzhne. This is being achieved through the establishment of a maritime humanitarian corridor and provision by the parties of maximum assurances regarding a safe and secure environment for all vessels engaged in the Initiative. It also provides for the establishment of the Joint Coordination Centre in Istanbul, Türkiye, under the auspices of the United Nations, including representatives of the three parties and the United Nations, with responsibility for conducting general oversight and coordination of the Initiative. Incoming and outgoing vessels are inspected by teams consisting of representatives of the parties to the Initiative and the United Nations.
- 27.89 The three parties recognized the role of the Secretary-General in securing the discussions for the Black Sea Grain Initiative and requested his further assistance in its implementation, in the furtherance of the humanitarian mission of the United Nations and subject to its authorities and mandates. It is stipulated in the terms of the Initiative that its initial term was 120 days from the date of its signature and that it can be extended automatically for the same period, unless one of the parties notifies the others of the intent to terminate the Initiative or modify it. By its resolution [77/263](#), the General Assembly appropriated \$8,138,500 in 2023 for the continuation of the United Nations activities to mitigate global food security and its humanitarian impact.
- 27.90 The Black Sea Grain Initiative support office will continue to undertake the following activities as part of the assistance in the implementation of the Initiative that the parties have requested from the Secretary-General: (a) coordination and participation in inspection teams checking incoming and outgoing vessels bound for or returning from the designated Ukrainian ports, operating on a daily basis, under the auspices of the Joint Coordination Centre; (b) provision of secretariat assistance for the work of the Centre; (c) dialogue and engagement with the parties and external actors and entities by the United Nations Coordinator for the Black Sea Grain Initiative; (d) maintenance of a maritime watch room monitoring vessel movements; (e) support for public information activities linked to United Nations assistance in the implementation of the Initiative; and (f) information management assistance linked to implementation of the Initiative.
- 27.91 The proposed regular budget resources for the assistance of the United Nations in the implementation of the Black Sea Grain Initiative support office in 2024 amount to \$8,252,200 and include 31 general temporary assistance positions (1 Assistant Secretary-General, 1 D-1, 4 P-5, 4 P-4, 8 P-3, 9 National Professional Officer and 4 Local level). The proposed resources reflect an increase of \$113,700 compared with the approved appropriation for 2023, as explained in paragraph 27.73 above. Additional details on the distribution of the proposed resources are reflected in table 27.25 and figure 27.X.

Table 27.25

Black Sea Grain Initiative support office: evolution of financial and post resources

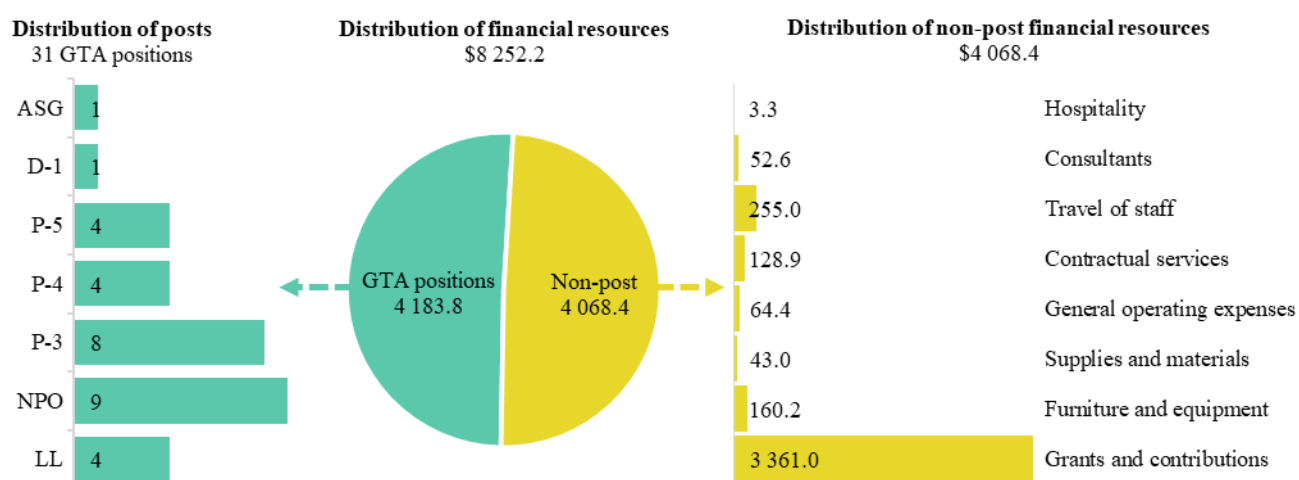
(Thousands of United States dollars/number of positions)

	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Non-post	1 703.6	8 138.5	113.7	—	—	113.7	1.4	8 252.2
Total	1 703.6	8 138.5	113.7	—	—	113.7	1.4	8 252.2
General temporary assistance by category								
Professional and higher		18	—	—	—	—	—	18
General Service and related		13	—	—	—	—	—	13
Total		31	—	—	—	—	—	31

Figure 27.X

Black Sea Grain Initiative Support Office: distribution of proposed resources for 2024 (before recosting)

(Number of positions/thousands of United States dollars)


Programme of work
**Subprogramme 1
Policy and analysis**

- 27.92 The proposed regular budget resources for 2024 amount to \$650,600 and reflect no change compared with the appropriation for 2023. Additional details on the distribution of the proposed resources for 2024 are reflected in table 27.26 and figure 27.XI.

Table 27.26

Subprogramme 1: evolution of financial and post resources

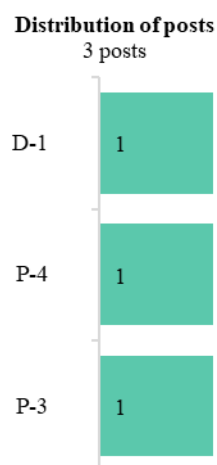
(Thousands of United States dollars/number of posts)

	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	577.6	650.6	—	—	—	—	—	650.6
Non-post	13.2	—	—	—	—	—	—	—
Total	590.8	650.6	—	—	—	—	—	650.6
Post resources by category								
Professional and higher		3	—	—	—	—	—	3
Total		3	—	—	—	—	—	3

Figure 27.XI

Subprogramme 1: distribution of proposed resources for 2024 (before recosting)

(Number of posts/thousands of United States dollars)

**Extrabudgetary resources**

- 27.93 Extrabudgetary resources for the subprogramme amount to \$1,216,600. The resources would complement regular budget resources and would be used mainly for the servicing of meetings, seminars, workshops and training events tailored to improve the strategic and operational coherence of the humanitarian response. Resources would also provide for technical materials to support the strengthening and further development of a humanitarian policy agenda and advance the protection of civilian 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

27.94 The proposed regular budget resources for 2024 amount to \$5,658,500 and reflect an increase of \$11,600 compared with the appropriation for 2023. The proposed increase is explained in paragraph 27.74 (b) above. Additional details on the distribution of the proposed resources for 2024 are reflected in table 27.27 and figure 27.XII.

Table 27.27

Subprogramme 2: evolution of financial and post resources

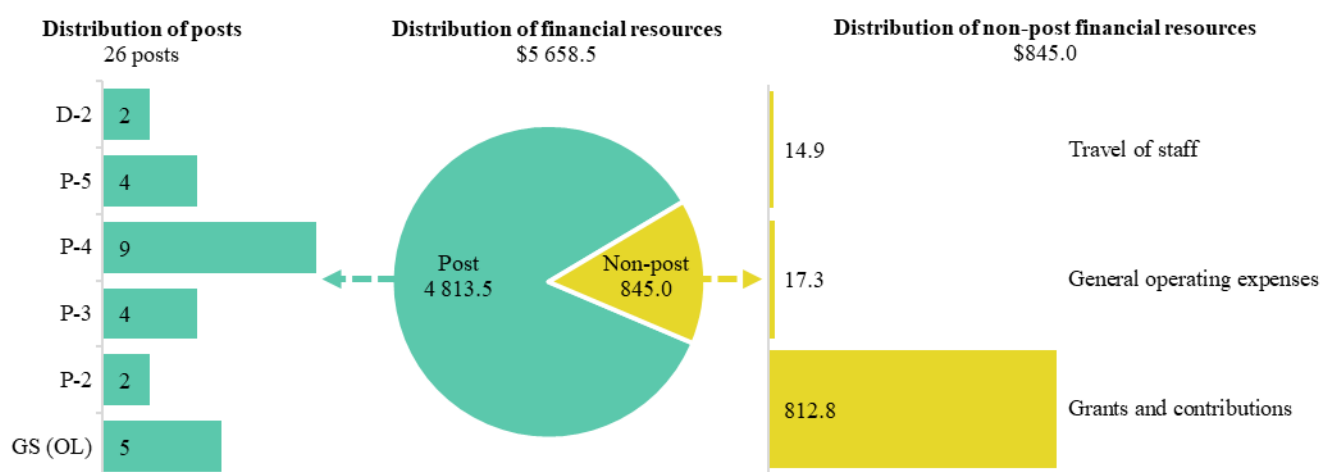
(Thousands of United States dollars/number of posts)

	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	5 052.8	4 801.9	—	—	11.6	11.6	0.2	4 813.5
Non-post	616.0	845.0	—	—	—	—	—	845.0
Total	5 668.8	5 646.9	—	—	11.6	11.6	0.2	5 658.5
Post resources by category								
Professional and higher		21	—	—	—	—	—	21
General Service and related		5	—	—	—	—	—	5
Total		26	—	—	—	—	—	26

Figure 27.XII

Subprogramme 2: distribution of proposed resources for 2024 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

27.95 Extrabudgetary resources for the subprogramme amount to \$274,419,400. The resources would complement regular budget resources and would be used mainly for the servicing of meetings, seminars, workshops and training events that support the 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 the 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. 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.

Subprogramme 3 Emergency support services

- 27.96 The proposed regular budget resources for 2024 amount to \$3,121,500 and reflect no change compared with the appropriation for 2023. Additional details on the distribution of the proposed resources for 2024 are reflected in table 27.28 and figure 27.XIII.

Table 27.28

Subprogramme 3: evolution of financial and post resources

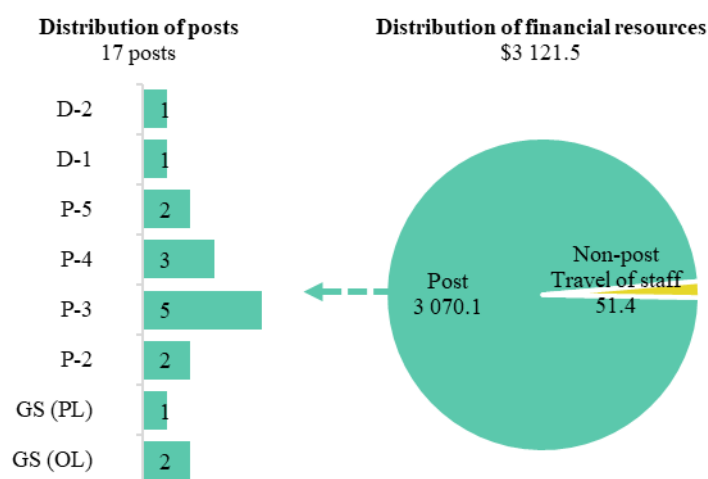
(Thousands of United States dollars/number of posts)

	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	3 558.5	3 070.1	—	—	—	—	—	3 070.1
Non-post	42.0	51.4	—	—	—	—	—	51.4
Total	3 600.5	3 121.5	—	—	—	—	—	3 121.5
Post resources by category								
Professional and higher		14	—	—	—	—	—	14
General Service and related		3	—	—	—	—	—	3
Total		17	—	—	—	—	—	17

Figure 27.XIII

Subprogramme 3: distribution of proposed resources for 2024 (before recosting)

(Number of posts/thousands of United States dollars)

**Extrabudgetary resources**

- 27.97 Extrabudgetary resources for the subprogramme amount to \$25,397,600. The resources would complement regular budget resources and would be used mainly to cover the costs of seminars, workshops and training events, including capacity-building activities. 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 4**Humanitarian emergency information and advocacy**

- 27.98 The proposed regular budget resources for 2024 amount to \$1,731,900 and reflect no change in the resource level compared with the appropriation for 2023. Additional details on the distribution of the proposed resources for 2024 are reflected in table 27.29 and figure 27.XIV.

Table 27.29

Subprogramme 4: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 678.8	1 731.9	—	—	—	—	—	1 731.9
Total	1 678.8	1 731.9	—	—	—	—	—	1 731.9
Post resources by category								
Professional and higher		7	—	—	—	—	—	7
General Service and related		3	—	—	—	—	—	3
Total		10	—	—	—	—	—	10

Figure 27.XIV
Subprogramme 4: distribution of proposed resources for 2024 (before recosting)
(Number of posts/thousands of United States dollars)



Extrabudgetary resources

- 27.99 Extrabudgetary resources for the subprogramme amount to \$18,439,000. The resources would complement regular budget resources and would be used mainly to 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

- 27.100 The Executive Office is comprised of the Human Resources Section, the Supply Chain and Procurement Section, the People and Culture Section, the Learning and Development and Staff Welfare Unit, and the Strategic Planning, Budget and Finance Section.
- 27.101 The Executive Office oversees the financial, human resources, procurement of goods and services, and general administrative aspects of the Office for the Coordination of Humanitarian Affairs and provides guidance on administrative matters. It supports senior management in formulating policies and instructions, including: (a) financial management; (b) workforce planning; (c) staff rostering; (d) duty of care, learning, development and staff welfare; (e) organization risk management; (f) business continuity planning; and (g) risk registry and internal controls. It coordinates departmental programme budgets and presentations to legislative bodies. The Executive Office will continue to focus on workforce and succession planning, career and staff development, improving 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.
- 27.102 The proposed regular budget resources for 2024 amount to \$1,912,700 and reflect a net increase of \$226,700 compared with the appropriation for 2023. The proposed net increase is explained in paragraph 27.74 (c) above. Additional details on the distribution of the proposed resources for 2024 are reflected in table 27.30 and figure 27.XV.

Table 27.30

Programme support: evolution of financial and post resources

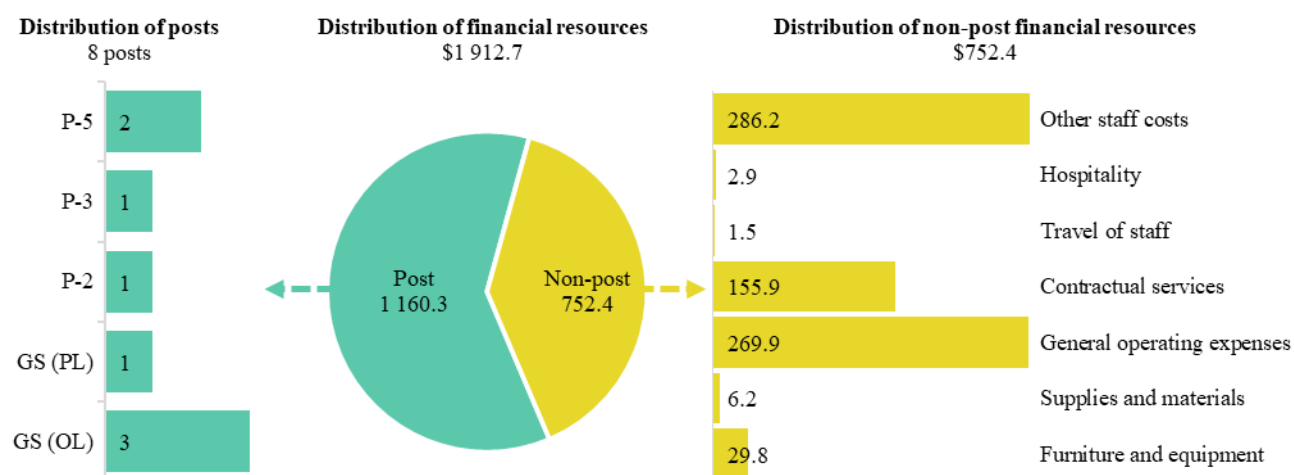
(Thousands of United States dollars/number of posts)

	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	964.6	932.3	—	—	228.0	228.0	24.5	1 160.3
Non-post	707.8	753.7	—	—	(1.3)	(1.3)	(0.5)	752.4
Total	1 672.4	1 686.0	—	—	226.7	226.7	13.4	1 912.7
Post resources by category								
Professional and higher		3	—	—	1	1	—	4
General Service and related		4	—	—	—	—	—	4
Total		7	—	—	1	1	—	8

Figure 27.XV

Programme support: distribution of proposed resources for 2024 (before recosting)

(Number of posts/thousands of United States dollars)


Extrabudgetary resources

- 27.103 Extrabudgetary resources for this component amount to \$28,078,200. The resources would complement regular budget resources and would be used mainly to allow the component to oversee financial, human resources and general administration of the Office.

II. United Nations Office for Disaster Risk Reduction

Foreword

Disasters are not inevitable and there is much that can be done to prevent them. This simple but powerful fact is what drives the United Nations Office for Disaster Risk Reduction. Guided by the targets of the Sendai Framework for Disaster Risk Reduction 2015–2030, the Office works around the world to support Member States in reducing risks before they lead to disasters.

This work has never been more urgent in the light of growing disaster losses, as seen with the floods in Pakistan in 2022 and the earthquakes in the Syrian Arab Republic and Türkiye in 2023. Equally important are the daily small-scale disasters that do not make the news but still devastate communities. These disasters have an impact on everyone but disproportionately harm the most vulnerable members of society, resulting in avoidable deaths, lost livelihoods and increased humanitarian needs. Left unaddressed, growing disasters threaten to undo decades of progress, making it impossible for many developing countries to achieve the Sustainable Development Goals.

In 2024, the Office will build on the results of the midterm review of the implementation of the Sendai Framework to tailor its support for Member States, specifically with regard to helping Member States to understand their risks, develop mechanisms and plans to reduce them, and to implement these plans through sustainable financing. The Office will co-lead the implementation of the Early Warnings for All initiative to ensure that every person on Earth is protected by an early warning system by the year 2027. The Office aims to support all Member States and prioritize the needs of the most disaster-vulnerable Member States, in particular the least developed countries, small island developing States and landlocked developing countries.

As the focal point in the United Nations system for the coordination of disaster risk reduction, the Office will enhance its support for Member States and strengthen partnerships with non-governmental stakeholders, including the private sector, parliamentarians, civil society, international finance institutions, academia, scientific organizations, the media and young people.

The world can put a stop to increasing disaster losses, but only if we commit ourselves to reducing risks before they become disasters. Success would mean saving lives, reducing humanitarian needs and enabling sustainable development.

(Signed) Mami Mizutori
Special Representative of the Secretary-General for Disaster Risk Reduction

A. Proposed programme plan for 2024 and programme performance in 2022

Overall orientation

Mandates and background

- 27.104 The United Nations Office for Disaster Risk Reduction is the focal point in the United Nations system for the coordination of disaster reduction 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 and people-centred approach to supporting Governments and stakeholders in identifying, reporting on and reducing existing and emerging disaster risks, with the aim of ensuring that no one is left behind in implementing the Sendai Framework for Disaster Risk Reduction 2015–2030. The mandate derives from the priorities established in General Assembly resolutions and decisions, including resolutions [42/169](#), [54/219](#), [56/195](#) and [77/164](#), as well as the Sendai Declaration and the Sendai Framework adopted by the Assembly in its resolution [69/283](#).
- 27.105 The General Assembly, in its resolution [69/283](#), tasked the Office with supporting the implementation, follow-up and review of the Sendai Framework. The mandated midterm review of the implementation of the Sendai Framework (see resolution [76/204](#)) and the related high-level session of the Assembly planned for May 2023 further underline the heightened importance of effective implementation of the Framework. The presentation of the Office as a separate component of programme 23 reflects the Office's distinct role in disaster risk reduction. To implement its mandate, in line with its strategic framework for the period 2022–2025 the Office supports regional, national and local implementation of the Sendai Framework, strengthens global monitoring and analysis of disaster risk, catalyses action for risk reduction and resilience by countries and stakeholders, and promotes effective risk communication, advocacy and knowledge management.

Programme of work

Objective

- 27.106 The objective, to which this programme 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 and external factors for 2024

- 27.107 To contribute to the objective, the Office will:
- (a) Provide guidance to Member States and stakeholders on implementing the Sendai Framework and accelerating the implementation of disaster risk reduction action through the production and dissemination of knowledge resources and best practices and the provision of capacity development and assistance at the regional, national and local levels;
 - (b) Work closely with Member States and stakeholders at the global, regional, national and local levels to implement recommendations from the midterm review of the implementation of the Sendai Framework, following the high-level meeting of the General Assembly pursuant to its resolution [76/204](#);
 - (c) Provide support to Member States for reporting on the global targets of the Sendai Framework and for the related indicators of the Sustainable Development Goals using the Framework monitoring system;

- (d) Co-lead the Secretary-General's Early Warnings for All initiative, together with the World Meteorological Organization (WMO), and lead on the planning and implementation of the initiative's pillar 1 focusing on risk knowledge and management, in line with target (g) of the Sendai Framework;
- (e) Support Member States and other development stakeholders in strengthening the integration of climate change and disaster risk reduction into relevant strategies and policies across and within sectors, including by delivering evidence-based advocacy initiatives with clear calls to action to invest in disaster risk reduction and climate change adaptation and raise public awareness on the importance of such initiatives;
- (f) Work with practitioners and experts around the world to generate risk knowledge and analysis on risk trends, patterns, progress and challenges, including through the Risk Information Exchange and a thematic issue of 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;
- (g) Advise national financial regulatory authorities on measures for the mainstreaming of disaster and climate change risk into public and private investment; advise Member States on developing disaster risk reduction financing strategies and risk-informed investment strategies and mainstreaming disaster risk considerations into the integrated national financing frameworks; and partner with financial institutions to integrate disaster risk reduction considerations into investment decisions and financial instruments;
- (h) Support Member States in strengthening disaster risk reduction policies and programmes in the least developed countries, landlocked developing countries, small island developing States and in humanitarian contexts, through the provision of focused assistance in overcoming the challenges, constraints and gaps that they continue to face.

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

- (a) Improved management and decision-making at the local, national and regional levels regarding current and future disaster risks through an evidence-based understanding of the multi-hazard risk landscape, enabling risk-informed policies, plans, regulatory frameworks and investment that align with the Sendai Framework and the 2030 Agenda;
- (b) Increased accountability for and commitment to implementing the Sendai Framework;
- (c) Multi-sector and inclusive disaster risk reduction interventions that address the needs of the most vulnerable, thereby contributing to leaving no one behind.

27.109 With regard to the external factors, the overall plan for 2024 is based on the following planning assumptions:

- (a) Disasters will continue to increase in frequency and magnitude owing to, among others, the adverse effects of climate change, necessitating the integration of disaster risk reduction and climate action to reduce the impact of disasters;
- (b) Socioeconomic disparities and political tensions have the potential to deepen vulnerabilities of people living in the most disaster-prone countries, necessitating policies, plans, regulatory frameworks and investment decisions based on an accessible and evidence-based understanding of risks;
- (c) The risk of damage and losses from disasters will remain high for the least developed countries, landlocked developing countries and small island developing States, necessitating an increase in early warning coverage and support to adequately prepare for and respond to disasters.

27.110 With regard to cooperation with other entities at the global, regional, national and local levels, the Office will advance further cooperation with global and regional organizations and with national and local counterparts to promote risk-informed decision-making. The convening of regional platforms

for disaster risk reduction will enable enhanced regional and subregional cooperation among Member States and with regional intergovernmental organizations and other stakeholders for the implementation and monitoring of regional disaster risk reduction action plans.

- 27.111 It is recognized in the Sendai Framework that, while States have the overall responsibility for reducing disaster risk, it is a shared responsibility between Governments and relevant stakeholders. Therefore, cooperation with stakeholders, including science and academia, media, the private sector and civil society, will support an all-of-society approach to disaster risk reduction. The Office will coordinate the Private Sector Alliance for Disaster Resilient Societies network, supporting private sector coordination efforts with national and local governments and strengthening micro-, small and medium-sized enterprises' resilience to disasters. The Office will also emphasize cooperation at the local level by promoting disaster resilience-building in cities.
- 27.112 With regard to inter-agency coordination and liaison, as Chair of the Senior Leadership Group on Disaster Risk Reduction for Resilience and co-Chair, jointly with WMO, of the advisory panel of the Early Warnings for All initiative, the Office will continue to play a coordinating role in disaster risk reduction within the United Nations system. It will strengthen collaboration across disaster risk reduction, development and humanitarian planning, taking into account climate change risk information. At the technical level, the Office will strengthen coordination within the United Nations system by convening the United Nations Disaster Risk Reduction Focal Points' Group and leading the risk knowledge and management pillar of the Early Warnings for All executive action plan for the period 2023–2027. The Office will further contribute to the Climate Risk and Early Warning Systems initiative, a mechanism that funds the least developed countries and small island developing States for risk-informed early warning services, implemented jointly with WMO and the World Bank. The Office will continue to engage in the regional collaborative platforms and issue-based coalitions and support United Nations country teams and resident coordinators in integrating disaster risk reduction and resilience into common country analyses and United Nations Sustainable Development Cooperation Frameworks.
- 27.113 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. In line with the Sendai Framework, the Office will work to promote the full, equal and effective participation and leadership of women in the design, management, resourcing and implementation of gender-sensitive disaster risk reduction policies, plans and programmes, and enable Governments to better incorporate a gender perspective into national risk reduction strategies, early warning systems, climate adaptation and resilience-building.
- 27.114 In line with the United Nations Disability Inclusion Strategy, and recognizing that disasters and the consequent disruption to physical, social, economic and environmental networks and support systems disproportionately affect persons living with disabilities and their families, the Office will increase advocacy on disability inclusive disaster risk reduction and ensure the participation of persons with disability stakeholder groups in processes that set the global and regional disaster risk reduction agendas, with the active involvement of its regional offices. The Office will support States parties' efforts to implement the Convention on the Rights of Persons with Disabilities. Emphasis will be placed on supporting Member States in ensuring that persons living with disabilities and their needs are included in the implementation of the Sendai Framework and its expected results, goal and targets, including through the availability of disaggregated data.

Impact of the pandemic and lessons learned

- 27.115 The continuation of the COVID-19 pandemic into 2022 had an impact on the implementation of mandates, in particular events convened with support from the Office, which had to take into account constraints and travel restrictions and adapt through agile planning, constant coordination with partners and the provision of novel hybrid virtual conference services. The successful organization of the seventh session of the Global Platform for Disaster Risk Reduction exemplified the importance of this new approach to event convening and management.

- 27.116 In addition, in order to support Member States on issues related to the COVID-19 pandemic, within the overall scope of the objective the Office published a report titled “Rethinking risks in times of COVID-19” in May 2022, which presented findings from five case studies in different countries, highlighting the cascading nature of risks and identifying lessons learned on the prevention and management of risks. The seventh session of Global Platform for Disaster Risk Reduction focused on the theme “From risk to resilience: towards sustainable development for all in a COVID-19 transformed world”. The Bali Agenda for Resilience, the summary of the seventh session’s proceedings, highlighted the need to reassess the way in which risk is governed and policy is designed in order to apply the transformative lessons learned from the pandemic.
- 27.117 The Office continues to mainstream lessons learned and best practices related to the adjustments to and adaptation of the programme owing to the COVID-19 pandemic, including the use of hybrid organizational arrangements for meetings and events, at the request of Member States. In addition, Member States, in General Assembly resolution [77/164](#) and the ministerial declaration of the 2022 high-level political forum on sustainable development ([E/HLS/2022/1](#)), recognized that “the Sendai Framework provides guidance relevant to a sustainable recovery from COVID-19 and also to identify and address underlying drivers of disaster risk in a systemic manner”. In this regard, the Office will prompt reflections and consultations, through the midterm review of the Sendai Framework, on how the continuation of COVID-19 has an impact on understanding risk and how disaster risk and loss can be reduced.

Evaluation activities

- 27.118 The Office’s evaluation policy, adopted in November 2022, provides the framework for an evaluation, to be carried out in 2023, on the effectiveness of the Sendai Framework monitor tool to support Member States in assessing the progress made in the implementation of the Framework. The evaluation will produce findings that the Office will apply in the course of implementing the proposed programme plan for 2024.

Programme performance in 2022

Member States and stakeholders review progress on the implementation of the Sendai Framework and identify recommendations to enhance disaster risk reduction

- 27.119 The General Assembly, in its resolution [72/218](#), recognized the Global Platform for Disaster Risk Reduction as the global multi-stakeholder forum to review progress on the implementation of the Sendai Framework. The Office organized and convened the seventh session of the Global Platform, which was hosted by the Government of Indonesia in Bali from 23 to 28 May 2022. The Platform provided an opportunity for Governments, United Nations entities and other stakeholders to share knowledge and consult the most recent developments and trends in reducing disaster risk, identify gaps and make recommendations to further accelerate the implementation of the Sendai Framework. The Platform enabled the sharing of experiences and the showcasing of opportunities for enhancing financing for prevention, especially in the least developed countries, landlocked developing countries and small island developing States.
- 27.120 Discussions during the Global Platform for Disaster Risk Reduction also highlighted the interconnection between disaster risk reduction and scaling up climate action and enabled the identification of synergies to enhance the use of climate change data for disaster risk reduction.
- 27.121 Progress towards the objective is presented in the performance measure below (see table 27.31).

Table 27.31
Performance measure

2020 (actual)	2021 (actual)	2022 (actual)
—	—	<ul style="list-style-type: none"> • Member States identified pathways to mainstream disaster risk reduction into investment decision frameworks and developed recommendations on enhancing access to finance for risk reduction at the local and community levels • Stakeholders from climate and hydro-meteorological communities identified synergies to enhance the use of climate change data, including risk forecasts, for disaster risk reduction

Planned results for 2024

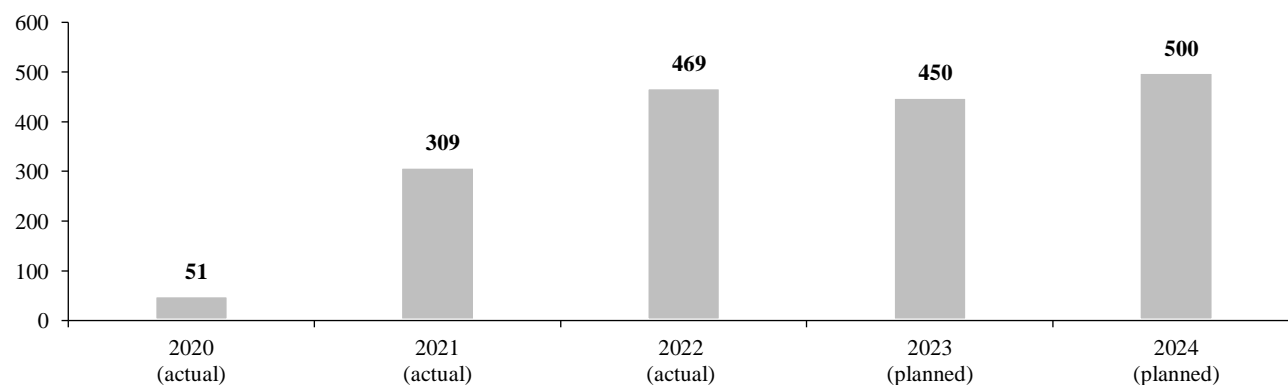
Result 1: scale up resilience at the local level through global partnership

Programme performance in 2022 and target for 2024

- 27.122 The subprogramme's work contributed to the development of disaster risk reduction plans by 160 additional cities, which exceeded the planned target of 5 additional cities, owing to the launch of "Making Cities Resilient 2030" in 2021, an initiative supported by an innovative outreach model that has accelerated the programme's impact, with support from the network of regional offices of the Office.
- 27.123 Progress towards the objective and the target for 2024 are presented in the performance measure below (see figure 27.XVI).

Figure 27.XVI

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



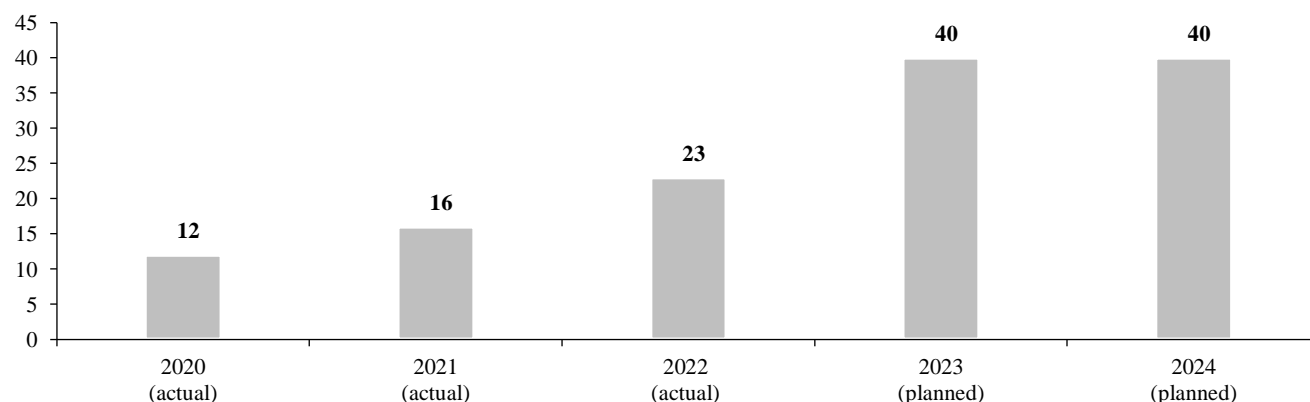
Result 2: national policymakers integrated innovation, good practices and evidence-based risk reduction into their decision-making processes

Programme performance in 2022 and target for 2024

- 27.124 The subprogramme's work contributed to 23 countries integrating climate change data and analysis to develop and implement disaster risk reduction strategies and plans, which exceeded the planned target of 18 countries.
- 27.125 Progress towards the objective and the target for 2024 are presented in the performance measure below (see figure 27.XVII).

Figure 27.XVII

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



Result 3: accelerated achievement of the Sendai Framework with countries using relevant information and analysis to reduce risks and inform development decisions

Proposed programme plan for 2024

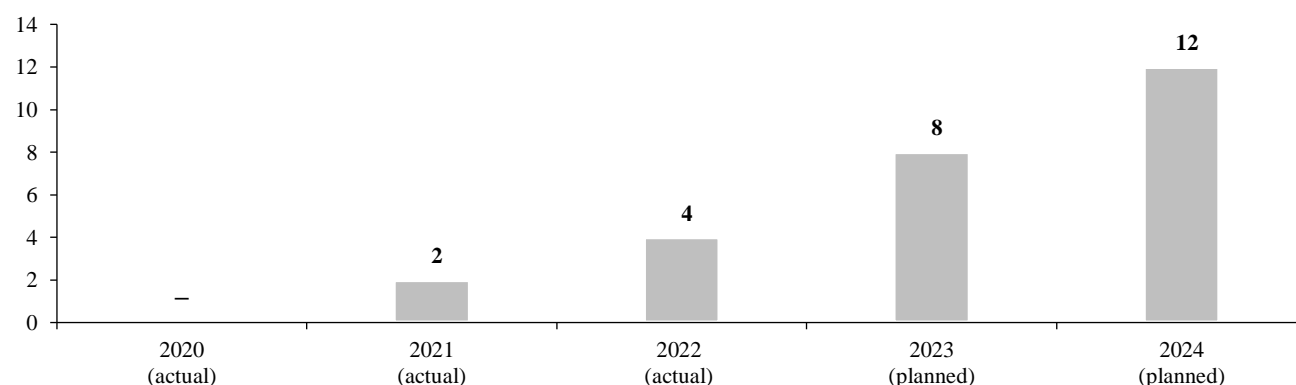
- 27.126 Climate and disaster risk analytics need to be upgraded to better account for systemic risks, cascading impacts and the medium- to long-term effects of climate change scenarios. The use of such information and analysis will enable strengthened evidence-based and risk-informed planning and decision-making in both the development and humanitarian fields, to accelerate the implementation of the Sendai Framework. The programme will work through its network of regional offices to provide Governments and stakeholders with technical assistance and support to strengthen their understanding of risk, including its drivers.

Lessons learned and planned change

- 27.127 The lesson for the programme was the need to promote a systematic approach to disaster risk reduction, given that hazardous events may transform themselves quickly into crises with global and long-lasting social, ecological and economic consequences. In applying the lesson, the programme will support Member States and stakeholders in developing multi-hazard risk profiles in order to better understand the interconnected nature and dynamic interaction of risks stemming from different types of hazards. In this regard, the Office will provide technical support to national partners and the United Nations system on risk information and analytics.
- 27.128 Expected progress towards the objective is presented in the performance measure below (see figure 27.XVIII).

Figure 27.XVIII

Performance measure: number of countries having developed multi-hazard risk profiles (cumulative)



Legislative mandates

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

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; 77/164	Disaster risk reduction	76/258	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	77/29	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development

Economic and Social Council resolutions and intergovernmental agreed conclusions

2018/14	Strategic Framework on Geospatial Information and Services for Disasters	E/FFDF/2020/3; E/FFDF/2021/3; E/FFDF/2022/3	Follow-up and review of the financing for development outcomes and the means of implementation of the 2030 Agenda for Sustainable Development
2022/8	Report of the Committee for Development Policy on its twenty-fourth session		
E/2022/27- E/CN.6/2022/16	Report of the Commission on the Status of Women on its sixty-sixth session, on the priority theme “Achieving gender equality and the empowerment of all women and girls in the context of climate change, environmental and disaster risk reduction policies and programmes”	E/HLS/2022/1	Ministerial declaration of the high-level segment of the 2022 session of the Economic and Social Council and the 2022 high-level political forum on sustainable development, convened under the auspices of the Council, on the theme “Building back better from the coronavirus disease (COVID-19) while advancing the full implementation of the 2030 Agenda for Sustainable Development”

Deliverables

27.130 Table 27.32 lists all deliverables of the programme.

Table 27.32

Deliverables for the period 2022–2024, by category and subcategory

Category and subcategory	2022 planned	2022 actual	2023 planned	2024 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	2	1
1. Report to the General Assembly on the implementation of the Sendai Framework for Disaster Risk Reduction 2015–2030	1	1	1	1
2. Report of the midterm review of the Sendai Framework – main findings and recommendations	–	–	1	–
Substantive services for meetings (number of three-hour meetings)	2	2	8	2
3. Provision of substantive and technical support to General Assembly (Second Committee) resolution negotiations on disaster risk reduction (annual)	1	1	1	1
4. Provision of substantive and technical support to General Assembly negotiations on the political declaration of the midterm review of the Sendai Framework	–	–	1	–
5. Provision of substantive and technical support to General Assembly resolution negotiations on building global resilience through regional and interregional infrastructure connectivity	–	–	1	–
6. General Assembly plenary (Second Committee), agenda item on Sustainable development: disaster risk reduction	1	1	1	1
7. General Assembly plenary, high-level meeting on the midterm review of the Sendai Framework	–	–	4	–
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	30	47	30	35
8. National, regional, and interregional projects related to the implementation of the Sendai Framework	30	47	30	35
Seminars, workshops and training events (number of days)	330	335	330	330
9. Training events on disaster risk reduction planning and implementation and monitoring of the Sendai Framework for regional, national and local capacity development	330	335	330	330
Publications (number of publications)	3	3	4	3
10. Global Assessment Report on Disaster Risk Reduction and Global Assessment Report special reports	1	1	1	1
11. United Nations Office for Disaster Risk Reduction annual report	1	1	1	1
12. United Nations Office for Disaster Risk Reduction biennial work programme and strategic framework	–	–	1	–
13. 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)	15	16	22	23
14. On the monitoring and implementation of the Sendai Framework	10	10	15	15
15. On the application of risk knowledge	4	4	6	6
16. Technical contributions to outcome documents of the regional and global platforms	1	2	1	2

Category and subcategory	2022 planned	2022 actual	2023 planned	2024 planned
C. Substantive deliverables				
<p>Consultation, advice and advocacy: advocacy 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; advisory services for risk governance capacities of 20 regional and subregional intergovernmental organizations; advocacy with and technical advice to Member States to integrate disaster risk reduction into intergovernmental deliberations and policy decisions at the General Assembly and the Economic and Social Council, including the coordination segment, the Commission on the Status of Women, the forum on financing for development follow-up and the high-level political forum for sustainable development, as well as into the United Nations Framework Convention on Climate Change.</p> <p>Databases and substantive digital materials: the Sendai Framework monitor, used by 175 Member States for monitoring and reporting on progress against Framework targets and related Sustainable Development Goal targets/indicators; the Sendai Framework voluntary commitments online platform, with more than 180 voluntary commitments; and disaster loss databases complying with the Framework requirements, covering 120 countries and territories.</p>				
D. Communication deliverables				
<p>Outreach programmes, special events and informative materials: high-level global and regional meetings on disaster risk reduction; World Tsunami Awareness Day events; International Day for Disaster Reduction events; newsletters and notes verbales on Sendai Framework monitoring; and communications campaigns on inclusive disaster risk reduction and the Early Warnings for All initiative.</p> <p>External and media relations: press releases, op-eds and press coverage; media briefings on community risk and reporting on disaster risk reduction.</p> <p>Digital platforms and multimedia content: PreventionWeb, the online knowledge platform for disaster risk reduction; and web stories, posts and videos for social media.</p>				

B. Proposed post and non-post resource requirements for 2024

Overview

- 27.131 The proposed regular budget resources for 2024, including the breakdown of resource changes, as applicable, are reflected in tables 27.33 to 27.35.

Table 27.33

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2022 expenditure	2023 appropriation	Changes				Total	Percentage	2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Posts	173.2	3.5	—	—	—	—	—	—	3.5
Contractual services	1.9	2.1	—	—	—	—	—	—	2.1
General operating expenses	15.1	16.3	—	—	—	—	—	—	16.3
Supplies and materials	0.4	0.4	—	—	—	—	—	—	0.4
Grants and contributions	1 078.3	1 241.3	—	—	—	—	—	—	1 241.3
Total	1 268.8	1 263.6	—	—	—	—	—	—	1 263.6

Table 27.34

Overall: proposed posts and post changes for 2024

(Number of posts)

	Number	Details
Approved for 2023	1	D-1
Post changes	—	
Proposed for 2024	1	D-1

Table 27.35

Overall: proposed posts by category and grade

(Number of posts)

Category and grade	2023 approved	Changes				Total	2024 proposed
		Technical adjustments	New/expanded mandates	Other			
Professional and higher							
D-1	1	—	—	—	—	—	1
Total	1	—	—	—	—	—	1

- 27.132 Additional details on the distribution of the proposed resources for 2024 are reflected in tables 27.36 to 27.38 and figure 27.XIX.

- 27.133 As reflected in tables 27.36 (1) and 27.37 (1), the overall net resources proposed for 2024 amount to \$1,263,600 before recosting, reflecting no change compared with the appropriation for 2023. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 27.36

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

(Thousands of United States dollars)

(1) *Regular budget*

Component	2022 expenditure	2023 appropriation	Changes				Total	Percentage	2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Programme of work	1 268.8	1 263.6	—	—	—	—	—	—	1 263.6
Subtotal, 1	1 268.8	1 263.6	—	—	—	—	—	—	1 263.6

(2) *Extrabudgetary*

Component	2022 expenditure	2023 estimate	Change	Percentage	2024 estimate
Programme of work	50 304.3	62 424.1	1 109.3	1.8	63 533.4
Subtotal, 2	50 304.3	62 424.1	1 109.3	1.8	63 533.4
Total	51 573.1	63 687.7	1 109.3	1.7	64 797.0

Table 27.37

Overall: proposed posts for 2024 by source of funding and component

(Number of posts)

(1) *Regular budget*

Component	2023 approved	Changes				Total	2024 proposed
		Technical adjustments	New/expanded mandates	Other			
Programme of work	1	—	—	—	—	—	1
Subtotal, 1	1	—	—	—	—	—	1

(2) *Extrabudgetary*

Component	2023 estimate	Change	2024 estimate
Programme of work	129	—	129
Subtotal, 2	129	—	129
Total	130	—	130

Table 27.38

Overall: evolution of financial and post resources

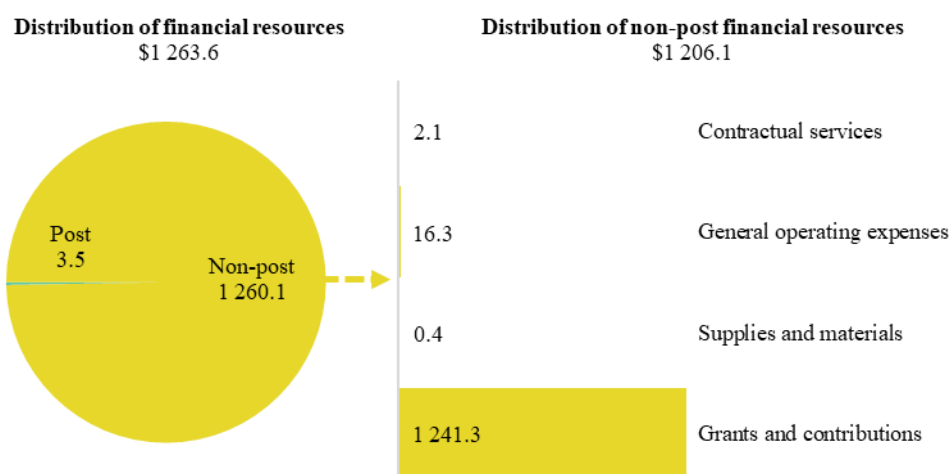
(Thousands of United States dollars/number of posts)

	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	173.2	3.5	—	—	—	—	—	3.5
Non-post	1 095.6	1 260.1	—	—	—	—	—	1 260.1
Total	1 268.8	1 263.6	—	—	—	—	—	1 263.6
Post resources by category								
Professional and higher		1	—	—	—	—	—	1
Total		1	—	—	—	—	—	1

Figure 27.XIX

Distribution of proposed resources for 2024 (before recosting)

(Number of posts/thousands of United States dollars)

**Extrabudgetary resources**

- 27.134 As reflected in tables 27.36 (2) and 27.37 (2), extrabudgetary resources amount to \$63,533,400. The resources would complement regular budget resources and would be used mainly to provide technical assistance, capacity development, coordination and policy guidance to support the implementation of the Sendai Framework at the global, regional, national and local levels. Extrabudgetary resources represent 98 per cent of the total resources of the Office.
- 27.135 The extrabudgetary resources under the present section are subject to the oversight of the Special Representative of the Secretary-General for Disaster Risk Reduction, who has delegated authority from the Secretary-General.
- 27.136 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 27.39. Managers are asked to implement preventive and corrective measures. Notwithstanding, the impact of the COVID-19 pandemic and related restrictions on travel in 2022 limited the ability to comply with advance booking for air travel, which resulted in a lower

compliance rate. In 2024, the Office will continue to implement measures to improve the compliance rate for air tickets, including advance planning and nomination of travellers and undertaking communication to staff and managers to raise awareness of the requirement

Table 27.39
Compliance rate
 (Percentage)

	<i>Actual 2020</i>	<i>Actual 2021</i>	<i>Actual 2022</i>	<i>Planned 2023</i>	<i>Planned 2024</i>
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	17.6	15.0	45.1	100	100

Annex I

Organizational structure and post distribution for 2024

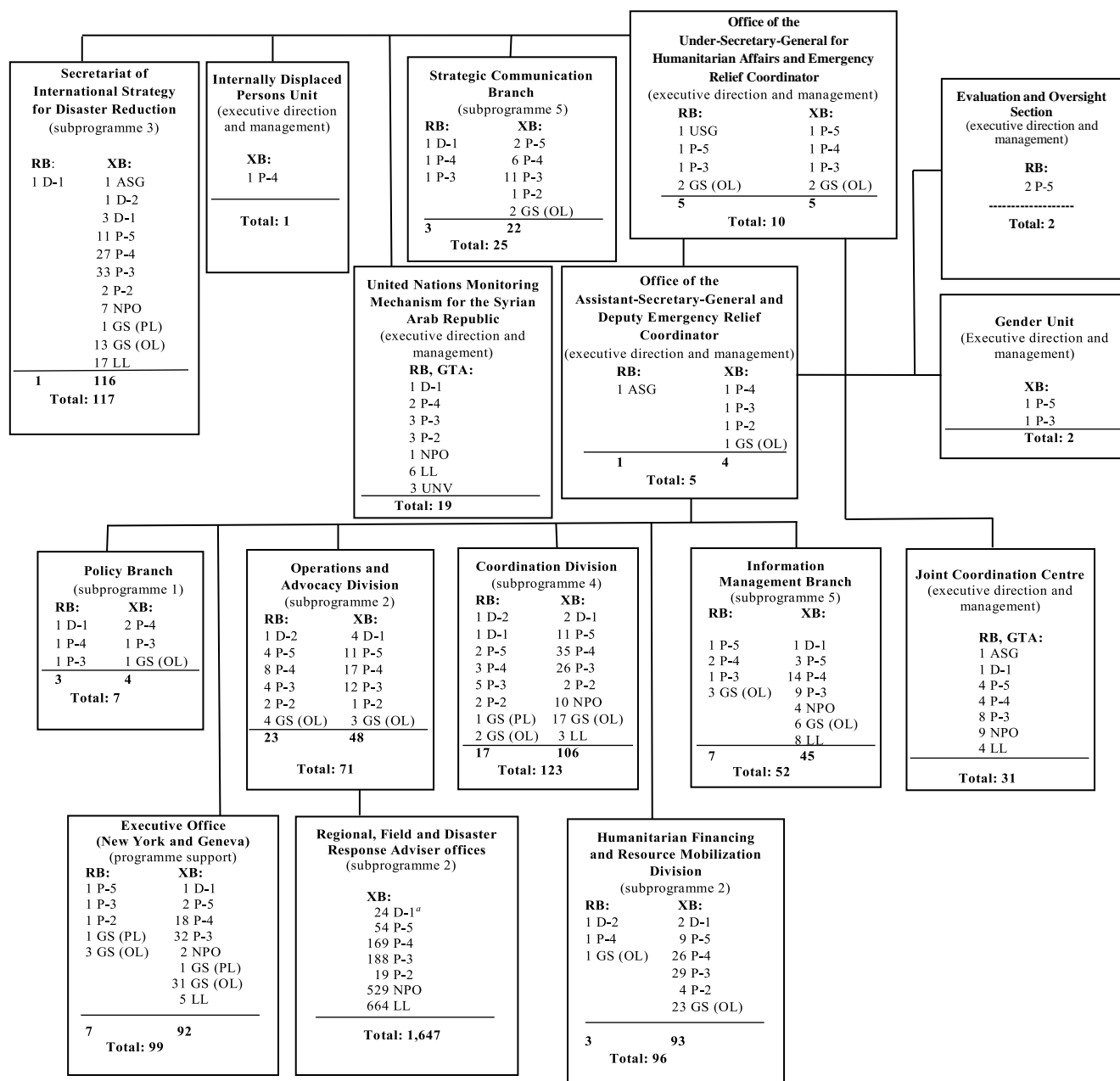
Two charts showing the organizational structure of the Office for the Coordination of Humanitarian Affairs are presented below. Chart A reproduces the approved organizational structure for 2023, as contained in document [A/77/576](#). Charts B and C presents the proposed organizational structure for 2024 for the Office for the Coordination of Humanitarian Affairs and the United Nations Office for Disaster Risk Reduction, respectively.

Justification for the proposed changes

Following the adoption of the Office for the Coordination of Humanitarian Affairs policy instruction on gender equality and the action plan in 2021, the Office proposed that the Gender Unit be moved from executive direction and management to the Operations and Advocacy Division under subprogramme 2. This would enable the Office to build on successful advocacy that has strengthened gender analysis and prioritized response and the prevention of gender-based violence and the promotion of women's leadership in decision-making. It would further enhance the Office's efforts to mainstream and operationalize gender for a larger impact, enhance programming and support to partners on the ground, and drive forward progress on gender equality in the Office's work and humanitarian action more broadly. The Unit will continue to support the Office's engagement in global processes and reporting, and it is composed of two extrabudgetary posts, one Head of Unit/Senior Gender Adviser (P-5) and one Gender Specialist (P-3).

Furthermore, as explained in paragraphs 27.10 and 27.105 above, the organization chart for 2024 for the Office excludes the posts for the secretariat of International Strategy for Disaster Reduction, which is now presented as a separate component and has a separate organization chart for 2024.

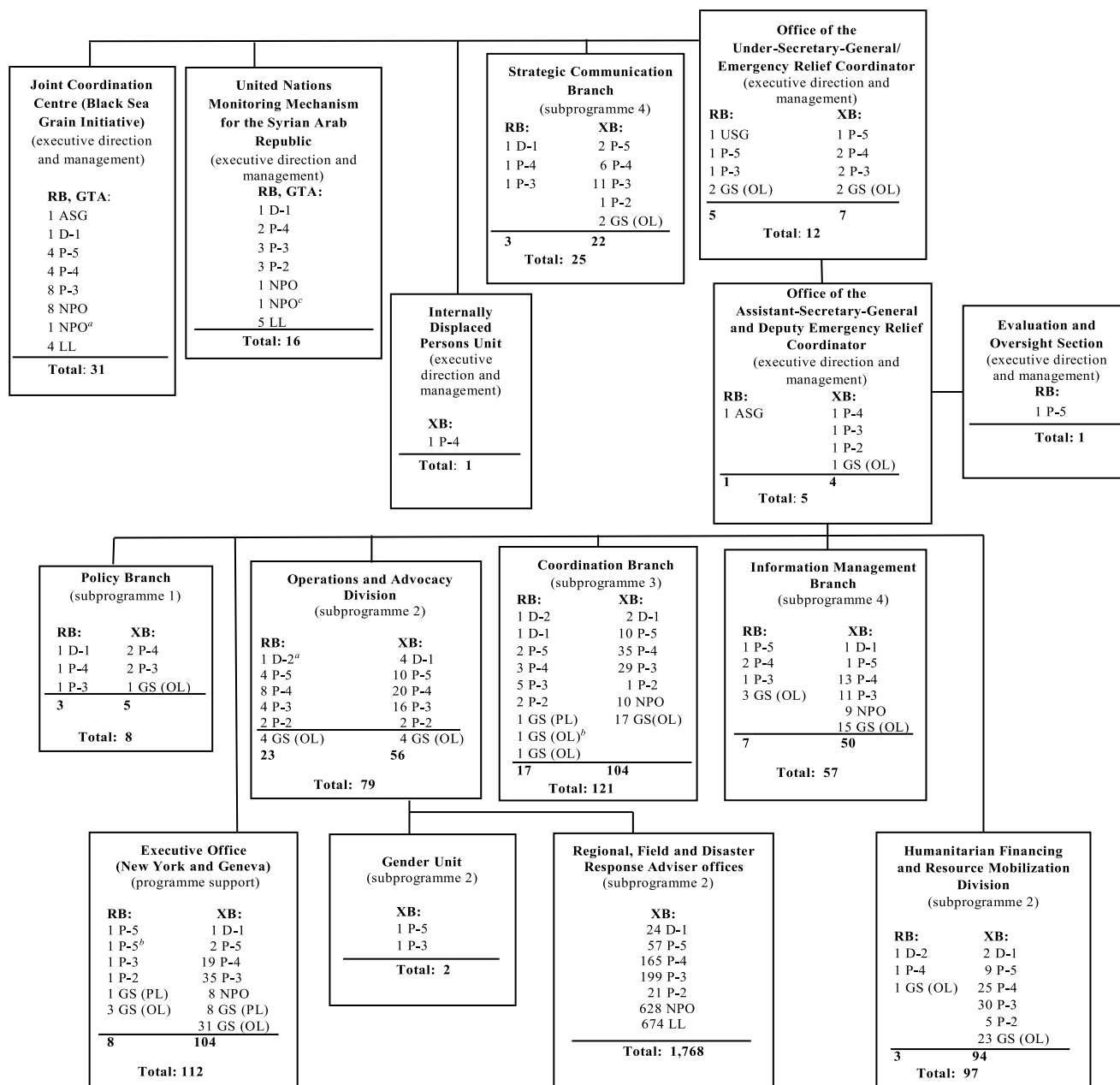
A. Office for the Coordination of Humanitarian Affairs: approved organizational structure and post distribution for 2023



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

^a Includes two vacant pooled posts.

B. Office for the Coordination of Humanitarian Affairs: proposed organizational structure and post distribution for 2024



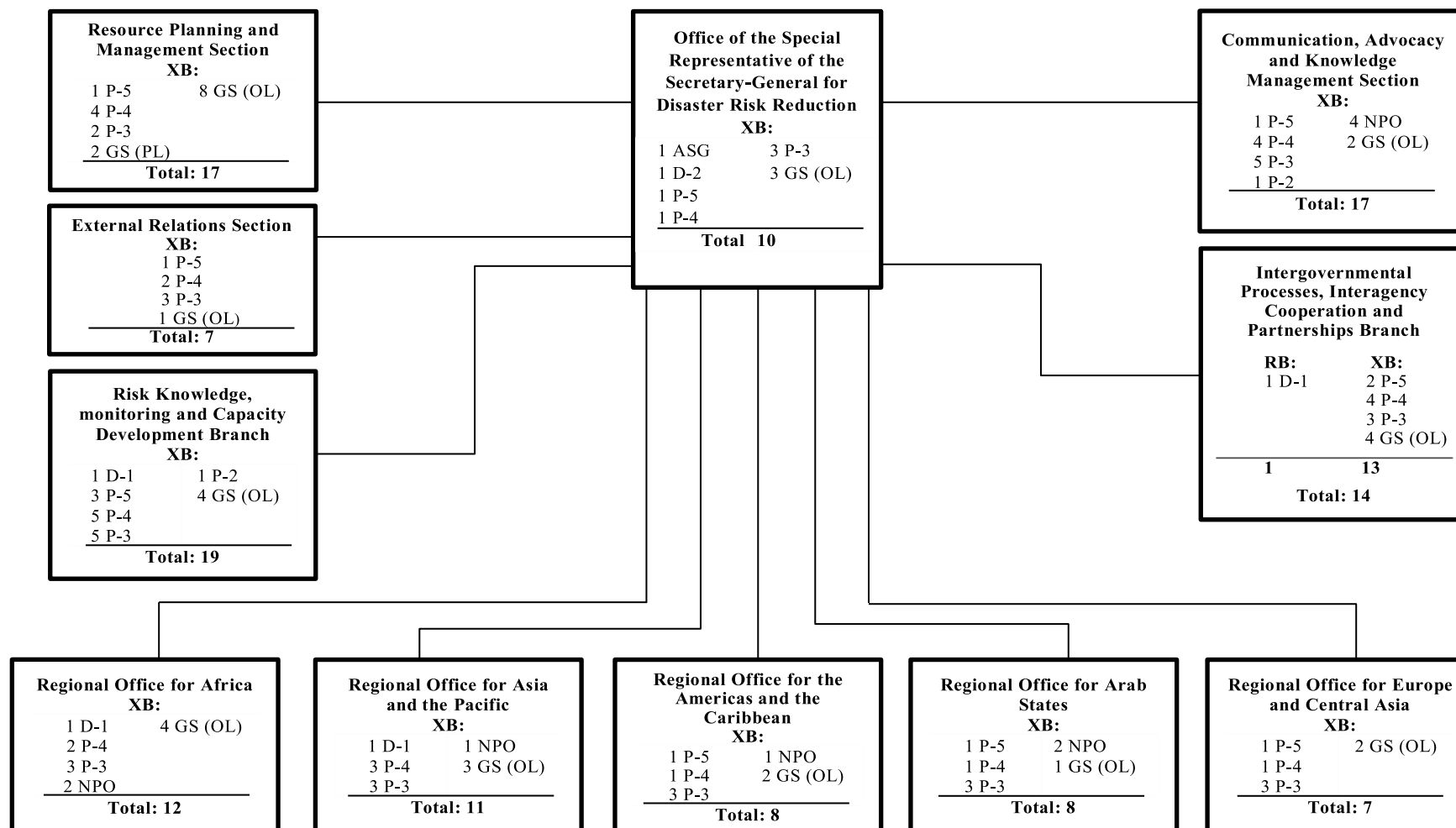
Note: Includes field office local positions (National Professional Officer and General Service (Local level)) administered by the United Nations Development Programme on behalf of the Office for the Coordination of Humanitarian Affairs.

^a Redeployed (geographical).

^b Reassignment.

^c Establishment.

C. United Nations Office for Disaster Risk Reduction:^a proposed organizational structure and post distribution for 2024



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; XB, extrabudgetary.

^a Title of the Office is aligned with the Secretary-General's bulletin on the Organization of the Secretariat of the United Nations ([ST/SGB/2015/3](#)).

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>
Executive direction and management	(1)	P-5	Outward reassignment of one Chief of Section, Humanitarian Affairs (New York) to programme support as Chief of Section, Programme Management (Geneva)	To strengthen the Office for the Coordination of Humanitarian Affairs support provided to its staff in the areas of staff welfare; anti-racism and promotion of cultural behaviour in line with the United Nations core values; improve the physical and mental well-being of staff members; integrate security, safety, health and well-being considerations into organizational processes and decision-making; and ensure that staff receive training and support related to security, workplace safety, health and well-being. The majority of the Office's staff work in high-risk environments and are exposed to stressful and challenging situations that require urgent and ongoing humanitarian action. In that regard, it is proposed that an existing Chief of Section, Humanitarian Affairs (P-5) in New York be reassigned as Chief of Section, Programme Management to head the People and Culture Section that is responsible for the aforementioned duties. The placement of the post under programme support in Geneva (redeployed from executive direction and management, New York) would allow for closer proximity in location and time zone of the incumbent to the Office's field locations and staff working in the Section, allowing for improved and effective management of the Section and delivery of its support services to the Office's staff worldwide.
Programme support	1	P-5		
Subprogramme 2 Coordination of humanitarian action and emergency response	1	D-2	Redeployment from Geneva to New York of 1 Director of Humanitarian Financing and Resource Mobilization	The Director heads the Humanitarian Financing and Resource Mobilization Division in subprogramme 2. The Division drives the Office for the Coordination of Humanitarian Affairs resource mobilization strategy and all activities and supervises the mechanisms for humanitarian funds, ensuring that all standards and requirements for the operation of these entities are met. It is proposed that the post be placed in New York to strengthen the Office's resource mobilization strategy and activities, including supervision of the existing mechanisms for humanitarian funds. The incumbent would also strengthen the required leadership and support for engagement with permanent missions and donors at the senior level. The work in Geneva will not be affected by the redeployment of the D-2 post, given that the Chief of Partnerships and Resource Mobilization (D-1) will cover the requirements in Geneva.

Section 27 Humanitarian assistance

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Subprogramme 3 Emergency support services	–	GS (OL)	Reassignment of Document Management Assistant as Programme management assistant	<p>The proposed reassignment would allow the subprogramme to meet the increasing demand for the provision of a variety of programmatic support in the areas of humanitarian response planning, assessment and monitoring, in particular in the light of the increase in the number of activities under the cash assistance programme that require more coordination.</p> <p>The incumbent will provide programmatic support to the System-wide Analysis and Policy Section, including recruitment, organizing travel to field locations to roll out training of Office for the Coordination of Humanitarian Affairs staff on cash modalities, coordinating travel for global cluster coordination group missions, and communicating with partners for events and general administration in support of meetings and staff. With the move to cloud computing and the archiving of all documents electronically, the tasks associated with a Document Management Assistant have been phased out.</p>

Abbreviation: GS (OL), General Service (Other level).

Annex III

Overview of financial and post resources, by entity and funding source

(Thousands of United States dollars/number of posts)

	Regular budget			Extrabudgetary			Total		
	2023 appropriation	2024 estimate (before recosting)	Variance	2023 estimate	2024 estimate	Variance	2023 estimate	2024 estimate	Variance
Financial resources									
Office for the Coordination of Humanitarian Affairs	25 861.8	25 975.5	113.7	352 058.1	352 058.1	–	377 919.9	378 033.6	113.7
United Nations Office for Disaster Risk Reduction	1 263.6	1 263.6	–	62 424.1	63 533.4	1 109.3	63 687.7	64 797.0	1 109.3
Total, Section 27	27 125.4	27 239.1	113.7	414 482.2	415 591.5	1 109.3	441 607.6	442 830.6	1 223.0
Post resources									
Office for the Coordination of Humanitarian Affairs	71	71	–	2 217	2 217	–	2 288	2 288	–
United Nations Office for Disaster Risk Reduction	1	1	–	129	129	–	130	130	–
Total, Section 27	72	72	–	2 346	2 346	–	2 418	2 418	–