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Part VI

Human rights and humanitarian affairs

Section 27

Humanitarian assistance

Programme 23

Humanitarian assistance

Contents

	<i>Page</i>
Foreword	3
Overall orientation	4
A. Proposed programme plan for 2020 and programme performance for 2018***	8
B. Proposed post and non-post resource requirements for 2020****	25
Annexes	
I. Organizational structure and post distribution for 2020	41
II. Summary of proposed changes in established posts by component and subprogramme.....	42

* Third reissue for technical reasons (18 June 2019).

** [A/74/50](#).

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

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





Foreword

In 2019, nearly 132 million people will need humanitarian assistance and protection, the majority because of the impact of conflict. Most of those crises are fuelled by protracted conflict, compounded by underdevelopment, fragile institutions and environmental degradation linked to climate change.

International and local humanitarian actors have achieved progress in recent years: humanitarian organizations are able to reach tens of millions of vulnerable people every year, saving millions of lives. International humanitarian response is now better coordinated and based on more comprehensive and accurate assessments of needs and draws on new technological advances, tools and services that have improved operational planning, implementation and monitoring of humanitarian action. Humanitarian responses now rely increasingly on early warning and early action approaches and draw more systematically from lessons learned from past experiences.

Facing record humanitarian needs in 2018, the Office for the Coordination of Humanitarian Affairs helped mobilize the highest-ever funding of more than \$15 billion, against a requirement of \$25 billion, as set out in the Global Humanitarian Overview 2018.

However, humanitarian aid cannot replace long-term political and development solutions that people in crises so desperately hope for. That is why we are working to mobilize the will, skills and creativity of the global community to end crises and promote development to help people become more resilient to disasters that cannot be avoided.

In 2020, the implementation of the Secretary-General's vision for reforming the United Nations offers a unique opportunity to continue to increase the effectiveness of the Organization and make it even more fit to help reduce some of the underlying drivers of humanitarian crises.

Finally, given today's protracted and complex crises, we must go beyond meeting humanitarian needs to reduce the impact of disaster and end need through greater collaboration with development partners. We have a unique opportunity to reduce human suffering.

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

Overall orientation

Mandates and background

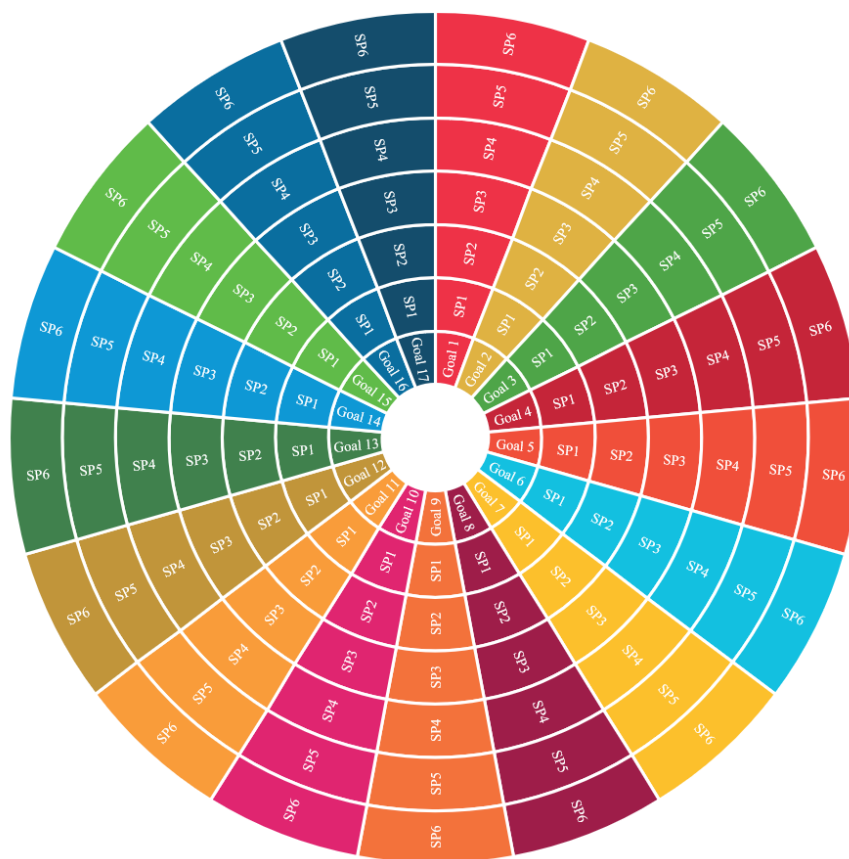
- 27.1 The Office for the Coordination of Humanitarian Affairs is responsible for ensuring the timely, coherent, coordinated and principled response of the international community to disasters and emergencies and for facilitating the transition from emergency relief to rehabilitation and sustainable development.
- 27.2 The mandate of the Office derives from the priorities established in relevant General Assembly resolutions, including resolution [46/182](#), in which the Assembly set out the guiding principles of humanitarian response and reinforced earlier decisions and resolutions adopted by it and by the Economic and Social Council concerning humanitarian assistance and the leadership role of the Secretary-General to ensure better preparation for, as well as a coordinated, rapid and coherent response to, natural disasters and other emergencies. To that end, the resolution also established the role of the Emergency Relief Coordinator, who works with the Secretary-General and the Inter-Agency Standing Committee in leading, coordinating and facilitating humanitarian assistance. The mandate has been confirmed and consolidated through the normative developments of the resolution over the past 25 years.
- 27.3 The United Nations Office for Disaster Risk Reduction, which is the focal point in the United Nations system for the coordination of disaster risk reduction, is responsible for leading and ensuring synergies among the disaster reduction activities of the United Nations system and regional organizations and activities in socioeconomic and humanitarian fields. It provides a data-driven, people-centric approach to supporting Governments and stakeholders to identify and report against relevant ongoing and emerging disaster risks.
- 27.4 The mandate of the United Nations Office for Disaster Risk Reduction derives from the priorities established in relevant resolutions of the General Assembly, most notably [56/195](#), as well as the Sendai Declaration and the Sendai Framework for Disaster Risk Reduction. Today, 1 in 60 people around the world is caught up in a crisis and urgently needs humanitarian assistance. Furthermore, natural disasters and the effects of climate change continue to generate humanitarian needs, affecting 350 million people on average each year. Although there has been progress in predicting and preparing for disasters, and humanitarian organizations are increasingly successful in saving lives, many needs still remain unmet.

Alignment with the Charter of the United Nations, the Sustainable Development Goals and other transformational agendas

- 27.5 The mandates of the Office for the Coordination of Humanitarian Affairs guide the subprogrammes in producing their respective deliverables, which contribute to the attainment of each subprogramme's objective. The objectives of the subprogrammes are aligned with the Organization's purpose to achieve international cooperation in solving international problems of an economic, social, cultural or humanitarian character and in promoting and encouraging respect for human rights and for fundamental freedoms for all without distinction as to race, sex, language or religion, as stipulated in Article 1 of the Charter of the United Nations. In the context of the 2030 Agenda for Sustainable Development, the purposes stipulated in Article 1 of the Charter are embodied by the Sustainable Development Goals. Figure 27.I below summarizes the specific Sustainable Development Goals with which the objectives, and therefore the deliverables, of the respective subprogrammes are aligned.

Figure 27.1

Humanitarian assistance: alignment of subprogrammes with Sustainable Development Goals



- 27.6 The objectives of the subprogrammes are also aligned with further global initiatives and change agendas, such as the Paris Agreement and the Sendai Framework for Disaster Risk Reduction.

Recent developments

- 27.7 In 2018, humanitarian organizations were increasingly successful in saving lives and reducing suffering, and global funding levels for humanitarian action reached a record high. Despite significant progress, humanitarian needs remain high and outpace funding levels. Crises affect more people and for longer, and the number of people targeted to receive assistance through United Nations-led humanitarian response plans increased in 2018 from 77 million in 2014 to 101 million.
- 27.8 Investments in disaster risk reduction have led to a decrease in disaster-related fatalities. Despite that success, however, climate change and a variety of other risk drivers have resulted in an increase in human and economic losses every year. Between 1998 and 2017, climate-related and geophysical disasters were responsible for the deaths of 1.3 million people and left a further 4.4 billion injured, homeless, displaced or in need of emergency assistance. During that same period, disaster-hit countries reported direct economic losses valued at \$2,908 billion, of which climate-related disasters caused \$2,245 billion (77 per cent of the total). Such losses are only part of the story. The World Bank has calculated that the real cost to the global economy is a staggering \$520 billion per annum, with disasters pushing 26 million people into poverty every year.

Strategy and external factors for 2020

- 27.9 The Office for the Coordination of Humanitarian Affairs expects to contribute more efficiently and effectively to its planned results for 2020 through a more efficient and field-focused service delivery model. As part of its efforts to strengthen the effective delivery of the mandate, the Office has optimized its management structure to make it more transparent and accountable, streamlined its management processes and achieved greater operational efficiency by decentralizing decision-making and administrative services.
- 27.10 The humanitarian system is more effective and impactful than it has ever been, the capacity to identify different groups' specific needs and vulnerabilities has improved, and response plans are now more inclusive, comprehensive, innovative and prioritized. Despite those successes, needs continue to grow, and the gap between responses and needs is widening. Most needs occur in long-lasting crises. To meet those challenges, the Office will work with partners to mitigate shocks before they become humanitarian emergencies. In a changing world and evolving sector, such responses benefit from strong partnerships, based on mutual respect, trust and confidence. To help realize the commitment of the 2030 Agenda for Sustainable Development to "leave no one behind", the Office will further improve collaboration between the humanitarian system and the United Nations development system, to reduce suffering and need, in line with mandates, and to promote coherence between humanitarian, development and peace actors.
- 27.11 In its work, the Office promotes the timely, coherent, coordinated and principled humanitarian response of the international community to disasters and complex emergencies. Humanitarian crises can impede or reverse development gains made over decades. Humanitarian action and preparedness can help mitigate those impacts, especially on the most vulnerable and the furthest behind, and thereby reinforce achievement of the 2030 Agenda and the Sustainable Development Goals. Humanitarian assistance is provided in ways that can be supportive of recovery and longer-term sustainable development, collaborating closely with the development actors to that end, in accordance with respective mandates. In that way, humanitarian assistance can be supportive of the Sustainable Development Goals and longer-term development while fully respecting General Assembly resolution [46/182](#) and humanitarian principles and taking into account the fact that the Office does not carry out operational activities for development.
- 27.12 The impact of disaster risk reduction is twofold: reducing the vulnerability of communities to hazards safeguards development gains while risk-informed development contributes to Member States achieving the Sustainable Development Goals, pivoting from the cycle of disaster-respond-repeat and improving investment in disaster risk reduction and resilience. The United Nations Office for Disaster Risk Reduction will pursue the substantial reduction of disaster risk and losses through the prevention of new and the reduction of existing disaster risk, and by strengthening resilience through multi-hazard disaster risk management. Humanitarian response and development must become risk-informed. Reducing disaster risk and building resilience bridges both the mandate and activity divide between humanitarian response and sustainable development. Reducing disaster risk is therefore at the very heart of efforts to ensure that the United Nations is collaborative, effective and efficient. The United Nations Office for Disaster Risk Reduction will continue to ensure overall policy coherence by engaging with Member States, contributing to relevant intergovernmental processes, establishing and guiding regional and national coordination mechanisms to accelerate compliance with the Sendai Framework and related Sustainable Development Goal targets, building the capacity of counterparts and leveraging new partnerships and financing models to increase financing for disaster risk reduction and risk-sensitive investment.
- 27.13 With regard to the external factors, the overall plan for 2020 is based on the following planning assumptions:
- (a) Humanitarian needs and funding requirements will remain high in 2020;
 - (b) The majority of humanitarian needs will continue to occur in long-lasting crises, which are the product of interactions between natural hazards, armed conflict and human vulnerability and

which require complex and even faster responses, closer collaboration between the humanitarian system and development actors.

- 27.14 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. The Office will work towards the implementation of the United Nation System-wide Action Plan on Gender Equality and the Empowerment of Women as a central framework for enhancing and accelerating gender mainstreaming. The Office ensures that a gender perspective is fully integrated into its activities through its own and inter-agency policies and tools, such as the Inter-Agency Standing Committee's policy on gender equality and the empowerment of women and girls in humanitarian action, its Gender Handbook in Humanitarian Action, its gender with age marker and its Gender Standby Capacity project roster and advisers.
- 27.15 With regard to cooperation with other entities, the Office will continue to work with national and local governments, affected communities, Inter-Agency Standing Committee partners and many other stakeholders, including regional disaster management and response organizations, other regional and subregional organizations, the private sector, first responders and academia.
- 27.16 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 response system. It will provide and manage global platforms, such as the United Nations Disaster Assessment and Coordination Team and the International Search and Rescue Advisory Group, to pool resources and facilitate a joint response to natural disasters and man-made crises. The Office coordinates with and seeks input from the Department of Peace Operations, the Department of Political and Peacebuilding Affairs, the Office of the United Nations High Commissioner for Human Rights and other relevant agencies ahead of the briefings of the informal Security Council Expert Group on the Protection of Civilians, especially when the extension of the mandates of political and peacekeeping missions is under consideration. On resilience and the selection and capacity-building of humanitarian leaders, the Office collaborates closely with the United Nations Development Programme (UNDP) and the Development Coordination Office. At the country level, the Office guides United Nations agencies, such as the World Food Programme, UNDP, the United Nations Children's Fund, the Food and Agriculture Organization of the United Nations, the World Health Organization and the United Nations Population Fund, through the humanitarian programme cycle to ensure coherent and consistent system-wide response strategies and minimize the duplication of response efforts.

A. Proposed programme plan for 2020 and programme performance for 2018

Programme of work



Subprogramme 1 Policy and analysis

1. Objective

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

2. Alignment with the Sustainable Development Goals

- 27.18 Given its broad scope, the objective is aligned with all of the Sustainable Development Goals.

3. Highlighted result in 2018

Increased attention to conflict-induced food insecurity

In 2018, the Office for the Coordination of Humanitarian Affairs coordinated and prepared the report of the Secretary-General on the protection of civilians in armed conflict. In that report, the Secretary-General noted that, having declined for more than two decades, global hunger was on the rise, with conflict cited as the main reason for that reversal. The risk of famine and severe food insecurity was concentrated in a relatively small number of countries affected by large-scale, severe and protracted conflict. Nearly two thirds of the world's hungry lived in countries in conflict. Nearly 500 million undernourished people – and almost 80 per cent of the world's 155 million stunted children – lived in countries affected by conflict. In the report, the Secretary-General detailed the response of the United Nations, humanitarian and development actors to famine in parts of Unity State, South Sudan, and to the risk of famine in north-east Nigeria, Somalia, South Sudan and Yemen in 2017.

The Secretary-General described the causes of severe food insecurity in the world and called for respect for international humanitarian law, as well as greater investment in agriculture and livelihoods to address some of these causes.



A young child in a malnutrition ward in Mocha, Yemen. Source: Office for the Coordination of Humanitarian Affairs/Giles Clarke

Result and evidence

The deliverables contributed to the result, which is the recognition of an express link between armed conflict and food insecurity. Evidence of the result includes the adoption of Security Council resolution [2417 \(2018\)](#), which marked an important step in the international response to food insecurity.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

-
- 27.19 A planned result for 2018, which is decisions of Inter-Agency Standing Committee members and other partners are informed by humanitarian policy analysis and dialogue, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by a greater number of humanitarian policy priorities in the report of the Secretary-General on strengthening coordination that are discussed by Member States in the annual humanitarian resolution negotiations of the Economic and Social Council and the General Assembly. Three high-level panels were held at the 2018 Economic and Social Council humanitarian affairs segment, on the following topics: (a) addressing the challenges, risks and impacts of extreme weather events and climate change on the most vulnerable; (b) addressing the impact of armed conflict on children – strengthening the response to meet children’s needs; and (c) strengthening local capabilities for sustainable outcomes and local resilience – contribution of humanitarian action. In addition, in 2018, the Vice-President of the Economic and Social Council gave a briefing to Member States on the report of the Secretary-General. Several resolution negotiations were held on issues presented in the report, including child protection, protection against sexual exploitation and abuse, gender-based violence and natural disasters.

4. Highlighted planned result for 2020

Increased collaboration between humanitarian and development partners at the country-level

In 2018, the Office contributed to making progress on bridging the gap between humanitarian and development assistance at the global level. At a workshop co-hosted with the World Bank and including UNDP and the Organization for Economic Cooperation and Development, development and humanitarian donors came together to discuss how donors could contribute to operationalizing and financing joined-up approaches aimed at reducing needs, risks and vulnerabilities and increasing the resilience of people affected by crises. In 2018, guidance was developed on implementing the strategies agreed collaboratively between humanitarian and development partners. Joined-up approaches were piloted in Burkina Faso, Chad and Mauritania.

Challenge and response

The challenge was that a growing number of people are affected by protracted crises and, to address their needs in a sustainable manner, it is necessary to ensure a continuum of support through short-term humanitarian action and medium- to long-term development programming. To achieve this, closer and more systematic collaboration between humanitarian and development stakeholders is more widely needed, for example, through joined-up planning for commonly agreed strategies, so that short-term needs are met while vulnerability is reduced and resilience strengthened in the long term.

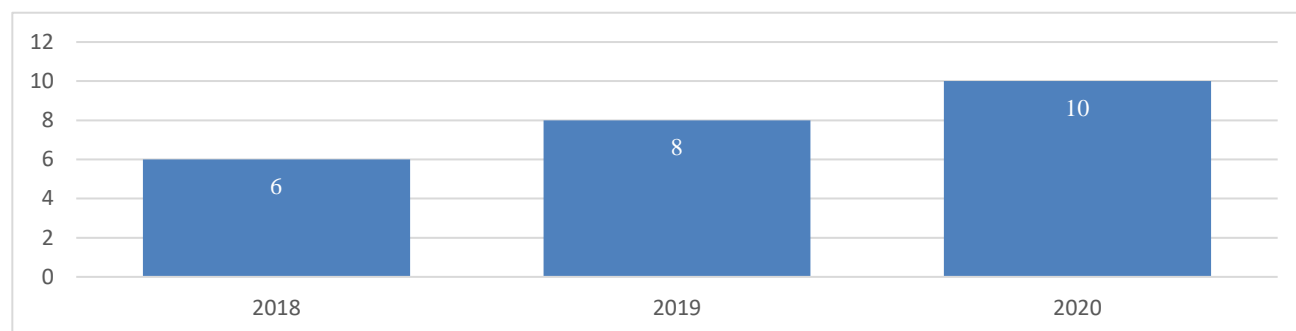
In response, for 2020, the Office plans to scale-up efforts for joined-up planning and strategies at the country level.

Result and evidence

The planned deliverable is expected to contribute to the result, which is increased collaboration between humanitarian and development actors, based on lessons learned from experiences in the various country contexts. Evidence of the result, if achieved, will include 10 countries where joined-up planning will have led to commonly agreed strategies, as shown in the figure below. Those joined-up efforts should, wherever possible, reinforce and strengthen the capacities that already exist at the national and local levels and connect to national and regional strategies.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

Performance measures: number of countries where humanitarian and development partners have defined common strategies



- 27.20 The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

5. Deliverables for the period 2018–2020

- 27.21 The below table lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 27.1

Subprogramme 1: deliverables for the period 2018–2020, by category and subcategory

	2018 planned	2018 actual	2019 planned	2020 planned
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	3	3	3	3
Substantive services for meetings (number of three-hour meetings)	6	6	6	6
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	3	3	3	3
Technical materials (number of materials)	2	2	2	2



Subprogramme 2

Coordination of humanitarian action and emergency response

1. Objective

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

2. Alignment with the Sustainable Development Goals

- 27.23 Given its broad scope, the objective is aligned with all of the Sustainable Development Goals.

3. Highlighted result in 2018

Coordinated international humanitarian response in Yemen

One of the biggest successes for the Office for the Coordination of Humanitarian Affairs in 2018 was the coordination of the humanitarian response plan for today's severest humanitarian crisis: Yemen. After nearly four years of conflict in Yemen, as well as economic decline and institutional collapse, more than 24 million people — including 3.3 million displaced people — require humanitarian aid. More than 20 million people, representing two thirds of the population, are food insecure. At the same time, Yemen continues to grapple with a major outbreak of cholera, worsening rates of malnutrition and other challenges. The 2018 Yemen humanitarian response plan required \$2.96 billion to provide life-saving humanitarian assistance and protection to people across the country.



Secretary-General Antonio Guterres briefs the media during a press conference at the High-level Pledging Event for the Humanitarian Crisis in Yemen. Source: United Nations/Jean-Marc Ferre

In order to meet the humanitarian needs identified in the plan, the Office, in partnership with the Governments of Sweden and Switzerland, convened a high-level pledging conference on Yemen in Geneva on 3 April 2018. The Conference succeeded in mobilizing resources and bringing together stakeholders to generate political will and action for humanitarian response. Over 350 participants from 64 Member States attended, as well as regional organizations, United Nations agencies, international non-governmental organizations and Yemeni national non-governmental organization (NGOs) and the European Commission. A total of \$2.01 billion was pledged for the humanitarian response in Yemen, meeting 85.3 per cent of the requirements, making it the second highest funded United Nations-led response in 2018.

Result and evidence

The deliverable contributed to the result, which is a targeted and well-coordinated international humanitarian response for Yemen. Evidence of the result includes the fact that 254 humanitarian partners agreed on priorities and a coherent strategy to meet the needs of 13 million people.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

- 27.24 A planned result for 2018, which is the timely and coordinated use of the Central Emergency Response Fund in countries with new and protracted emergencies, as referred to in the proposed programme budget for the biennium 2018–2019, was partially achieved, as evidenced by the improvement from 69 per cent in the biennium 2016–2017 to 83 per cent of project proposals under the rapid response window approved by the Emergency Relief Coordinator within three working days of their final submission, owing mainly to increased guidance and engagement with requesting agencies prior to the submission of proposals and during the review process.

4. Highlighted planned result for 2020

Increased use of humanitarian funding for early action

In 2018, despite improvements to the humanitarian system to make it more efficient, the trend of rising needs posed a continuous challenge to providing adequate and effective humanitarian assistance to meet the needs of affected people. Humanitarian crises are increasing in number and in duration. The majority of people targeted (nearly 60 per cent) receive assistance for five years or more. Since 2015, appeals for crises lasting five years or longer have spiked and now command most funding received and requested (80 per cent). These trends emphasize the need for closer collaboration between humanitarian and development actors to decrease vulnerability in the long term. Humanitarian appeals continue to grow in the face of growing needs. According to the Office's 2019 Global Humanitarian Overview, the most comprehensive, authoritative and evidence-based assessment of global humanitarian needs, \$21.9 billion will be required in 2019 to address the needs of 131.7 million people.

Challenge and response

The challenge was the persisting significant gap between the financial resources required to meet growing humanitarian needs and the actual resources available, making it necessary for the Office to consider new ways of maximizing the impact of humanitarian funding.

In response, for 2020, the Office will more effectively plan for future emergencies by developing and strengthening contingency funding arrangements in order to provide critical resources as early as possible before a crisis escalates and is costing more lives and causing more human suffering. Many disasters and complex emergencies are predictable, with early warning signals mounting over many months, as has for example been the case in El Niño/La Niña phenomena. The drought-prone and chronically food-insecure regions are examples of situations where there is potential for both early action and response through predictable funding. In addition, the Office acted early in other contexts to stem humanitarian crises. For example, in the face of the Ebola virus in the Democratic Republic of the Congo, funding from the Central Emergency Response Fund was deployed to reinforce systems in neighbouring countries and prevent the threat of a humanitarian emergency spreading there.

By 2020, the Office will build on its experience utilizing the Central Emergency Response Fund for early action. In May 2018, for example, when early forecasts of a drought and food crisis emerged in the Sahel, the Fund allocated \$30 million to help agencies initiate a swift response in Burkina Faso, Chad, Mali and Mauritania. Tying that kind of funding to pre-agreed triggers and implementation plans can go a long way to improving programme design and impact, cutting response times and costs and reducing suffering.

Result and evidence

The planned deliverable is expected to contribute to the result, which is the availability of contingency funding to humanitarian partners, based on forecasts and risk assessments to mitigate the humanitarian impact of the hazard. Evidence of the result, if achieved, will include a formalized Central Emergency Response Fund early action approach.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

Performance measures

2018	2019	2020
Central Emergency Response Fund early action approach is piloted	Expansion of the pilots and development of a methodology for a Central Emergency Response Fund early action approach	Central Emergency Response Fund early action approach is formalized

- 27.25 The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

5. Deliverables for the period 2018–2020

- 27.26 The below table lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 27.2

Subprogramme 2: deliverables for the period 2018–2020, by category and subcategory

	2018 planned	2018 actual	2019 planned	2020 planned
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	13	1	1
Substantive services for meetings (number of three-hour meetings)	2	2	2	2
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	2	2	2	2
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Humanitarian assistance missions				
Databases and substantive digital materials				
Direct service delivery				
D. Communication deliverables				
Outreach programmes, special events and information materials				
E. Enabling deliverables				
Administration				

6. Most significant relative variances of deliverables

Variances between the actual and planned figures in 2018

- 27.27 The variance in parliamentary documentation is driven mainly by the preparation by the Office of 12 reports of the Secretary-General, owing to the requirements of the implementation of Security Council resolutions [2139 \(2014\)](#), [2165 \(2014\)](#), [2191 \(2014\)](#), [2258 \(2015\)](#), [2332 \(2016\)](#), [2393 \(2017\)](#) and [2401 \(2018\)](#), concerning the situation in the Syrian Arab Republic.



Subprogramme 3 Natural disaster risk reduction

1. Objective

- 27.28 The objective, to which this subprogramme contributes, is to prevent and reduce the risk of and vulnerability to natural hazards and the impact of disasters.

2. Alignment with the Sustainable Development Goals

- 27.29 Given its broad scope, the objective is aligned with all of the Sustainable Development Goals.

3. Highlighted result in 2018

Sendai Framework monitoring process takes off

In March 2018, the United Nations Office for Disaster Risk Reduction launched the Sendai Framework monitor, the global online tool to monitor the implementation of the Sendai Framework. The monitor is a dual reporting system that allows countries to report on progress not only on the seven global targets of the Sendai Framework, but also on the 11 indicators associated with Sustainable Development Goals 1, 11 and 13. Furthermore, monitoring progress towards targets and related indicators of the Sendai Framework will also provide countries with the information they need to monitor climate change impacts and adaptation efforts. This is the first time that the international community will be able to review global progress in disaster risk reduction in a systematic way linked to overall progress in sustainable development. The Office is the central facilitator and clearing house for this process.



Figure. Aftermath of Typhoon Ketsana (Ondoy) in the Philippines.
Source: Asian Development Bank

Result and evidence

The deliverables contributed to the result, which is the reinforced ability of Governments and experts to input data and report on the Sendai Framework indicators, thereby enabling Member States and the global community to track progress, enhance knowledge and improve evidence-based decision-making in preventing new and reducing existing risks and in strengthening the resilience of communities and countries, while promoting accountability, which is also a cornerstone of the Sendai Framework.

Evidence of the result includes the fact that, by end of 2018, 87 countries were reporting data using the Sendai Framework monitor. In March 2018, government representatives and experts from Armenia, Azerbaijan, Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan came together, along with officials from international organizations, to undergo training on the use of the Sendai Framework monitor. Speaking at the event, Johannes Stenbaek Madsen, representing the European External Action Service of the European Union Delegation in Astana, said “What I learned at the workshop convinced me that all the involved development partners will be able to deal

much more effectively with disaster preparedness in the future. I consider it a real paradigm shift that we will now focus on and measure the cost of being insufficiently prepared for disasters in terms of numbers of casualties and monetary value.”

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

- 27.30 A planned result for 2018, which is increased national capacity and commitment to reduce disaster risk and implement the Sendai Framework for Disaster Risk Reduction 2015–2030, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the increased number of countries adopting development frameworks, policies and national programmes to implement disaster risk reduction strategies and the increased number of countries reporting on progress in the implementation of the Sendai Framework.

4. Highlighted planned result for 2020

Disaster risk reduction strategies created through coherence, inclusiveness and partnerships

2018 was another year of devastating events that claimed many lives and destroyed entire communities. Disasters are a constant reminder that whatever progress has been made in reducing disaster risk, it is still not enough. In the words of Kawsu Barrow of the National Disaster Management Agency of the Gambia and Sendai Framework monitor focal point, “The world is making efforts in achieving the Sustainable Development Goals with huge financial and human resources involved, but little or no attention is given to disaster risk reduction in the process. Disaster risk reduction should be given the highest priority in our development agendas to reduce the burden on our respective economies”.

In 2018, the United Nations Office for Disaster Risk Reduction collaborated with partners to support and advise Governments to substantially increase the number of countries with national and local disaster risk reduction strategies by 2020, recognized as target (e) of the Sendai Framework. The achievement of that target is critical to achieving the other six targets of the Sendai Framework, to be met by 2030.

Challenge and response

An analysis on the progress made towards achieving target (e) concluded that the challenge was to improve the quality of such national strategies. The United Nations Office for Disaster Risk Reduction identified the following specific areas to strengthen the effectiveness and impact of such strategies: (a) fostering a coherent approach with national adaptation plans, incorporating the understanding of risks resulting from climate change; (b) ensuring the strategies are inclusive and have been developed with the involvement of the whole of society, with particular focus on the participation of and leadership by women, young people and persons with disabilities; (c) ensuring strategies cover the 10 recommended core requirements; and (d) ensuring they have been developed with “whole-of-government” engagement and buy-in to foster interministerial and interdepartmental coherence and adequate budget allocations.

In response, for 2020, the United Nations Office for Disaster Risk Reduction will focus on capacity development, dissemination and roll-out of the “words into action” guidelines on how to develop effective national and local disaster risk reduction strategies, and the provision of technical support at the local, national and regional levels. This will also include continuing to support the consistency of national disaster risk reduction strategies with national adaptation plans. In addition, efforts will be scaled up by the Office, in coordination with global partners, to assist local governments in developing their local disaster risk reduction strategies, aligned with national strategies, building on the guidance and tools developed.

The Office will support peer-to-peer learning, the sharing of lessons learned and good practices and cooperation between countries, cities, local governments and different stakeholders. It will also provide analysis on how to integrate the prevention of disaster-related displacement into disaster risk reduction strategies and activities. In Asia alone, more than 18 million people were displaced in 2018 owing to climate and disasters. That figure is likely to grow, especially in the face of a changing climate. Finally, the Office will support Governments in creating

strategies that reduce the impact of disasters on the poorest and most vulnerable, as well as on women, children, people with disabilities and older people. Steps for achieving this reduction of impact include building their capacity, engaging them in risk assessments and disaster risk reduction activities and developing gender responsive programming, such as early warning and risk communication geared towards their needs.

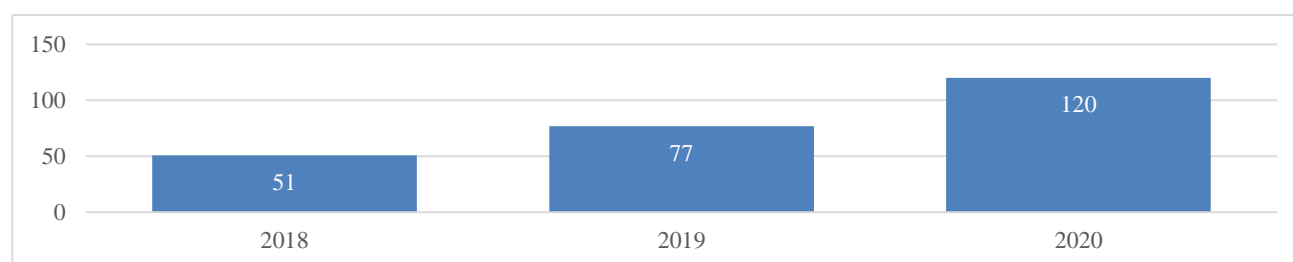
Result and evidence

The planned deliverables are expected to contribute to the result, which is a more effective, coordinated and strategic approach to disaster risk reduction.

Evidence of the result, if achieved, will include over 120 countries having national and local disaster risk reduction strategies, thus achieving an increase in the number of Member States that meet target (e) of the Sendai Framework by 2020, as shown in the figure.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

Performance measures: number of countries that develop/improve national and local disaster risk reduction strategies



- 27.31 The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

5. Deliverables for the period 2018–2020

- 27.32 The below table lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 27.3

Subprogramme 3: deliverables for the period 2018–2020, by category and subcategory

	2018 planned	2018 actual	2019 planned	2020 planned
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	14	14	15	13
Substantive services for meetings (number of three-hour meetings)	1	1	1	1
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	36	36	36	36
Seminars, workshops and training events (number of days)	326	326	323	323
Publications (number of publications)	3	3	4	3
Technical materials (number of materials)	14	14	11	11

6. Most significant relative variances of deliverables

Variances between the planned figures for 2020 and 2019

- 27.33 The variance in parliamentary documentation is driven by two resolutions of the General Assembly second committee under the sub-item on “disaster risk reduction”, owing to the periodicity of those reports. One such resolution, entitled “Disaster risk reduction” is adopted annually and the other, entitled “Effective global response to address the impacts of the El Niño phenomenon”, is adopted biennially. Therefore, the latter resolution will not be on the agenda of the Subprogramme for 2019. In addition, the New York Liaison Office of the United Nations Office for Disaster Risk Reduction conducted a review of outcome documents of intergovernmental deliberations at the General Assembly and the Economic and Social Council and identified those documents of most relevance to the advancement of the Sendai Framework and the disaster risk reduction agenda through policy-setting and cross-sectoral policy coherence. The number is therefore determined by the number of intergovernmental processes/deliberations and their subsequent outcome documents that are relevant to disaster risk reduction each year. Some processes are annual, some are biennial and others are one-offs, hence the difference between each year.
- 27.34 The variance in publications is driven by the production in 2019 of the United Nations Office for Disaster Risk Reduction work programme for the biennium 2020–2021, which will not be produced in 2020.



Subprogramme 4 Emergency support services

1. Objective

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

2. Alignment with the Sustainable Development Goals

- 27.36 Given its broad scope, the objective is aligned with all of the Sustainable Development Goals.

3. Highlighted result in 2018

Rapid, well-coordinated and prioritized responses for sudden-onset emergencies

Between 2014 and 2017, disasters caused by natural hazards affected more than 870 million people per year in more than 160 countries and territories around the world. To prepare for rapid response in sudden-onset emergencies, the Office for the Coordination of Humanitarian Affairs manages different emergency response mechanisms addressing various response requirements. By providing support for assessment, coordination and information management, United Nations Disaster Assessment and Coordination supports national and local capacities in coordinating humanitarian response, improving prioritization and reducing duplication, to ensure that assistance and protection reach the people who need it most. The Office also engages with a broad range of actors, particularly regional organizations, international and national NGO networks, donors, the private sector, diaspora networks and other actors to strengthen their involvement and participation in humanitarian response. Investments to strengthen its global and regional partnerships have improved the interoperability of methodology and practice between different emergency response mechanisms.



UNDAC members from the Pacific working on situation analysis during the Papua New Guinea Highlands earthquake response. Source: Office for the Coordination of Humanitarian Affairs/Hannes Goegele

In 2018, the Office deployed six United Nations Disaster Assessment and Coordination teams (five response missions and one preparedness mission) to various disaster-affected areas in support of the national and local governments' responses to major humanitarian emergencies. United Nations Disaster Assessment and Coordination is part of the international emergency response system for sudden-onset emergencies. Natural disasters and climate change continue to have devastating effects.

In March 2018, following the devastating earthquake in Papua New Guinea, a United Nations Disaster Assessment and Coordination team, including United Nations emergency responders and representatives of national disaster relief authorities, was deployed at the request of the Government within 72 hours after receipt of the request. The team was mainly composed of United Nations Disaster Assessment and Coordination members from or working in

the region to ensure a local approach to augmenting in-country capacity and existing structures. The team helped to establish the coordination structures at the national and local levels, supported initial needs assessments, provided technical expertise (e.g. in environmental management) and situational analysis and advocated for resource mobilization for the response. Over the course of its mission, the United Nations Disaster Assessment and Coordination team helped to streamline coordination and communication at the national level, working alongside governmental entities. To increase cluster capacity, the team supported the disaster management team in establishing and chairing weekly inter-cluster coordination meetings, which soon became a critical coordination body to share common concerns and inform all stakeholders about humanitarian priorities.

By sharing information and knowledge, the team helped to bridge the information flow between the two major private companies and the disaster management team. United Nations Disaster Assessment and Coordination products, including a “who does what where” database and snapshots, included information received by the private companies that allowed for an improved operational overview. Following advocacy work performed by the subprogramme with national partners and the humanitarian country team for structured assessments, the disaster management team initiated the sectoral vulnerability and assessment mapping, also covering health and school facilities. With the available baseline data and some assessment data, the United Nations Disaster Assessment and Coordination team produced interactive snapshots and maps that allowed partners to gain access to collected data and get an operational overview.

Result and evidence

The deliverables contributed to the result, which is a rapid, well-coordinated and prioritized response by all humanitarian actors that enabled the responders on the ground to focus on saving lives and preventing possible secondary impacts, such as potential environmental emergencies. Evidence of the result includes the rapid mobilization of \$24 million to provide life-saving assistance to priority needs of 270,000 people in earthquake-affected areas.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

-
- 27.37 A planned result for 2018, which is prompt mobilization of international emergency response mechanisms to facilitate international humanitarian assistance to victims of disasters and emergencies, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by international assistance being provided to the affected country within 48 hours of its request for international assistance. In 2018, United Nations Disaster Assessment and Coordination response missions were deployed to Colombia (oil spill), Indonesia (earthquake/tsunami), Nigeria (floods, 2 missions) and Papua New Guinea (earthquake), all within 48 hours of receiving the request for international coordination assistance.

4. Highlighted planned result for 2020

Enhanced capacity for rapid response coordination

In 2018, in partnership with the Government of the Philippines, the Office co-organized the Asia-Pacific earthquake response exercise in Clark, Pampanga Province. This was the largest earthquake response exercise of the International Search and Rescue Advisory Group in the Asia-Pacific region since 2004. Based on a likely earthquake scenario, the exercise brought together 500 participants (220 international/280 national) from 27 countries representing national and international urban search and rescue teams, emergency medical teams, Association of Southeast Asian Nations (ASEAN) national assessment teams, the humanitarian country team in the Philippines and the military. The exercise served to practise the government disaster response plans and increase awareness of all the participants of internationally accepted disaster response coordination methodologies.

Challenge and response

The challenge, as identified in the exercise, was the need to further strengthen national, ASEAN and international response mechanisms for greater interoperability and to better harness the collective synergies of a more integrated and coordinated international assistance approach in support of a Member State affected by a natural disaster.

In response, for 2020, the subprogramme will customize for specific partners its capacity-building activities on search and rescue methodology. This will ensure greater emphasis on the comparative advantage and complementarity of national and international response mechanisms through training needs assessments and analyses of feedback.

Result and evidence

The planned deliverable is expected to contribute to the result, which is enhanced national, regional and international urban search and rescue response capacity. Evidence of the result, if achieved, will include the adoption by 70 national Governments and urban search and rescue teams of the International Search and Rescue Advisory Group methodology for preparedness and response at the national and international levels.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

Performance measures

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

- 27.38 The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

5. Deliverables for the period 2018–2020

- 27.39 The below table lists all deliverables, by category and subcategory, for the period 2018–2020, that contributed and are expected to contribute to the attainment of the objective stated above.

Table 27.4

Subprogramme 4: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	55	55	50	50
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Humanitarian assistance missions				
Databases and substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				
Digital platforms and multimedia content				



Subprogramme 5 Humanitarian emergency information and advocacy

1. Objective

- 27.40 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.

2. Alignment with the Sustainable Development Goals

- 27.41 Given its broad scope, the objective is aligned with all of the Sustainable Development Goals.

3. Highlighted result in 2018

Timely and reliable information on unfolding emergencies and natural disasters available to humanitarian actors

In 2018, the Office for the Coordination of Humanitarian Affairs provided timely and reliable information on unfolding emergencies and natural disasters in support of decision-making and humanitarian action on the ground. It strengthened its systems for the collection, analysis, dissemination and sharing of humanitarian information. For instance, in Nigeria, the subprogramme provided timely and regular information on humanitarian needs and progress in the response actions by the humanitarian community in the country.

Result and evidence

The deliverable contributed to the result, which is increased access by humanitarian actors, Member States and other stakeholders to information on the evolving humanitarian situation and gaps in the response.



Training and discussion session with the departmental directors and Caritas Bouenza onsite at the Red Cross office in Brazzaville. Source: World Food Programme/Jean-Baptiste Pasquier

Evidence of the result includes the establishment of an information management network in Nigeria that supports emergency coordination and establishes processes for the various organizations involved to collect, analyse and share information about the emergency situation. The network includes people affected by the emergency as well as relief organizations, Governments and media outlets. Evidence also includes a 31 per cent increase in 2018 in the use of Reliefweb, the world's largest humanitarian information platform, which is managed by the subprogramme and brings together thousands of humanitarian reports and analyses from hundreds of organizations across all active crises. More people from more places than ever before have access to humanitarian information. In 2018, over 16 million people visited the web platforms of the Office to find information on current humanitarian crises, and more than 9 million people visited Reliefweb. Those visitors came from different sectors, including humanitarian workers, Member States, media, the private sector, academia and civil society.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

- 27.42 A planned result for 2018, which is better informed decision-making by the humanitarian community through access to relevant information, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the increased number of unique visitors to the core web platforms of the Office. The number of visitors to all web platforms in 2018 was over 16 million, making it in line to achieve the goal for the biennium 2018–2019.

4. Highlighted planned result for 2020

Streamlined information for responders through digital humanitarian situation reports – a faster, more dynamic and analytical tool

The Office brings together information from humanitarian partners to create a common operational picture of a humanitarian situation. While the United Nations and NGO partners collect sector-specific information, such as information on shelter requirements or food consumption, the Office is tasked with bringing that information together in order to gain a higher-level understanding. In 2018, protracted and complex crisis situations involving many different response actors increasingly called for joined-up planning in order to develop complementary response strategies.

Challenge and response

The challenge was to process information and make analytical content readily available to decision makers to provide a common operational picture as a basis for multisectoral approaches and joined-up planning between various response stakeholders.

In response, for 2020, the subprogramme will further develop its analytical information products, for example the digital humanitarian situation report in order to provide operational information on current needs, responses and gaps in a given emergency in a faster, more dynamic and analytical format.

Result and evidence

The planned deliverable is expected to contribute to the result, which is more streamlined information for rapid, effective and principled humanitarian response.

Evidence of the result, if achieved, will include digital humanitarian situation reports used in a greater number of humanitarian crises.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

Performance measures

2018	2019	2020
Use of first digital humanitarian situation reports piloted in three humanitarian crises	Use of digital humanitarian situation reports in seven humanitarian crises	Use of digital humanitarian situation reports in 11 humanitarian crises

- 27.43 The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

5. Deliverables for 2020

- 27.44 Table 27.5 lists all deliverables, by category and subcategory, planned for 2020 that are expected to contribute to the attainment of the objective stated above.

Table 27.5

Subprogramme 5: deliverables for 2020, by category and subcategory

Non-quantified deliverables

C. Substantive deliverables

Consultation, advice and advocacy

Databases and substantive digital materials

D. Communication deliverables

Outreach programmes, special events and information materials

External and media relations

Digital platforms and multimedia content

E. Enabling deliverables

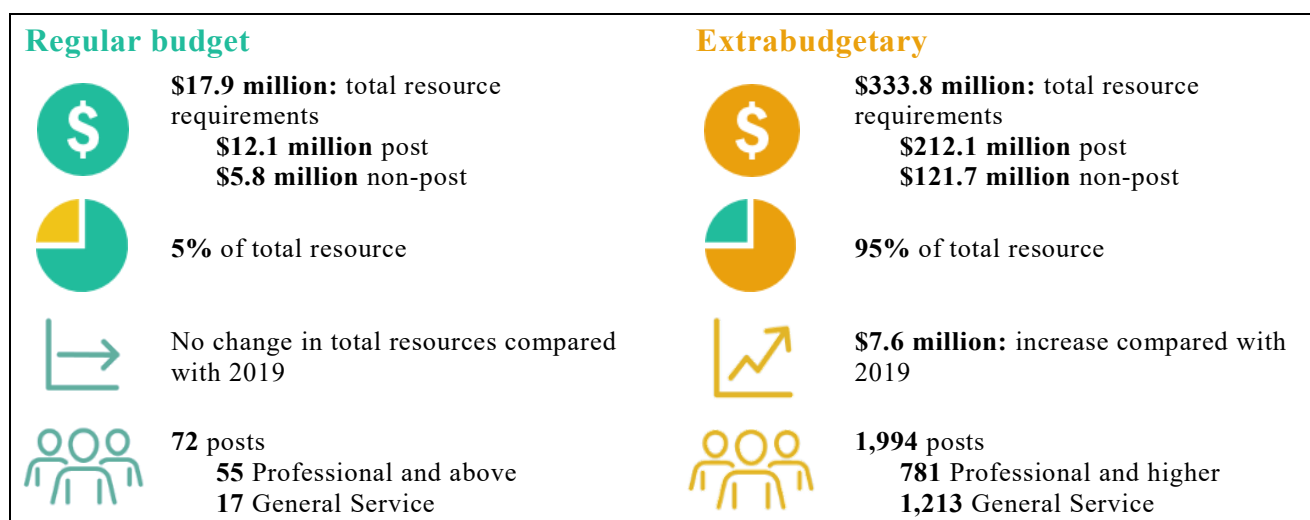
Information and communications technology

B. Proposed post and non-post resource requirements for 2020

Overview

27.45 The total resource requirements for 2020, comprising the regular budget and projected extrabudgetary resources, are reflected in the figure 27.II and table 27.6.

Figure 27.II
2020 in numbers



Note: Estimates before recosting.

Table 27.6

Overview of financial and post resources by component, subprogramme and funding source

(Thousands of United States dollars/number of posts)

Component	Regular budget			Extrabudgetary			Total		
	2019 appropriation	2020 estimate (before recosting)	Variance	2019 estimate	2020 estimate	Variance	2019 estimate	2020 estimate	Variance
Financial resources by subprogramme									
Executive direction and management	5 265.8	4 741.8	(524.0)	5 916.3	5 754.9	(161.4)	11 182.1	10 496.7	(685.4)
Programme of work									
1. Policy and analysis	788.0	569.9	(218.1)	4 823.6	4 920.0	96.4	5 611.6	5 489.9	(121.7)
2. Coordination of humanitarian action and emergency response	5 532.3	5 044.3	(488.0)	214 279.8	217 446.4	3 166.6	219 812.1	222 490.7	2 678.6
3. Natural disaster risk reduction	1 312.2	1 312.2	–	41 210.3	43 404.6	2 194.3	42 522.5	44 716.8	2 194.3
4. Emergency support services	1 786.9	3 059.7	1 272.8	20 849.5	21 266.5	417.0	22 636.4	24 326.2	1 689.8
5. Humanitarian emergency information and advocacy	1 555.1	1 555.1	–	17 256.4	17 601.5	345.1	18 811.5	19 156.6	345.1
Subtotal, programme of work	10 974.5	11 541.2	566.7	298 419.6	304 639.0	6 219.4	309 394.1	316 180.2	6 786.1
Programme support	1 656.6	1 613.9	(42.7)	22 899.7	23 357.7	458.0	24 556.3	24 971.6	415.3
Total	17 896.9	17 896.9	–	327 235.6	333 751.6	6 516.0	345 132.5	351 648.5	6 516.0

Part VI Human rights and humanitarian affairs

Component	Regular budget			Extrabudgetary			Total		
	2019 appropriation	2020 estimate (before recosting)	Variance	2019 estimate	2020 estimate	Variance	2019 estimate	2020 estimate	Variance
Post resources by subprogramme									
Executive direction and management	11	8	(3)	26	25	(1)	37	33	(4)
Programme of work									
1. Policy and analysis	4	3	(1)	22	22	–	26	25	(1)
2. Coordination of humanitarian action and emergency response	29	26	(3)	1 619	1 615	(4)	1 648	1 641	(7)
3. Natural disaster risk reduction	1	1	–	108	108	–	109	109	–
4. Emergency support services	10	17	7	86	86	–	96	103	7
5. Humanitarian emergency information and advocacy	10	10	–	68	68	–	78	78	–
Subtotal, programme of work	54	57	3	1 903	1 899	(4)	1 957	1 956	(1)
Programme support	7	7	–	70	70	–	77	77	–
Total	72	72	–	1 999	1 994	(5)	2 071	2 066	(5)

Overview of resources for the regular budget

27.46 The proposed regular budget resources for 2020, including the breakdown of resource changes and redeployment of posts across components are reflected in tables 27.7 and 27.8. Further details are provided under the respective components. The proposed resource level provides for the full, efficient and effective implementation of mandates.

Table 27.7

Evolution of financial resources by component and main category of expenditure

(Thousands of United States dollars)

	Changes							2020 estimate (before recosting)	Recosting	2020 estimate after recosting
	2018 expenditure	2019 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Financial resources by component										
Executive direction and management	6 097.3	5 265.8	—	—	(524.0)	(524.0)	(10.0)	4 741.8	133.0	4 874.8
Programme of work	10 333.7	10 974.5	—	—	566.7	566.7	5.2	11 541.2	351.8	11 893.0
Programme support	1 257.3	1 656.6	—	—	(42.7)	(42.7)	(2.6)	1 613.9	36.6	1 650.5
Total	17 688.3	17 896.9	—	—	—	—	—	17 896.9	521.4	18 418.3
Financial resources by main category of expenditure										
Post	12 066.1	12 031.8	—	—	42.7	42.7	0.4	12 074.5	465.5	12 540.0
Non-post	5 622.2	5 865.1	—	—	(42.7)	(42.7)	(0.7)	5 822.4	55.9	5 878.3
Total	17 688.3	17 896.9	—	—	—	—	—	17 896.9	521.4	18 418.3

Table 27.8
Evolution of post resources by category

	2019 approved	Changes			2020 estimate	Variance
		Technical adjustments	New/expanded mandates	Other		
Professional and higher						
USG	1	—	—	—	1	—
ASG	1				1	
D-2	3	—	—	—	3	—
D-1	4	—	—	—	4	—
P-5	11	—	—	—	11	—
P-4	16	—	—	—	16	—
P-3	14	—	—	—	14	—
P-2/1	5	—	—	—	5	—
Subtotal	55	—	—	—	55	—
General Service						
Principal level	2	—	—	—	2	—
Other level	15	—	—	—	15	—
Subtotal	17	—	—	—	17	—
Total	72	—	—	—	72	—

Note: The breakdown of post changes by component, subprogramme and post level is provided in annex II.

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

Executive direction and management

- 27.47 The role and functions of the Emergency Relief Coordinator were defined by the General Assembly in its resolution [46/182](#) and streamlined by the Assembly in resolutions [52/12 A](#) and [B](#) and in the report of the Secretary-General on reform ([A/51/950](#)), which called for the strengthening of three core functions: policy development and coordination on humanitarian issues; advocacy of humanitarian issues with political organs; and coordination of humanitarian emergency response.
- 27.48 The Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator provides overall direction, management and policy guidance to the offices in New York, Geneva and in the field. He or she provides leadership in the coordination of the overall response of the international community, particularly that of the United Nations system, to disasters and humanitarian emergencies; undertakes humanitarian diplomacy with Governments of affected countries, including the facilitation of access to emergency areas for rapid delivery of humanitarian assistance; consults with the donor community and other interested States on issues related to the provision of emergency humanitarian assistance; chairs the Inter-Agency Standing Committee and oversees the implementation of its decisions; manages the Central Emergency Response Fund and its loan component; mobilizes resources and support for emergency humanitarian programmes of the United Nations system; steers the development of policies for humanitarian assistance, in coordination with relevant partners; serves as the advocate for humanitarian issues on behalf of the United Nations system; and promotes better understanding by the public of humanitarian assistance issues. The Coordinator acts as the main adviser of the Secretary-General on humanitarian issues and cooperates closely with other United Nations offices in the planning and coordination of United Nations humanitarian assistance activities in crisis situations. The Coordinator also chairs the Executive

Committee on Humanitarian Affairs. He or she is assisted by an Assistant Secretary-General for Humanitarian Affairs, who also acts as the Deputy Emergency Relief Coordinator.

- 27.49 The offices in New York and Geneva support the Emergency Relief Coordinator. The New York office includes the Office of the Under-Secretary-General, which assists in the management of the Office for the Coordination of Humanitarian Affairs as a whole, ensuring complementarity of activities and close cooperation between the two offices.
- 27.50 The Deputy Emergency Relief Coordinator, based in New York, assists the Coordinator in providing the overall direction, management and supervision of the offices in New York and Geneva, as well as in supporting the Office's coordination in the field, and provides advice to the Coordinator on all matters relating to the mandate of the Office. The Deputy interacts with Member States, intergovernmental and non-governmental organizations and operational humanitarian agencies, as well as those departments of the Secretariat whose responsibilities encompass peacekeeping, political and economic activities. The Deputy also oversees the strategic planning and evaluation functions of the Office, serves as the Chair of the Inter-Agency Standing Committee Working Group, acts for the Coordinator in his or her absence and represents him or her, as required, in United Nations bodies, organizations and conferences.
- 27.51 The Director of the Operations and Advocacy Division is responsible for management and oversight of the humanitarian coordination leadership in the field, as well as for management of the field operations. He or she leads the Inter-Agency Standing Committee Emergency Directors Group on operational issues and ensures the formulation of a coherent and timely United Nations response to major and complex emergencies.
- 27.52 The Director of the Humanitarian Financing and Resource Mobilization Division is responsible for the humanitarian finances and resource mobilization functions. The Director of the Coordination Division, based in Geneva, is primarily responsible for the emergency services managed by the Office on behalf of the United Nations system and for managing relations with Member States, donors and partners.
- 27.53 The secretariat of the Inter-Agency Standing Committee supports the Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator in his or her capacity as Chair of the Committee and also supports the Deputy in his or her function as Chair of the Committee's Working Group. The secretariat facilitates the work of the Committee in relation to policy development and advocacy in the humanitarian sector. It services the meetings of the Committee and its working groups; supports the subsidiary bodies; maintains administrative and consultative communication channels among the members; and monitors implementation of the decisions of the Committee.
- 27.54 The role and functions of the United Nations Monitoring Mechanism for the Syrian Arab Republic were defined by the Security Council in resolution [2165 \(2014\)](#), in which the Council authorized the United Nations humanitarian agencies and their implementing partners to use the Syrian border crossings of Bab al-Salam and Bab al-Hawa with Turkey, Al Yarubiyah with Iraq and Al-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.
- 27.55 Established under the authority of the United Nations Secretary-General, the Mechanism monitors, with the consent of the relevant neighbouring countries 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 countries, for passage into the Syrian Arab Republic across the above-mentioned border crossings, in order to confirm the humanitarian nature of these relief consignments.
- 27.56 In accordance with the 2030 Agenda for Sustainable Development, particularly target 12.6 of the Sustainable Development Goals to encourage organizations to integrate sustainability information into their reporting cycle, and in compliance with the cross-cutting mandate of the General-Assembly in paragraph 19 of its resolution [72/219](#), the Office is integrating environmental management

practices into its operations. In 2018, a highlight for the Office is its claim of climate neutrality, in the sense applied within the United Nations system. The Office has been listed as a climate-neutral agency in the 2018 “Greening the Blue” report. The Office’s joint unit with the United Nations Environment Programme, through its engagement in a joint initiative, developed standards for the coordination of environment assessments in humanitarian action.

- 27.57 In 2020, the Office will systematically measure and report on environmental performance, based on a mapping of material environmental impacts; reduce adverse environmental impacts by implementing an environmental management system; and maintain climate neutrality through a variety of initiatives. Such initiatives include increasing its use of videoconference and remote meeting options, the consistent review of its vehicle fleet to ensure replacements are made only if required and the use of shared facilities when safe, practical and in line with the humanitarian principles in order to reduce its environmental footprint.
- 27.58 Information on compliance with regard to timely submission of documentation and advanced booking for air travel is reflected in table 27.9 below.

Table 27.9
Compliance rate
(Percentage)

	<i>Planned 2018</i>	<i>Actual 2018</i>	<i>Planned 2019</i>	<i>Planned 2020</i>
Timely submission of documentation	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	100	70	100	100

- 27.59 The proposed regular budget resources for 2020 amount to \$4,741,800 and reflect a net decrease of \$524,000 compared with the appropriation for 2019. Additional details are reflected in figures 27.III and 27.IV and table 27.10.

Figure 27.III
Executive direction and management resources as a percentage of overall regular budget resources
(Millions of United States dollars)

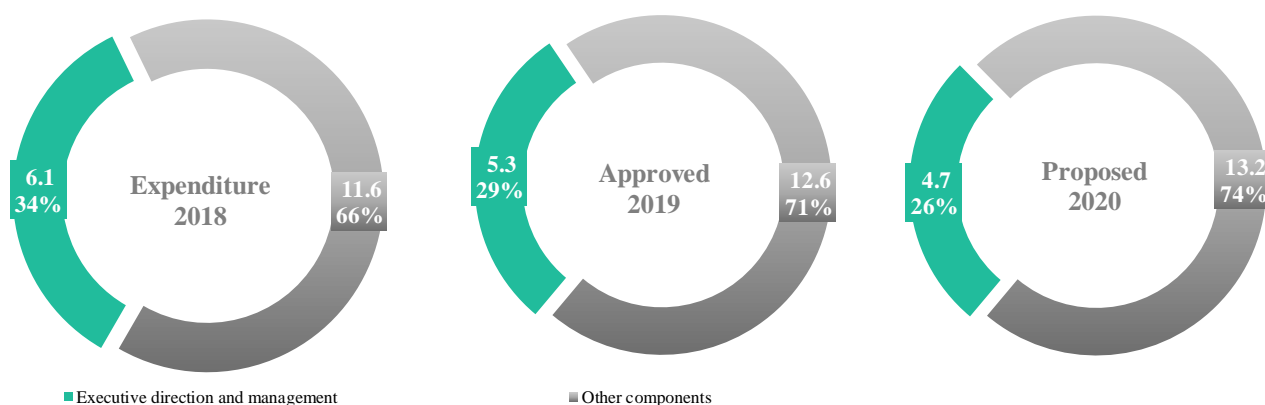


Table 27.10

Executive direction and management: evolution of financial and post resources

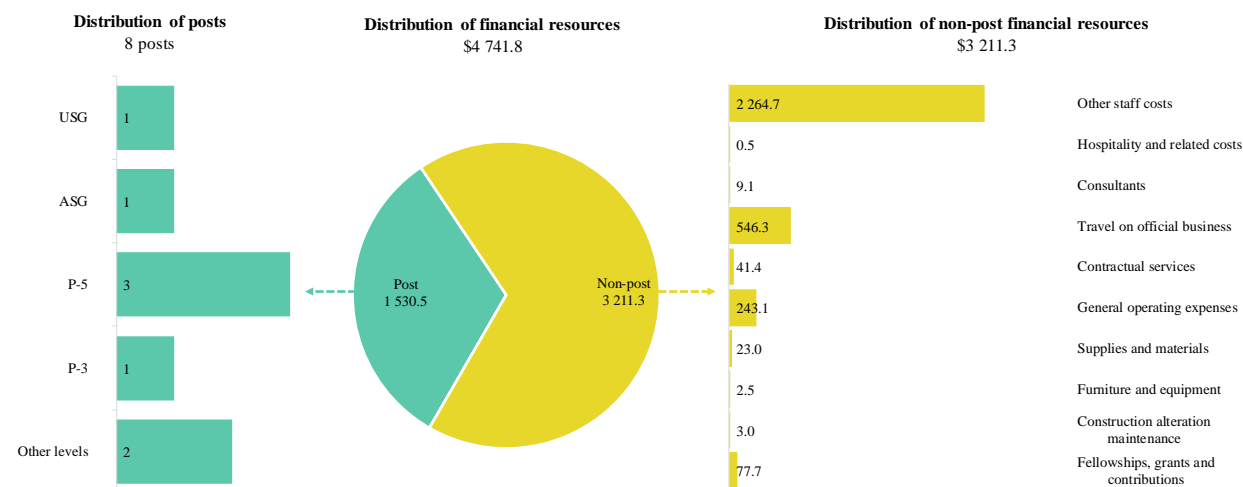
(Thousands of United States dollars/number of posts)

	Changes							2020 estimates (before recosting)
	2018 expenditures	2019 appropriation	Technical adjustments	New/ expanded mandates	Other changes	Resource change	Percentage change	
Financial resources by main category of expenditure								
Post	2 308.9	2 054.5	—	—	—	(524.0)	(25.5)	1 530.5
Non-post	3 788.4	3 211.3	—	—	—	—	—	3 211.3
Total	6 097.3	5 265.8	—	—	—	(524.0)	(10.0)	4 741.8
Posts resources by category								
Professional and higher		7	—	—	(1)	(1)	(14.2)	6
General Service and related		4	—	—	(2)	(2)	(50)	2
Total		11	—	—	(3)	(3)	(27.3)	8

Figure 27.IV

Executive direction and management: distribution of proposed resources for 2020 (before recosting)

(Number of posts/thousands of United States dollars)



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

27.60 The variance of \$524,000 reflects:

Other changes. The decrease under posts relates to the outward redeployment of one post of Director of Programme Management (D-2) and one post of Assistant (General Service (Other level)) to subprogramme 2, the outward redeployment of one post of Director of Humanitarian Affairs (D-2) and one post of Assistant (General Service (Other level)) to subprogramme 4 and the inward redeployment of one post of Senior Humanitarian Affairs Officer (P-5) from subprogramme 1 owing to the optimization of the management structure of the Office.

27.61 Extrabudgetary resources estimated at \$5,754,900 would provide for 25 posts, as reflected in table 27.6. The resources would provide strategic direction and management guidance in support of the implementation of the mandates under the programme and to respond to natural disasters and

complex emergencies. The decrease of \$161,400 compared with the estimates for 2019 reflects the anticipated level of contribution expected in 2020.

Programme of work

- 27.62 The proposed regular budget resources for 2020 amount to \$11,541,200 and reflect a net increase of \$566,700 compared to the appropriation for 2019. Additional details are reflected in figures 27.V and 27.VI and table 27.11.

Figure 27.V

Programme of work: resources as a percentage of overall regular budget resources

(Millions of United States dollars)

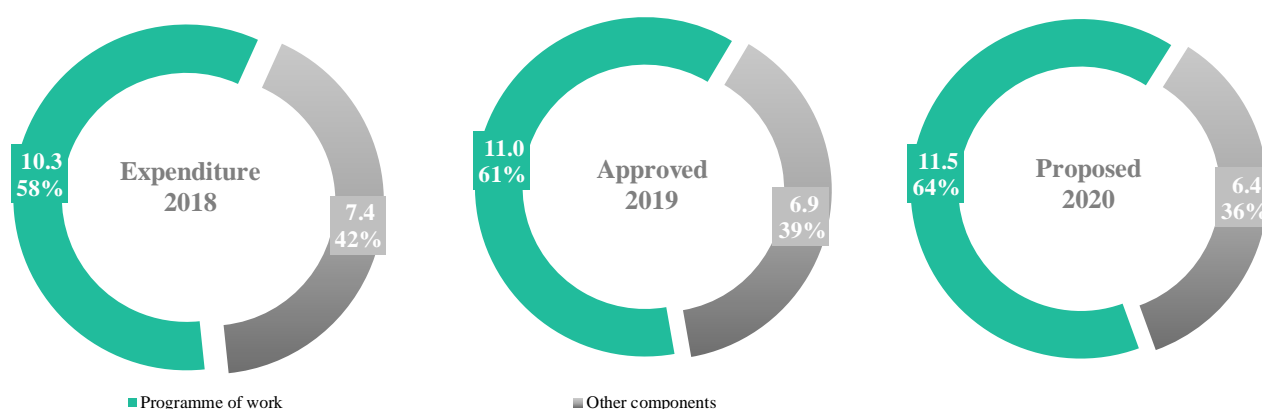


Table 27.11

Programme of work: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

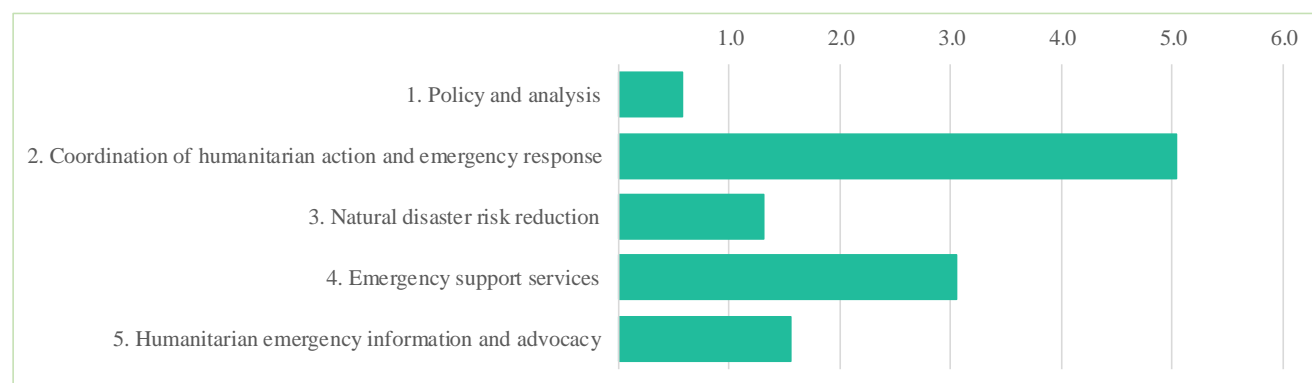
	2018 expenditures	2019 appropriation	Changes					2020 estimates (before recosting)
			Technical adjustments	New/ expanded mandates	Other changes	Total	Percentage	
Financial resources by subprogramme								
1. Policy and analysis	735.1	788.0	—	—	(218.1)	(218.1)	(27.7)	569.9
2. Coordination of humanitarian action and emergency response	5 025.8	5 532.3	—	—	(488.6)	(488.6)	(8.8)	5 044.3
3. Natural disaster risk reduction	1 283.3	1 312.2	—	—	—	—	—	1 312.2
4. Emergency support services	1 716.8	1 786.9	—	—	1 272.8	1 272.8	71.2	3 059.7
5. Humanitarian emergency information and advocacy	1 572.7	1 555.1	—	—	—	—	—	1 555.1
Total	10 333.7	10 974.5	—	—	566.7	566.7	5.2	11 541.2
Financial resources by main category of expenditure								
Post	8 814.6	9 086.8	—	—	566.7	566.7	6.2	9 653.5
Non-post	1 519.1	1 887.7	—	—	—	—	—	1 887.7
Total	10 333.7	10 974.5	—	—	566.7	566.7	5.2	11 541.2

Part VI Human rights and humanitarian affairs

		Changes						2020 estimates (before recosting)	
		2018 expenditures	2019 appropriation	Technical adjustments	New/ expanded mandates	Other changes	Total	Percentage	
Post resources by subprogramme									
1.	Policy and analysis		4	—	—	(1)	(1)	(25.0)	3
2.	Coordination of humanitarian action and emergency response		29	—	—	(3)	(3)	(10.3)	26
3.	Natural disaster risk reduction		1	—	—	—	—	—	1
4.	Emergency support services		10	—	—	7	7	70.0	17
5.	Humanitarian emergency information and advocacy		10	—	—	—	—	—	10
Total			54	—	—	3	3	5.6	57

Figure 27.VI
Distribution of resources for 2020 by subprogramme

(Millions of United States dollars)



Subprogramme 1 Policy and analysis

- 27.63 The proposed regular budget resources for 2020 amount to \$569,900 and reflect a decrease of \$218,100 compared with the appropriation for 2019. Additional details are reflected in table 27.12 and figure 27.VII.

Table 27.12

Subprogramme 1: evolution of financial and post resources

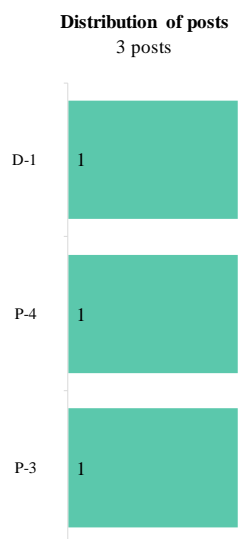
(Thousands of United States dollars/number of posts)

	Changes							2020 estimates (before recosting)
	2018 expenditures	2019 appropriation	Technical adjustments	New/ expanded mandates	Other changes	Total	Percentage change	
Financial resources by main category of expenditure								
Post	735.1	788.0	—	—	(218.1)	(218.1)	(27.7)	569.9
Total	735.1	788.0	—	—	(218.1)	(218.1)	(27.7)	569.9
Posts resources by category								
Professional and higher		4	—	—	(1)	(1)	(25.0)	3
Total		4	—	—	(1)	(1)	(25.0)	3

Figure 27.VII

Subprogramme 1: distribution of proposed resources for 2020 (before recosting)

(Number of posts/thousands of United States dollars)



27.64 The variance of \$218,100 reflects:

Other changes. The decrease under posts relates to the outward redeployment of one post of Senior Humanitarian Affairs Officer (P-5) to executive direction and management in support of the Strategic Planning, Guidance and Evaluation Section owing to the optimization of the management structure of the Office.

27.65 Extrabudgetary resources estimated at \$4,920,000 would provide for 22 posts, as reflected in table 27.6, that would provide for the implementation of activities related to further increasing collaboration between humanitarian and development partners at the country level. The increase of \$96,400 compared with the estimates for 2019 reflects the anticipated level of contribution expected in 2020.

Subprogramme 2

Coordination of humanitarian action and emergency response

- 27.66 The proposed regular budget resources for 2020 amount to \$5,044,300 and reflect a decrease of \$488,000 compared with the appropriation for 2019. Additional details are reflected in table 27.13 and figure 27.VIII. Subprogramme 2 would comprise the Operations and Advocacy Division and Humanitarian Financing and Resource Mobilization Division.

Table 27.13

Subprogramme 2: evolution of financial and post resources

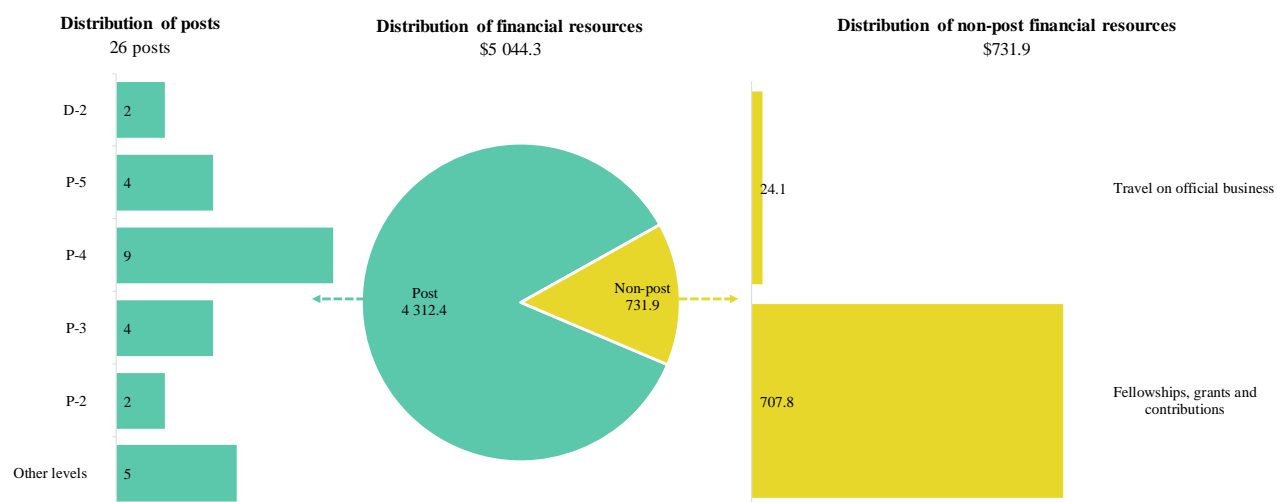
(Thousands of United States dollars/number of posts)

	Changes							2020 estimates (before recosting)
	2018 expenditures	2019 appropriation	Technical adjustments	New/ expanded mandate	Other changes	Resource change	Percentage change	
Financial resources by main category of expenditure								
Post	4 552.7	4 800.4	—	—	(488.0)	(488.0)	(10.2)	4 312.4
Non-post	473.1	731.9	—	—	—	—	—	731.9
Total	5 025.8	5 532.3	—	—	(488.0)	(488.0)	(8.8)	5 044.3
Posts resources by category								
Professional and higher		25	—	—	(4)	(4)	(16.0)	21
General Service and related		4	—	—	1	1	25.0	5
Total		29	—	—	(3)	(3)	(11.5)	26

Figure 27.VIII

Subprogramme 2: distribution of proposed resources for 2020 (before recosting)

(Number of posts/thousands of United States dollars)



- 27.67 The variance of \$488,000 reflects:

Other changes. The decrease under posts relates to the outward redeployment of one post of Senior Humanitarian Affairs Officer (P-5), one post of Humanitarian Affairs Officer (P-4) and three posts of Humanitarian Affairs Officer (P-3) to subprogramme 4 and the inward redeployment of one post

of Director of Programme Management (D-2) and one post of Assistant (General Service (Other level)) from executive direction and management owing to the optimization of the management structure of the Office.

- 27.68 Extrabudgetary resources estimated at \$217,446,400 would provide for 1,615 posts, as reflected in table 27.6. The resources would provide for the implementation of activities related to ensuring a coherent, effective and timely humanitarian response to alleviate human suffering in natural disasters and complex emergencies, as well as activities related to effective planning for future emergencies by developing and strengthening contingency funding arrangement. In addition, estimated allocations by its country-based pooled funds and central emergency response fund, the Office's managed pooled funds to support humanitarian action, will amount to \$1,220,000,000 in 2020. The increase of \$3,166,600 compared with the estimates for 2019 reflects the anticipated level of contribution expected in 2020.

Subprogramme 3 Natural disaster risk reduction

- 27.69 The proposed regular budget resources for 2020 amount to \$1,312,200 and reflect no resource change compared with the appropriation for 2019. Additional details are reflected in table 27.14 and figure 27.IX.

Table 27.14

Subprogramme 3: evolution of financial and post resources

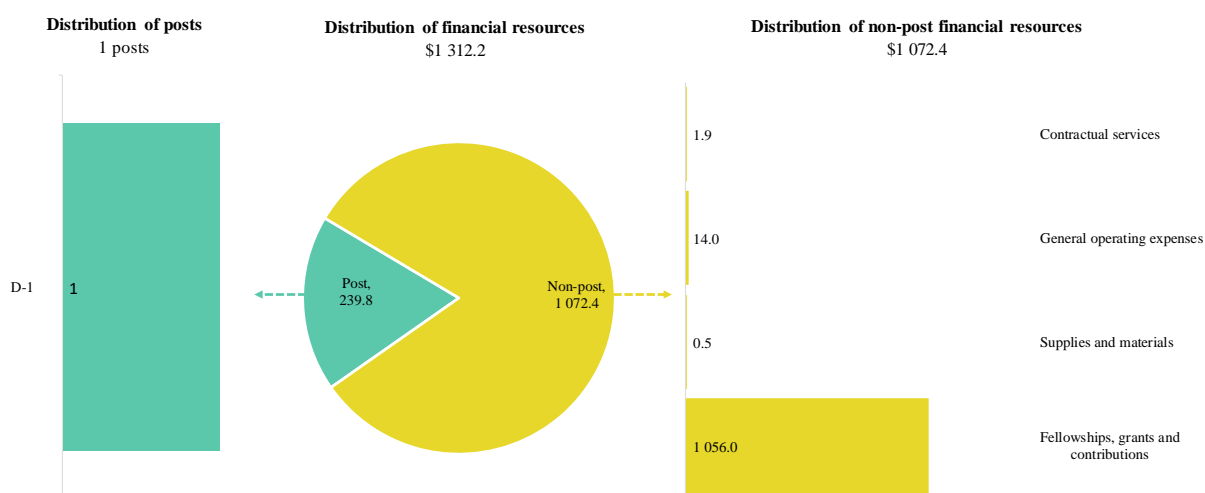
(Thousands of United States dollars/number of posts)

	2018 expenditures	2019 appropriation	Changes					2020 estimates (before recosting)
			Technical adjustments	New/ expanded mandate	Other changes	Resource change	Percentage change	
Financial resources by main category of expenditure								
Post	284.3	239.8	—	—	—	—	—	239.8
Non-Post	999.0	1 072.4	—	—	—	—	—	1 072.4
Total	1 283.3	1 312.2	—	—	—	—	—	1 312.2
Posts resources by category								
Professional and higher		1	—	—	—	—	—	1
Total		1	—	—	—	—	—	1

Figure 27.IX

Subprogramme 3: distribution of proposed resources for 2020 (before recosting)

(Number of posts/thousands of United States dollars)



27.70 Extrabudgetary resources estimated at \$43,404,600 would provide for 108 posts, as reflected in table 27.6. The resources would provide for the implementation of activities related to work on disaster risk reduction strategies, as well as dissemination and roll out of guidelines on how to develop effective national and local disaster risk reduction strategies, and the provision of technical support at the local, national and regional levels. The increase of \$2,194,300 compared with the estimates for 2019 reflects the anticipated level of contribution expected in 2020.

Subprogramme 4 Emergency support services

27.71 The proposed regular budget resources for 2020 amount to \$3,059,700 and reflect an increase of \$1,272,800 compared with the appropriation for 2019. Additional details are reflected in table 27.15 and figure 27.X.

Table 27.15

Subprogramme 4: evolution of financial and post resources

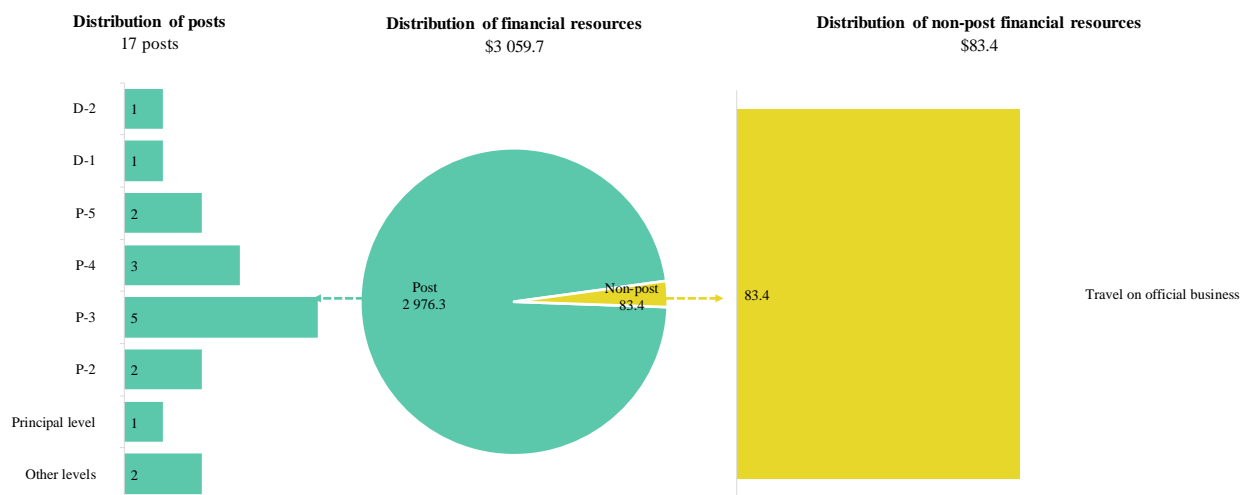
(Thousands of United States dollars/number of posts)

	2018 expenditures	2019 appropriation	Changes					2020 estimates (before recosting)
			Technical adjustments	New/expanded mandates	Other changes	Total	Percentage change	
Financial resources by main category of expenditure								
Post	1 669.8	1 703.5	—	—	1 272.8	1 272.8	74.7	2 976.3
Non-post	47.0	83.4	—	—	—	—	—	83.4
Total	1 716.8	1 786.9	—	—	1 272.8	1 272.8	71.2	3 059.7
Posts resources by category								
Professional and higher		8	—	—	6	6	75.0	14
General Service and related		2	—	—	1	1	50.0	3
Total		10	—	—	7	7	70.0	17

Figure 27.X

Subprogramme 4: distribution of proposed resources for 2020 (before recosting)

(Number of posts/thousands of United States dollars)



27.72 The variance of \$1,272,800 reflects:

Other changes. The increase under posts relates to the inward redeployment of one post of Director of Humanitarian Affairs (D-2) and one post of Assistant (General Service (Other level)) from executive direction and management, to better align with coordinating/ humanitarian response planning; and the inward redeployment of one post of Senior Humanitarian Affairs Officer (P-5), one post of Humanitarian Affairs Officer (P-4), and three posts of Humanitarian Affairs Officer (P-3) from subprogramme 2 owing to the optimization of the management structure of the Office. The subprogramme would comprise the former Programme Support Branch, the Office of the Director-Geneva and the Emergency Services Branch.

27.73 Extrabudgetary resources estimated at \$21,266,500 would provide for 86 posts, as reflected in table 27.6. The resources would provide for the implementation of activities related to capacity-building on search and rescue methodology and to further strengthening interoperability among national, regional and international response mechanisms for a more integrated international assistance in support of a Member State affected by a natural disaster. The increase of \$417,000 compared with the estimates for 2019 reflects the anticipated level of contribution expected in 2020.

Subprogramme 5

Humanitarian emergency information and advocacy

27.74 The proposed regular budget resources for 2020 amount to \$1,555,100 and reflect no resource change compared with the appropriation for 2019. Additional details are reflected in table 27.16 and figure 27.XI.

Table 27.16

Subprogramme 5: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2018 expenditures	2019 appropriation	Changes					2020 estimates (before recosting)
			Technical adjustments	New/expanded mandates	Other changes	Total	Percentage change	
Financial resources by main category of expenditure								
Post	1 572.7	1 555.1	—	—	—	—	—	1 555.1
Total	1 572.7	1 555.1	—	—	—	—	—	1 555.1
Posts resources by category								
Professional and higher		7	—	—	—	—	—	7
General Service and related		3	—	—	—	—	—	3
Total		10	—	—	—	—	—	10

Figure 27.XI

Subprogramme 5: distribution of proposed resources for 2020 (before recosting)

(Number of posts/thousands of United States dollars)



- 27.75 Extrabudgetary resources estimated at \$17,601,500 would provide for 68 posts, as reflected in table 27.6. The resources would provide for the implementation of activities related to the development of analytical information products, such as the digital humanitarian situation report, which provides streamlined information for responders. The increase of \$345,100 compared with the estimates for 2019 reflects the anticipated level of contribution expected in 2020.

Programme support

- 27.76 The Executive Office of the Office for the Coordination of Humanitarian Affairs comprises two branches: one in New York and one in Geneva. The branches are responsible for performing administrative functions, including those relating to finance and budget, human resources and staff development and training, and for providing administrative support and guidance to staff members.

- 27.77 The Executive Office in New York oversees the financial, human resources and general administration of the Office for the Coordination of Humanitarian Affairs and provides guidance on administrative matters. It supports senior management in formulating policies and instructions, including on financial management, workforce planning, rostering and staff development and training. It coordinates departmental programme budgets and presentations to legislative bodies.
- 27.78 Under the overall direction of the head of the Executive Office, the Geneva branch manages the receipt and expenditure of funds, supports the procurement of goods and services and undertakes the recruitment, deployment and administration of field staff.
- 27.79 During fiscal year 2020, the Executive Office will continue to focus on workforce and succession planning, as well as career and staff development, in line with the human resources strategy. It will also improve financial monitoring and projections of funding requirements for future budgets, managing and effectively utilizing resources, capturing and sharing field information and ensuring the accurate and timely reporting of financial transactions. As part of those efforts, the Executive Office will continuously focus on enhancing the service orientation and client focus of its administrative support.
- 27.80 The proposed regular budget resources for 2020 amount to \$1,613,900 and reflect a decrease of \$42,700 compared to the appropriation for 2019. Additional details are reflected in table 27.17 and figures 27.XII and 27.XIII.

Figure 27.XII

Resources for programme support as a percentage of the regular budget

(Millions of United States dollars)

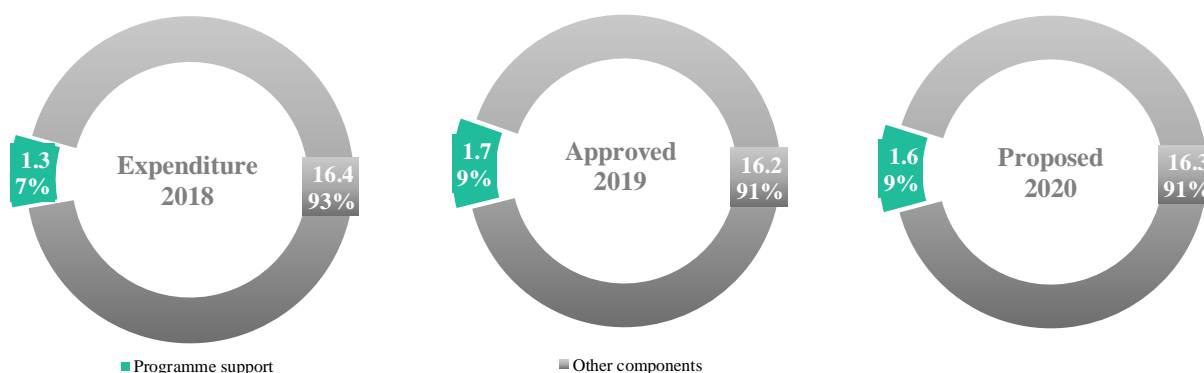


Table 27.17

Programme support costs: evolution of financial and post resources

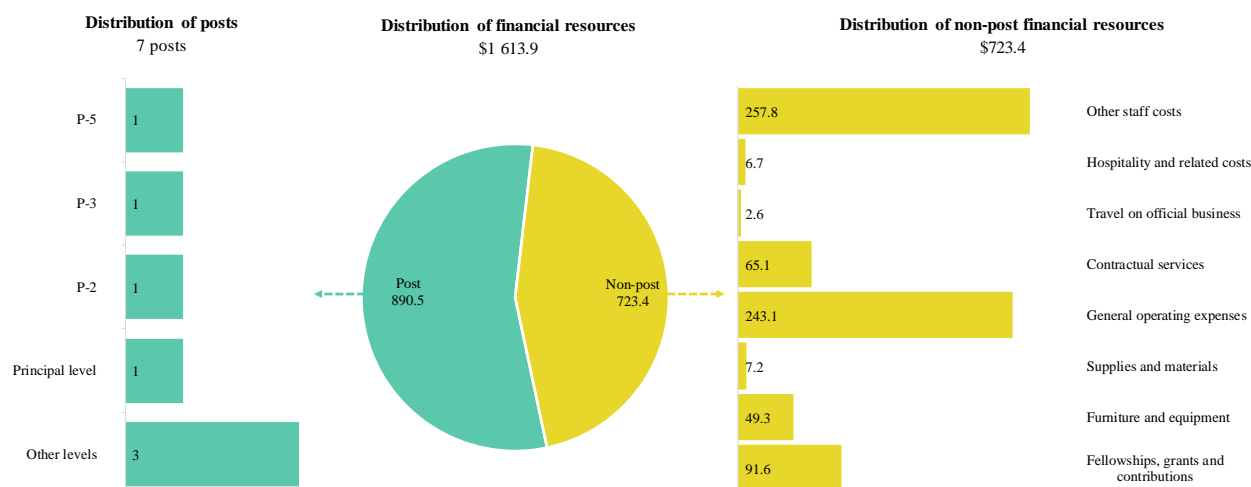
(Thousands of United States dollars/number of posts)

	2018 expenditures	2019 appropriation	Changes					2020 estimates (before recosting)
			Technical adjustments	New/expanded mandates	Other changes	Total	Percentage change	
Financial resources by main category of expenditure								
Post	942.6	890.5	—	—	—	—	—	890.5
Non-post	314.7	766.1	—	—	(42.7)	(42.7)	(5.6)	723.4
Total	1 257.3	1 656.6	—	—	(42.7)	(42.7)	(2.6)	1 613.9
Posts resources by category								
Professional and higher		3	—	—	—	—	—	3
General Service and related		4	—	—	—	—	—	4
Total		7	—	—	—	—	—	7

Figure 27.XIII

Programme support: distribution of proposed resources for 2020 (before recosting)

(Number of posts/thousands of United States dollars)



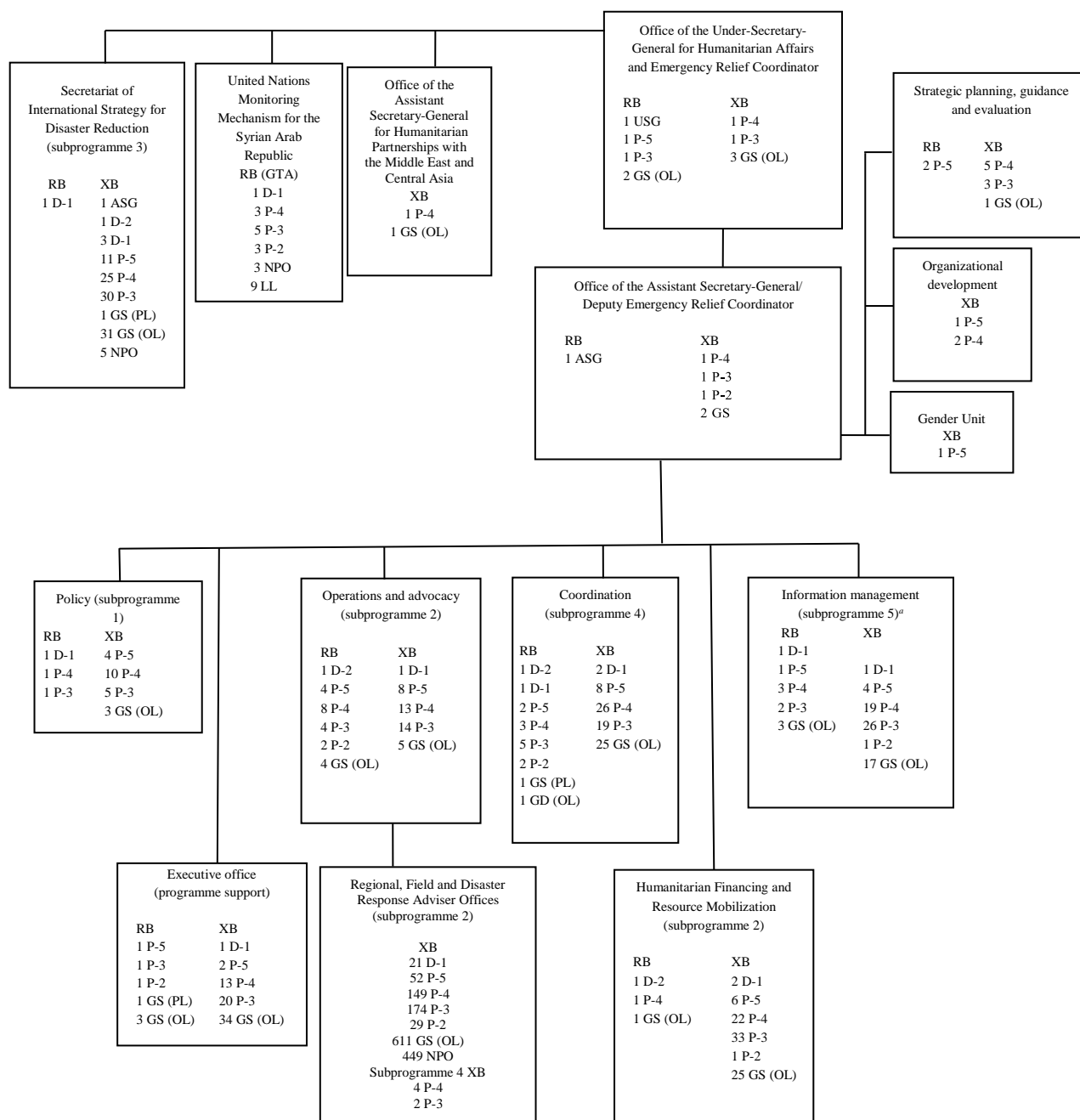
27.81 The variance of \$42,700 reflects:

Other changes. The decrease is due to the re-engineering of processes in relation to the agreement of the Office with the United Nations Logistics Base at Brindisi, Italy, with an aim to streamline and improve services, such as leasing of laptop computers from the Office of Information and Communications Technology as an alternative to maintaining an inventory and managing configuration and the 2019 integration by the Office of its wide area network into the Global Service Centre using United Nations standards, allowing it to remove a previous firewall subscription.

27.82 Extrabudgetary resources estimated at \$23,357,700 would provide for 70 posts, as reflected in table 27.6. The resources would provide for the implementation of various operational requirements. The increase of \$458,000 compared with the estimates for 2019 reflects the anticipated level of contribution expected in 2020.

Annex I

Organizational structure and post distribution 2020



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

Annex II

Summary of proposed changes in established posts by component and subprogramme

	<i>Posts</i>	<i>Level</i>	<i>Description</i>	<i>Reason for change</i>
Executive direction and management	(2)	D-2	Redeployment of 1 Director of Programme Management to Coordination of humanitarian action and emergency response and 1 Director of Humanitarian Affairs to Emergency support services	Optimization of the management structure of the Office
	1	P-5	Redeployment of 1 Senior Humanitarian Affairs officer from Policy and analysis	
	(2)	GS (OL)	Redeployment of 1 Staff Assistant to Coordination of humanitarian action and emergency response and 1 Staff Assistant to Emergency support services	
Subprogramme 1 Policy and analysis	(1)	P-5	Redeployment of 1 Senior Humanitarian Affairs officer to executive direction and management	
Subprogramme 2 Coordination of humanitarian action and emergency response	1	D-2	Redeployment of 1 Director of Programme Management from executive direction and management, with a change of duty station from New York to Geneva	
	(1)	P-5	Redeployment of 1 Senior Humanitarian Affairs Officer to Emergency support services	
	(1)	P-4	Redeployment of 1 Humanitarian Affairs Officer to Emergency support services	
	(3)	P-3	Redeployment of 3 Humanitarian Affairs Officers to Emergency support services	
	1	GS (OL)	Redeployment of 1 Staff Assistant from executive direction and management, with a change of duty station from New York to Geneva	
Subprogramme 4 Emergency support services	1	D-2	Redeployment of 1 Director of Humanitarian Affairs from executive direction and management	
	1	P-5	Redeployment of 1 Senior Humanitarian Affairs Officer from Coordination of humanitarian action and emergency response	
	1	P-4	Redeployment of 1 Humanitarian Affairs Officer from Coordination of humanitarian action and emergency response	
	3	P-3	Redeployment of 3 Humanitarian Affairs Officers from Coordination of humanitarian action and emergency response	
	1	GS (OL)	Redeployment of 1 Staff Assistant from executive direction and management	
Total	—			

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