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Programme planning

Proposed programme budget for 2022

Part VI

Humanitarian assistance

Section 27

Humanitarian assistance

Programme 23

Humanitarian assistance

Contents

	<i>Page</i>
Foreword	3
A. Proposed programme plan for 2022 and programme performance for 2020**	4
B. Proposed post and non-post resource requirements for 2022***	43
Annexes	
I. Organizational structure and post distribution for 2022	65
II. Summary of follow-up action taken to implement relevant recommendations of the oversight bodies	66

* [A/76/50](#).

** 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

Over the next 12 months, 235 million people worldwide will need humanitarian assistance and protection – an increase of 40 per cent compared with last year. This spike in needs has been driven by the coronavirus disease (COVID-19) pandemic, which, when added to ongoing conflict, climate change and natural disasters, has pushed millions to the brink.

In 2020 we saw the COVID-19 pandemic wreak havoc on human health; deepen poverty, inequality and hunger; overwhelm health infrastructure; and overturn socioeconomic systems. The long-term socioeconomic effects are likely to continue in 2022, resulting in a negative impact on humanitarian needs in various sectors beyond the health sector.

Evidence shows that, with the record \$17 billion provided by international donors in 2020, humanitarians could reach 70 per cent of those targeted with some form of life-saving aid. Much of the humanitarian response was delivered in time, thanks to local and national organizations that worked on the front lines despite increased access restrictions. Humanitarian organizations went to great lengths to meet the diverse needs of all groups, including women and girls, older persons and people living with disabilities. The year 2020 also saw a global effort to scale up anticipatory and early action with a view to mitigating the impacts of impending humanitarian crises.

Current United Nations-coordinated humanitarian response plans aim at reaching 160 million of those who most need humanitarian assistance and protection in 56 countries, at a cost of \$35 billion. Priorities for humanitarian assistance in the near future, including 2022, will include fighting off famine; vaccinating children; addressing protection needs, especially for women and children; supporting survivors of gender-based violence; providing emergency education; and lessening the blow of mounting poverty. The full funding of humanitarian response plans is a prerequisite for success on all of these fronts, and efforts to mobilize more resources for effective future response will be intensified.

Solutions that ensure no one is left behind, and that go beyond humanitarian assistance by collaborating with development partners and other stakeholders to ensure a smooth transition from relief to development, will continue to be explored with Member States. Beyond humanitarian assistance, swift action to stem the climate crisis and a vigorous collective push for peace and reconciliation and achieve a global ceasefire are needed.

The decisions the international community takes now will have consequences for decades.

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

A. Proposed programme plan for 2022 and programme performance for 2020

Overall orientation

Mandates and background

- 27.1 The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolution [46/182](#), in which the Assembly set out the guiding principles of humanitarian response and affirmed the leadership role of the Secretary-General to ensure better preparation and effective response to natural disasters and other complex emergencies. This mandate has been confirmed and consolidated through the normative developments of various resolutions over the past 26 years. The Office for the Coordination of Humanitarian Affairs is responsible for ensuring the timely, coherent, coordinated and principled response of the international community to natural disasters and complex emergencies and for facilitating the transition from emergency relief to rehabilitation and sustainable development. With an unprecedented number of people in need and extreme poverty and hunger on the rise, owing to the compounded effects of prolonged conflict, the intensifying effects of climate change and the direct and indirect impact of the coronavirus disease (COVID-19) pandemic, ensuring well-coordinated and principled humanitarian action by the international community remains as important as ever.
- 27.2 The United Nations Office for Disaster Risk Reduction is responsible for leading and ensuring synergies among the disaster reduction activities of the United Nations system and regional organizations and activities in socioeconomic and humanitarian fields. It provides a data-driven, people-centric approach to supporting governments and stakeholders in the identification and reporting of relevant ongoing and emerging disaster risks. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolution [56/195](#), as well as the Sendai Declaration and the Sendai Framework for Disaster Risk Reduction 2015–2030. In order to implement its mandate, in line with its strategic framework for the period 2022–2025, the Office intends to support national and local implementation of the Sendai Framework, strengthening global monitoring and analysis of disaster risk, catalysing action through countries and partners and promoting effective risk communication, advocacy and knowledge management.

Strategy and external factors for 2022

- 27.3 In 2020, the COVID-19 pandemic compounded the already intensifying effects of prolonged conflict and consequences of other disasters. Recent trends included a rise in extreme poverty rates for the first time in 22 years, a rise in hunger and food insecurity worldwide, the exacerbation of vulnerability and an increase in the number of internally displaced persons. The number of people in need of humanitarian assistance grew to 1 in 33 people worldwide by the end of 2020, compared with 1 in 45 people in 2019.
- 27.4 In the face of these challenges, the Office for the Coordination of Humanitarian Affairs will continue to enhance the coordination and effective and efficient provision of humanitarian assistance together with humanitarian organizations. To this end, the Office will continue to develop and promote a common policy on humanitarian issues for the United Nations system and its partners; mobilize and coordinate assistance in humanitarian emergencies; mobilize United Nations capacity to expedite the provision of international humanitarian assistance; strengthen early action and anticipatory approaches; advocate for and contribute to stronger preparedness for more timely humanitarian assistance in emergencies; advocate on humanitarian issues; and strengthen analysis and availability of timely information on emergencies and natural disasters, in accordance with its mandate. The Office will also support the mobilization of resources to enable early action and a prompt response to new or rapidly deteriorating humanitarian emergencies. The Office will continue to strengthen partnerships at the global, regional, national and local levels in support of national efforts to effectively provide

humanitarian assistance to those in need. The Office will also collaborate with other relevant United Nations and intergovernmental organizations and development partners to enhance coherence and complementarity in ways that are supportive of recovery and longer-term sustainable development.

- 27.5 The United Nations Office for Disaster Risk Reduction will work to substantially reduce disaster risk and losses through the prevention of new and the reduction of existing disaster risks. In line with the Sendai Framework for Disaster Risk Reduction, the Office will aim at strengthening the foundation for the resilience of people, communities, governments and businesses by promoting better understanding of risk and strengthened risk governance. It will advocate for increased investment and better preparedness. In 2022, in accordance with its mandate, the Office will support the implementation of the Sendai Framework worldwide through the organization of the seventh session of the Global Platform for Disaster Risk Reduction. The Global Platform, which will be hosted by Indonesia, will assess progress and take stock of achievements, lessons learned and best practices in terms of disaster risk reduction. In line with the call of the Secretary-General for a decade of action to deliver the Sustainable Development Goals, the Office will strive to promote risk-informed development at all levels. Generating further evidence-based and practical guidance for the implementation of disaster risk reduction interventions will reinforce a culture of prevention among relevant stakeholders. The Office will also support the development of standards by experts and technical organizations, advocacy initiatives and the dissemination of disaster risk information, policies and practices, and further develop capacities of all stakeholders on disaster risk reduction. In doing so, the Office will increasingly cooperate with local governments and cities, in addition to national governments. The Office will continue to support United Nations country teams and resident coordinators in integrating disaster risk reduction and resilience into common country analyses and the United Nations Sustainable Development Cooperation Framework. In addition, the Office will enhance linkages and coherence between disaster risk reduction and key related planning and decision-making processes, including climate change preparedness and humanitarian action.
- 27.6 For 2022, the programme's planned deliverables and activities reflect the known and anticipated challenges related to COVID-19 that are being faced by Member States. Such planned deliverables and activities include: (a) strengthening analytical capacities to support decision makers with regard to identifying emerging needs caused by the direct and indirect impacts of the pandemic; (b) bolstering remote emergency service support and capacity-building; and (c) scaling up humanitarian pooled funds to provide timely and effective funding for humanitarian activities, including in the context of the continued COVID-19 response. The pandemic has worsened the impacts of ongoing and emerging humanitarian crises in the short term. In the longer term, the pandemic highlights the importance of integrating risk management into policies and decision-making. Deliverables and activities planned to meet these challenges include interventions to enhance the preparedness of Member States, partners and communities with regard to biological hazards by promoting a systemic approach to risk and improving the understanding of the cascading effects of risk. The support provided to Member States on issues related to COVID-19 is expected to contribute to planned results in 2022, as described under subprogramme 3, natural disaster risk reduction, and subprogramme 5, humanitarian emergency information and advocacy.
- 27.7 With regard to cooperation with other entities at the global, regional, national and local levels, the Office for the Coordination of Humanitarian Affairs will continue to work with national and local governments, affected communities, the Inter-Agency Standing Committee and other stakeholders, including regional disaster management and response organizations, other regional and subregional organizations, private sector organizations and first responders, to promote principled and effective humanitarian responses.
- 27.8 The United Nations Office for Disaster Risk Reduction will likewise advance further cooperation with global and regional organizations and with national counterparts to promote risk-informed decision-making. Cooperation with academia, the private sector and civil society will support an all-of-society approach to disaster risk reduction. The Office will also stress cooperation at the local level by promoting disaster resilience-building in cities.
- 27.9 With regard to inter-agency coordination and liaison, the Office for the Coordination of Humanitarian Affairs will continue, through the Inter-Agency Standing Committee and its subsidiary

bodies, to coordinate the development of guidance for the humanitarian system, including on operations policy development and advocacy. It will provide and manage global platforms, such as the United Nations Disaster Assessment and Coordination Team mechanism and the International Search and Rescue Advisory Group, to pool resources and facilitate a coordinated response to humanitarian crises. The Office will also collaborate closely with the Development Coordination Office and other United Nations agencies. At the country level, the Office for the Coordination of Humanitarian Affairs coordinates with and supports United Nations agencies, such as the World Food Programme (WFP), the United Nations Development Programme (UNDP), the United Nations Children's Fund, the Food and Agriculture Organization of the United Nations, the World Health Organization (WHO), the Office of the United Nations High Commissioner for Refugees (UNHCR) and the United Nations Population Fund, throughout the humanitarian programme cycle to ensure coherent, effective and consistent system-wide response strategies that meet the humanitarian needs of affected people and that minimize the duplication and gaps in response efforts.

- 27.10 As Chair of the Senior Leadership Group on Disaster Risk Reduction for Resilience, the United Nations Office for Disaster Risk Reduction will continue playing a coordinating role for disaster risk reduction within the United Nations system. At the technical level, the Office will also strengthen coordination within the United Nations system by convening the United Nations Disaster Risk Reduction Focal Points' Group. Support for United Nations country teams and partnership with resident coordinators will promote the development of national and local capacity and the delivery of technical expertise in various field environments.
- 27.11 With regard to the external factors, the overall plan for 2022 is based on the following planning assumptions:
 - (a) The impact of the global economic recession triggered by the COVID-19 pandemic will continue to be felt and will threaten to increase vulnerability, and will be compounded by other disasters;
 - (b) Natural disasters will continue to increase in frequency and magnitude;
 - (c) Humanitarian needs and funding requirements will remain high in 2022.
- 27.12 With regard to the COVID-19 pandemic, the programme plan is based on the assumption that the proposed deliverables and activities for 2022 will be feasible to implement. However, if the pandemic were to further have an impact on the planned deliverables and activities, they would be adjusted during 2022 within the scope of the overall objectives, strategies and mandates. Any such adjustments would be reported as part of the programme performance information.
- 27.13 The Office for the Coordination of Humanitarian Affairs integrates a gender perspective in its operational activities, deliverables and results, as appropriate. The Office promotes gender equality and the empowerment of women and girls, and strives to address protection issues, including gender-based violence affecting women and girls, in particular those with disabilities, through its advocacy, resource mobilization and programming. Women's participation and leadership in humanitarian decision-making is also a key priority. The Office ensures that a gender perspective is fully integrated into its activities through the Office's policy instruction on gender equality and gender action plan, in tandem with inter-agency policies and tools, such as the Inter-Agency Standing Committee policy on gender equality and the empowerment of women and girls in humanitarian action, its Gender Handbook in Humanitarian Action and its Gender Standby Capacity project, and its associated senior advisers deployed in support of humanitarian coordinators and humanitarian country teams. It is also prioritized in the Office's communications content.
- 27.14 The Office for the Coordination of Humanitarian Affairs advances United Nations system-wide commitments on protection from sexual exploitation and abuse and sexual harassment. The Emergency Relief Coordinator, as Chair of the Inter-Agency Standing Committee, leads and promotes Inter-Agency Standing Committee efforts that aim at ensuring a humanitarian environment in which people caught up in crises feel safe and respected and can access the protection and assistance they need without fear of exploitation or abuse by any aid worker, and in which aid workers themselves feel supported, respected and empowered to deliver such assistance in working

environments free from sexual harassment. In their coordination role, the field offices of the Office for the Coordination of Humanitarian Affairs support humanitarian coordinators and humanitarian country teams in the implementation of inter-agency efforts to prevent exploitation and abuse.

- 27.15 The Office for the Coordination of Humanitarian Affairs will continue to participate in the implementation of the system-wide United Nations Disability Inclusion Strategy and work to achieve the commitments made by the Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator at the 2018 Global Disability Summit in London to make humanitarian action inclusive of persons with disabilities.

Programme performance in 2020

Impact of COVID-19 on programme delivery

- 27.16 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of the programme. This impact included: (a) the cancellation or postponement of conferences, disaster risk reduction regional events and training and capacity-building activities due to travel restrictions; (b) the delay of some longer-term research and policy work in order to shift capacities to COVID-19 response support; and (c) the delay of some inter-agency humanitarian evaluations. To mitigate the impact, the programme leveraged technical communications platforms and adopted flexible working practices to remain fully functional, delivering on its mandates despite the impact of the pandemic on operations and people. Conferences, meetings and initiatives to build response capacities were held virtually, allowing in some cases for broader and higher-level participation. The cancellation and delay of planned deliverables and activities also had an impact on the expected results for 2020, as described in the programme performance under subprogrammes 1, 2, 3 and 4.
- 27.17 At the same time, however, some planned deliverables and activities were adjusted, and new activities were identified during 2020, within the overall scope of the objectives of the subprogrammes, in order to support Member States on issues related to the COVID-19 pandemic. These included the development of the first-ever Global Humanitarian Response Plan for COVID-19 and subsequent updates by the Office for the Coordination of Humanitarian Affairs together with its partners, which provided a comprehensive plan for the COVID-19 response, including analysis, needs and priorities, funding requirements and a framework to monitor the response to the pandemic. The Office also established and co-led the Global Information Management, Assessment and Analysis Cell on COVID-19, together with WHO, UNHCR and the International Organization for Migration. The Cell supports the coordination and analysis of the impact of COVID-19 and other shocks, and provides technical support and services to prioritized countries and global decision makers upon request. The Office for the Coordination of Humanitarian Affairs also scaled up humanitarian coordination mechanisms in support of governments and resident coordinators in countries not covered by humanitarian response plans, and introduced flexible funding modalities for humanitarian pooled funds to enable faster channelling of funds to the COVID-19 response. The United Nations Office for Disaster Risk Reduction, as part of its effort to support a hazard-aware approach, promoted analysis and the sharing of evidence, knowledge and learning on the COVID-19 pandemic for more effective disaster risk reduction policy and practice. The modified and new deliverables and activities contributed to results in 2020, as described in the programme performance under subprogrammes 2, 3 and 5.
- 27.18 Reflecting the importance of continuous improvement and responding to the evolving needs of Member States, the programme will mainstream lessons learned and best practices related to the adjustments and adaption of its programme owing to the COVID-19 pandemic. Specific examples of best practices and its “build back better” approach include improved collaboration among field, headquarters and humanitarian partners through the use of virtual working platforms, including, where feasible, the conduct of meetings virtually in lieu of travel; a shift to electronic clearance processes; and strengthened adaptive management capacities to ensure effective leadership through remote means. Strengthening support for managers with regard to improving their remote management skills will remain important.

Legislative mandates

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

General Assembly resolutions

46/182 ; 75/127	Strengthening of the coordination of humanitarian emergency assistance of the United Nations	69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)
47/120 A and B	An Agenda for Peace: preventive diplomacy and related matters	70/1	Transforming our world: the 2030 Agenda for Sustainable Development
52/12	Renewing the United Nations: a programme for reform	72/305	Review of the implementation of General Assembly resolution 68/1 on the strengthening of the Economic and Social Council
52/167	Safety and security of humanitarian personnel		
60/1	2005 World Summit Outcome	74/160	Protection of and assistance to internally displaced persons
62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system	74/306	Comprehensive and coordinated response to the coronavirus disease (COVID-19) pandemic
67/226 ; 75/233	Quadrennial comprehensive policy review of operational activities for development of the United Nations system	75/124	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
68/1	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council	75/125	Safety and security of humanitarian personnel and protection of United Nations personnel

Economic and Social Council resolution

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

1265 (1999)	2531 (2020)
1894 (2009)	2532 (2020)
2222 (2015)	2533 (2020)
2286 (2016)	2534 (2020)
2417 (2018)	2540 (2020)
2474 (2019)	2542 (2020)
2475 (2019)	2543 (2020)
2514 (2020)	2550 (2020)
2520 (2020)	2552 (2020)
2522 (2020)	2556 (2020)
2524 (2020)	

Deliverables

27.20 Table 27.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2020–2022.

Table 27.1

Cross-cutting deliverables for the period 2020–2022, by category and subcategory

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	3	3	3	3
1. Meetings of the Fifth Committee	1	1	1	1
2. Meetings of the Committee for Programme and Coordination	1	1	1	1
3. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1

Evaluation activities

- 27.21 The following evaluations completed in 2020 have guided the proposed programme plan for 2022:
- (a) Inter-agency humanitarian evaluation on gender equality and the empowerment of women and girls;
 - (b) Inter-agency humanitarian evaluation of the Ethiopia drought response;
 - (c) Inter-agency humanitarian evaluation on the response to Cyclone Idai in Mozambique;
 - (d) Final evaluation of the project entitled “Making Cities Sustainable and Resilient: Implementing the Sendai Framework for Disaster Risk Reduction 2015–2030 at the Local Level”.
- 27.22 The findings of the evaluations referenced above have been taken into consideration for the proposed programme plan for 2022. For example, one of the findings of the inter-agency humanitarian evaluation in Mozambique concerned the limited involvement of the private sector. To address this gap, the Office for the Coordination of Humanitarian Affairs is working to strengthen private sector engagement through the Connecting Business initiative, as described under result 3 of subprogramme 4.
- 27.23 Similarly, the final evaluation of the project entitled “Making Cities Sustainable and Resilient: Implementing the Sendai Framework for Disaster Risk Reduction 2015–2030 at the Local Level” highlighted that risk prevention governance at the local level relies on a broad range of stakeholders, including regulators, associations, civil society, academia and the private sector. In applying the lesson, the United Nations Office for Disaster Risk Reduction is developing a systemic, joined-up approach to risk reduction at the local level, as described under result 3 of subprogramme 3.
- 27.24 The following evaluations are planned for 2022:
- (a) Review of progress: mainstreaming gender equality and empowerment of women and girls into the humanitarian, development and peace nexus (begun in 2020; to be completed in 2021);
 - (b) Inter-agency humanitarian evaluation of the Yemen response (begun in 2020; to be completed in 2021/22);
 - (c) Inter-agency humanitarian evaluation of the COVID-19 response (to begin in 2021; to be completed in 2022).

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

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

Strategy

- 27.26 To contribute to the objective, the subprogramme will identify emerging humanitarian trends to support the comprehensive, authoritative and evidence-based assessment of global humanitarian needs and analyse challenges and opportunities for humanitarian policy and programme development.
- 27.27 The subprogramme will also identify policy and programmatic solutions and best practices, innovative concepts such as the use of new and emerging technologies in humanitarian action, and steps to increase preparedness and organizational readiness, which will be disseminated widely to inform and guide policy, operational decisions and crisis management.
- 27.28 The above-mentioned work is expected to result in:
- (a) Improved humanitarian action that addresses evolving challenges to the humanitarian system;
 - (b) A humanitarian system that remains relevant and adapted to the ever-changing humanitarian operational environment.

Programme performance in 2020

- 27.29 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Global Humanitarian Policy Forum 2020: policy recommendations linked with analysis of trends, research and inclusive consultations with partners

- 27.30 The subprogramme convened the annual Global Humanitarian Policy Forum with members of the humanitarian community to project future trends, consider policy issues and explore the practical challenges and opportunities of technology in humanitarian response coordination. The 2020 Forum focused on assessing the longer-term impacts of the COVID-19 pandemic on humanitarian needs and humanitarian aid. The Forum included participants across industries and sectors, including Member States, humanitarian, development and multilateral organizations, local and international non-governmental organizations (NGOs), academic and research institutions, and private sector practitioners, policymakers and students to identify common experiences and examples of programmatic and organizational change, and provide suggestions for systemic adjustments to further optimize the ways in which the humanitarian system works and collaborates. Given the difficulty of holding an in-person Forum as a result of the COVID-19 pandemic, the Forum was held virtually and was entirely open to the public. As a result, over 1,200 people from more than 80 countries participated through web-based social media platforms.
- 27.31 The subprogramme produced a background brief for the Global Humanitarian Policy Forum that summarized the extensive research and analysis published since the start of the pandemic on issues such as the global health situation, the socioeconomic crisis, the geopolitical environment, the devastating effects of climate change and growing vulnerability, and how they might transform humanitarian action. The discussions of the Forum were published in an outcome paper entitled “A case for transformation? The long-term implications of the COVID-19 pandemic”.

Progress towards the attainment of the objective, and performance measure

- 27.32 The above-mentioned work contributed to the objective, as demonstrated by recommendations for action by the humanitarian system emerging from the Global Humanitarian Policy Forum that reflect trends analysis, research and wide consultation within and beyond the humanitarian community by convening members of the humanitarian community (see table 27.2).

Table 27.2
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
–	Recommendations emerging from the Global Humanitarian Policy Forum that reflect trends analysis, research and wide consultation within and beyond the humanitarian community: rising nationalism and the retreat from multilateralism; increased conflicts and the fracture of global norms; the rise of political, social and economic inequality; the accelerating impacts of climate change; new and emerging technologies; and the spread of infectious diseases	Recommendations for action emerging from the Global Humanitarian Policy Forum that reflect trends analysis, research and wide consultation within and beyond the humanitarian community: preparing for the unknown; investing in local solutions; leading with equity; delivering on the digital promise; and building coalitions for success

Planned results for 2022

- 27.33 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: increased collaboration between humanitarian and development partners at the country level¹

Programme performance in 2020

- 27.34 The subprogramme has supported the implementation of closer humanitarian-development collaboration towards collective outcomes, including through the conduct of joint analysis and joined-up planning across humanitarian and development partners. In 2020, the subprogramme also supported effective linkages between humanitarian and socioeconomic responses to the COVID-19 pandemic.
- 27.35 The above-mentioned work contributed to the development of common strategies between humanitarian and development partners in 10 countries, which met the planned target reflected in the proposed programme budget for 2020.

Proposed programme plan for 2022

- 27.36 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will continue to support humanitarian country teams and United Nations country teams in the implementation of the aforementioned common strategies. To account for the additional strain that the COVID-19 pandemic has put on partners, the subprogramme's work will build on the progress achieved and continue to increase the complementarity of humanitarian and development work by strengthening complementary programming and funding to achieve common strategies in the same countries rather than aiming at supporting additional countries. The expected progress is presented in the updated performance measure below (see table 27.3).

¹ As reflected in proposed programme budget for 2020 (A/74/6 (Sect. 27)).

Table 27.3
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
Humanitarian and development partners have defined common strategies in 6 countries	Humanitarian and development partners have defined common strategies in 8 countries	Humanitarian and development partners have defined common strategies in 10 countries	Humanitarian and development partners have defined common strategies in 12 countries	Humanitarian and development partners strengthen existing complementary programming and funding to implement common strategies in the 12 countries

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 2: how technology may shape the humanitarian operating environment²

Programme performance in 2020

- 27.37 The subprogramme conducted research on the opportunities and challenges of using technology to make humanitarian work more effective and efficient. In April 2021, the Office for the Coordination of Humanitarian Affairs published its report, entitled “From digital promise to frontline practice: new and emerging technologies in humanitarian action”, which featured 35 case studies and examples that illustrate the challenges and opportunities of using new technologies in humanitarian contexts, with a focus on the areas that had the most potential for making humanitarian efforts more effective and efficient in the coming years. These include mobile applications, chatbots and social media; digital cash transfers; crisis maps and dashboards; biometrics and digital identity technologies; uncrewed aircraft; blockchain technology; 3-D printing; artificial intelligence; predictive analytics; and the Internet of Things, as well as working with data and digital technology more generally.
- 27.38 The subprogramme also used the platform of the Global Humanitarian Policy Forum to discuss lessons learned from the use of technologies in the response to the COVID-19 pandemic to improve humanitarian effectiveness. For example, the COVID-19 response showcased both the potential and the risks of new and emerging technologies while simultaneously accelerating their adoption and use. Artificial intelligence facilitated the mapping of disease outbreaks, diagnoses and the development of treatments and vaccines. Biometrics, blockchain technology and digital cash enabled contactless access to aid. Uncrewed aircraft delivered medical supplies and testing samples. Chatbots provided vital information and telehealth support. At the same time, concern mounted over data protection, privacy and security, personal liberty and misinformation. The massive shift to virtual environments, remote education, videoconferencing and e-commerce also raised fundamental questions about technological preparedness and effectiveness, and the challenges of digital inequality. The outcomes of these discussions will be integrated into the ongoing research regarding the opportunities and challenges posed by technology in terms of improving the effectiveness and efficiency of humanitarian assistance.
- 27.39 The above-mentioned work contributed to increased awareness on how technology can be used to improve the effectiveness of humanitarian assistance, which did not meet the planned target of testing initiatives for technology and innovation in selected humanitarian response contexts reflected in the proposed programme budget for 2021, owing to a refocusing of priorities towards the COVID-19 response during 2020.

² As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 27) and A/75/6 (Sect. 27)/Corr.1).

Proposed programme plan for 2022

- 27.40 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective and in response to recent developments, the subprogramme's work will evolve to include the sustainable and systematic use of technologies by humanitarians and their partners. The subprogramme will also explore options of developing further policy guidance for the humanitarian community based on the evolving policy issues from the Secretary-General's Road Map for Digital Cooperation. The expected progress is presented in the updated performance measure below (see table 27.4).

Table 27.4
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
Stakeholders share best practices on technology and innovation to improve efficiency and the effectiveness of humanitarian response	United Nations Secretariat-wide initiatives on technology and innovation	Increased awareness on how technology can be used to improve the effectiveness of humanitarian assistance	Increased use of strategic technologies by humanitarian actors	Sustainable and systematic use of technologies by humanitarians and their partners to facilitate humanitarian response

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: consolidated analysis for more focused evidence-based policy discussions and analysis

Proposed programme plan for 2022

- 27.41 A thorough analysis of the humanitarian context is crucial to enable a well-informed assessment of humanitarian needs and ensure the strategic and operational coherence of humanitarian response. The subprogramme researched annual policy trends and challenges for humanitarian efforts to inform future policies and incorporate into the annual Global Humanitarian Overview, the most comprehensive, authoritative and evidence-based assessment of humanitarian needs.

Lessons learned and planned change

- 27.42 The lesson for the subprogramme was that every year there are numerous policy papers put out by a growing humanitarian community as a result of increased partnerships between humanitarian organizations and a diverse range of sectors. Consolidated research on key trends and the challenges and implications of humanitarian action provided ahead of time for further analysis, consultation, and discussion at the Global Humanitarian Policy Forum would facilitate the recommendation of policy priorities. In applying this lesson, the subprogramme will align the trends presented in the Global Humanitarian Overview with the policy priorities identified at the Global Humanitarian Policy Forum. This would ensure that the Global Humanitarian Overview is forward-looking and mirrors the most up-to-date thinking in the humanitarian community.

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

- 27.43 This work is expected to contribute to the objective, as demonstrated by an increased uptake of Global Humanitarian Policy Forum research findings and recommendations in the policy agenda for the humanitarian community (see table 27.5).

Table 27.5
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
Summary of countries' humanitarian response plans in the Global Humanitarian Overview	Annual world humanitarian data and trends incorporated into the Global Humanitarian Overview	Thematic alignment of the Global Humanitarian Overview with the Global Humanitarian Policy Forum	Trends in the Global Humanitarian Overview supported by policy priorities identified at the Global Humanitarian Policy Forum	Increased uptake of Global Humanitarian Policy Forum research findings and recommendations in the policy agenda for the humanitarian community

Legislative mandates

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

General Assembly resolutions

56/89	Scope of legal protection under the Convention on the Safety of United Nations and Associated Personnel	73/138	White Helmets Commission: participation of volunteers in the activities of the United Nations in the field of humanitarian relief, rehabilitation and technical cooperation for development
61/117	Applicability of the Geneva Convention relative to the Protection of Civilian Persons in Time of War, of 12 August 1949, to the Occupied Palestinian Territory, including East Jerusalem, and other occupied Arab territories	73/195	Global Compact for Safe, Orderly and Regular Migration
62/134	Eliminating rape and other forms of sexual violence in all their manifestations, including in conflict and related situations	75/163	Office of the United Nations High Commissioner for Refugees
63/147	New international humanitarian order	75/164	Assistance to refugees, returnees and displaced persons in Africa

Deliverables

27.45 Table 27.6 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 27.6

Subprogramme 1: deliverables for the period 2020–2022, by category and subcategory

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	3	3	3	3
1. Report of the Secretary-General on the strengthening of the coordination of emergency humanitarian assistance of the United Nations	1	1	1	1
2. Report of the Secretary-General on the protection of civilians	1	1	1	1
3. Report of the Secretary-General on natural disasters	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	6	6	6	6
4. Meetings of the Third Committee	1	1	1	1
5. Meetings of the Expert Group on the Protection of Civilians	4	4	4	4
6. Meetings of the Economic and Social Council humanitarian affairs segment	1	1	1	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	3	3	3	3
7. Organization of forums/workshops with academic institutions and non-governmental organizations to promote humanitarian assistance and to address humanitarian concerns	3	3	3	3
Technical materials (number of materials)	2	2	2	2
8. Strategy papers, policy tools and guidance notes for humanitarian agencies on the relation among the political, humanitarian assistance and human rights dimensions of the United Nations response to crises	1	1	1	1
9. Studies, guidance and policy analysis on developments in the humanitarian sector	1	1	1	1

Subprogramme 2**Coordination of humanitarian action and emergency response****Objective**

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

Strategy

- 27.47 To contribute to the objective, the subprogramme will maintain an effective coordination system to convene humanitarian actors and support senior humanitarian leadership at the global level and in countries affected by natural disasters and complex emergencies. As part of this effort, the subprogramme will coordinate timely and objective multisectoral assessments and analysis of humanitarian needs, and support response planning and programming to provide life-saving assistance to people in need during and in the aftermath of emergencies. The subprogramme will also promote principled humanitarian assistance and coordinate resource mobilization efforts in support of such action worldwide. Efforts will be made to reduce funding gaps that hamper humanitarian operations, including through effective partnerships with humanitarian actors, Member States and civil society, and through the effective management and disbursement of funding from humanitarian pooled funds. Furthermore, the subprogramme will seek to strengthen linkages between humanitarian assistance and efforts to support resilience, early recovery and development to reduce the needs and vulnerabilities of affected people. Every effort will be made to collect data disaggregated by sex and age, and to ensure that gender, age and disability are taken into account in all aspects of the response.

- 27.48 The above-mentioned work is expected to result in:
- (a) Improved decision-making by humanitarian actors on priority humanitarian needs based on a timely analysis;
 - (b) Reduced duplication of response interventions through strengthened coordinated humanitarian response planning;
 - (c) Increased and timely humanitarian funding for the international humanitarian system to respond to natural disasters and complex emergencies.

Programme performance in 2020

- 27.49 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Global Humanitarian Response Plan for COVID-19

- 27.50 In response to the COVID-19 outbreak, the United Nations launched the Global Humanitarian Response Plan to address the immediate humanitarian consequences of the pandemic. The Response Plan is a joint effort by members of the Inter-Agency Standing Committee, including United Nations agencies, other international organizations and NGOs with a humanitarian mandate. It was the first-ever global humanitarian plan to respond to a global pandemic, and was updated quickly to keep pace with the evolution of the pandemic. The subprogramme ensured essential coordination of the Plan's updates through dialogue with Inter-Agency Standing Committee members at Headquarters and, in the countries in which it operates, through the facilitation of intersectoral analysis, discussions between clusters for planning and reporting against the global monitoring framework. The subprogramme also supported resident coordinators/humanitarian coordinators and worked closely with host governments to prepare response plans to address the consequences of the pandemic and ensure continuity of humanitarian assistance provisions to those people most in need. The subprogramme also embedded staff in a new coordination team and supply chain cell established with WHO and WFP to support coordination and information management, and to address logistical and supply chain issues in the humanitarian response system. Furthermore, the subprogramme, through the Emergency Relief Coordinator, convened principals from humanitarian agencies and humanitarian NGOs to agree on coordinated humanitarian response measures.

Progress towards the attainment of the objective, and performance measure

- 27.51 The above-mentioned work contributed to the objective, as demonstrated by the coordinated response of partner agencies and humanitarian organizations, which addressed the immediate humanitarian consequences of the pandemic and provided life-saving assistance in 63 Global Humanitarian Response Plan countries (see table 27.7).

Table 27.7
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
—	—	Coordinated response of partner agencies and humanitarian organizations, which addressed the immediate humanitarian consequences of the pandemic and provided life-saving assistance in 63 Global Humanitarian Response Plan countries

Planned results for 2022

- 27.52 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: increased use of humanitarian funding for early action³

Programme performance in 2020

- 27.53 The subprogramme continued its work related to early response mechanisms and enhanced planning, in line with its mandate. The subprogramme developed contingency funding mechanisms for increased emergency response funding for humanitarian partners, which enabled timely response at the early stages of an emergency based on forecasts and risk assessments. Since 2018, the subprogramme has worked with donors, other funds, implementing organizations, governments and experts to promote change towards a more anticipatory approach in the humanitarian system. This includes actions by the Central Emergency Response Fund to scale up collective anticipatory action for different shocks and across different regions.
- 27.54 The above-mentioned work contributed to the formalization of the Central Emergency Response Fund early action approach, with frameworks for food insecurity in Somalia (\$15 million), for floods in Bangladesh (\$2.8 million) and for drought in Ethiopia (\$13.2 million), which met the planned target reflected in the proposed programme budget for 2020.

Proposed programme plan for 2022

- 27.55 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will build on achievements in proving the effectiveness of anticipating the impact of humanitarian shocks such as drought, floods and pest infestations, and will continue to scale up early action by developing two other early action frameworks. The expected progress is presented in the performance measure below (see table 27.8).

Table 27.8

Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
Central Emergency Response Fund early action approach is piloted	Expansion of the pilot projects and development of a methodology for a Central Emergency Response Fund early action approach	Central Emergency Response Fund early action approach is formalized with frameworks for food security in Somalia (\$15 million), for floods in Bangladesh (\$2.8 million) and for drought in Ethiopia (\$13.2 million)	Central Emergency Response fund early action review and lessons learned and utilization of other financial instruments for early action	Two countries adopt early action frameworks

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

³ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 27)).

Result 2: an enhanced Global Humanitarian Overview⁴

Programme performance in 2020

- 27.56 The Global Humanitarian Overview provides a comprehensive and evidence-based assessment of global humanitarian needs. It presents an overview of global trends, costed plans for the coordinated response to crises by humanitarian organizations and a snapshot of the tools and processes that are helping humanitarians deliver aid more effectively. The Overview is the consolidated inter-agency funding appeal published by the Office for the Coordination of Humanitarian Affairs with contributions from across the United Nations, NGOs and other organizations. By providing a detailed assessment of humanitarian needs and how best to meet them, the Overview supports advocacy and system-wide resource mobilization efforts.
- 27.57 The subprogramme continued its work on the 2020 Global Humanitarian Overview consolidated appeal and issued monthly updates throughout the year that focused on resource mobilization and the analysis of evolving humanitarian needs. The subprogramme also released the 2021 Global Humanitarian Overview in December 2020. Seeking to improve its coverage of global trends and their impact on humanitarian action, the 2021 Global Humanitarian Overview included a broader overview and analysis of vulnerable groups such as older persons, persons with disabilities and young people. The 2021 Overview also sought to enhance gender analysis throughout the report, both by mainstreaming gender analysis and by having dedicated sections on gender equality, the prevention of gender-based violence and protection from sexual exploitation and abuse. In addition to this improved global dimension, the 2021 Overview benefited from the introduction of intersectoral needs analysis to inform country-based programming. Finally, the migration of the Global Humanitarian Overview from a printed/PDF-only publication to a full online publication drastically increased the reach of the publication. It allowed for the inclusion of more topics and improved the presentation of material through the use of multimedia and charts. It also improved the publication's accessibility, as it used a responsive platform that included provisions for visitors with impairments. Within one month of its launch, the platform received more than 10 times the number of visitors compared with the total number of Global Humanitarian Overview downloads in 2020 (over 10,000 visitors compared with 1,000 downloads). At the same time, the subprogramme had to contend with the unforeseen COVID-19 outbreak, the resulting increase in humanitarian needs and funding requirements and a global economic recession.
- 27.58 The above-mentioned work contributed to 13 per cent of humanitarian response plans receiving 75 per cent of funding requirements in 2020, which did not meet the target of 45 per cent of humanitarian response plans that were 75 per cent funded reflected in the proposed programme budget for 2021. The 2020 Global Humanitarian Overview raised more than \$17 billion for United Nations humanitarian appeals to reach nearly 100 million people with life-saving support, which is an increase compared with 2019. However, the requirements for the 2020 Global Humanitarian Overview increased significantly over the course of 2020 by more than \$10 billion. In the context of a global pandemic, and despite the continued generosity of donors, the gap between needs and available funds has continued to grow.

Proposed programme plan for 2022

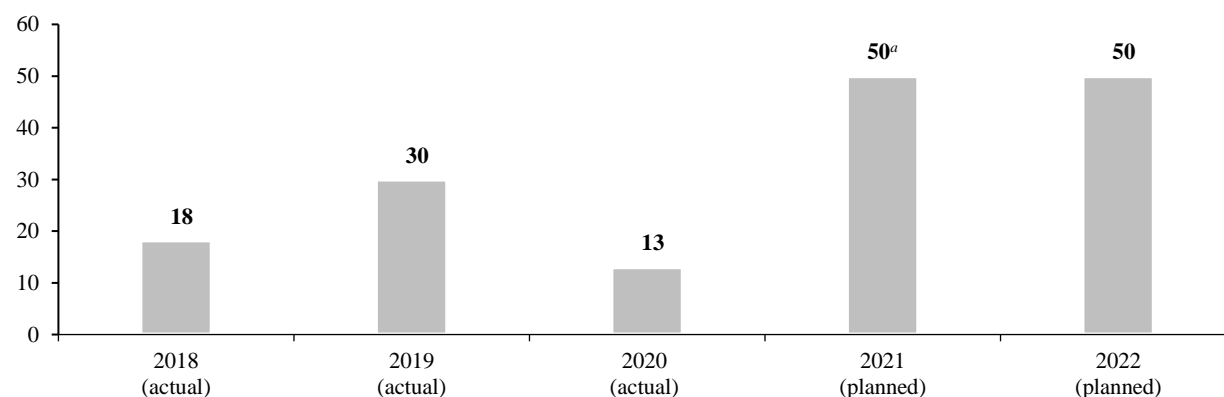
- 27.59 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will continue to coordinate funding requirements for inter-agency appeals, providing the most authoritative evidence base of humanitarian needs and creating a vehicle for advocating for the most vulnerable. While humanitarian funding continues to rise, the growth of the largest plans, along with numerous plans with requirements of more than \$1 billion (13 in 2021; 7 in 2020), has made it difficult to meet the funding target and reduce the gap in coverage between the best-funded and the least-funded appeals. The expected progress is presented in the performance measure below (see figure 27.I).

⁴ As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 27) and A/75/6 (Sect. 27)/Corr.1).

Figure 27.I

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

(Percentage)



^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: strengthened humanitarian response planning

Proposed programme plan for 2022

- 27.60 The humanitarian programme cycle consists of several stages, from coordinated needs assessments, analysis and planning to operations, and ensures the monitoring of the situation by humanitarian actors and continued dialogue with host governments and other stakeholders. The tools used at the country level to enable this strategic coordination and dialogue in support of Member States are the humanitarian needs overview, a document presenting a joint analysis of humanitarian needs, and the humanitarian response plan, which crystallizes decisions on targeting, the priority actions required and the financial requirements needed to ensure a people-centred, effective, principled and needs-based response to a crisis. The subprogramme has continued its work in support of needs assessments and analysis by humanitarian actors through the humanitarian programme cycle, in line with its mandate.

Lessons learned and planned change

- 27.61 The lesson for the subprogramme was that a more targeted and efficient humanitarian response requires humanitarian actors to look beyond the sectoral analysis of needs towards a more people-centred, holistic approach that identifies the most vulnerable populations and the combination and severity of the needs they face. In applying this lesson, the subprogramme will further develop a framework (the Joint Intersectoral Analysis Framework) to better articulate the interlinkages and compounding effects across different sectors. In 2021, an independent review will be undertaken by an academic research institute to validate the methodology of the Framework and inform recommendations to further strengthen the approach. The Framework serves as a pivotal opportunity to ensure that local actors are contributing to an overall picture of the severity of needs, the relationships between needs and the way the humanitarian community should prioritize and focus its response. During the period 2021–2022, this aspect of the Framework will be further elaborated and expanded, including by monitoring the level of engagement with local actors.

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

- 27.62 This work is expected to contribute to the objective, as demonstrated by more humanitarian response plans reflecting priorities based on intersectoral needs analysis. The expected progress is presented in the performance measure below (see table 27.9).

Table 27.9
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
Office for the Coordination of Humanitarian Affairs and humanitarian partners involved in the development of a joint intersectoral analysis framework	Provisional conceptual elements of a joint intersectoral analysis framework	Framework endorsed by the Inter-Agency Standing Committee	Application of new Framework for selected humanitarian needs overviews and humanitarian response plans	More humanitarian response plans reflect priorities based on intersectoral needs analysis

Legislative mandates

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

General Assembly resolutions

63/147	New international humanitarian order	75/90	The situation in Afghanistan
68/129	Assistance to survivors of the 1994 genocide in Rwanda, particularly orphans, widows and victims of sexual violence	75/126 75/164	Assistance to the Palestinian people Assistance to refugees, returnees and displaced persons in Africa
74/114	Persistent legacy of the Chernobyl disaster		

Security Council presidential statement

S/PRST/2015/23

Deliverables

27.64 Table 27.10 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 27.10
Subprogramme 2: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	4	4	4	4
1. Report to the General Assembly on the Central Emergency Response Fund	1	1	1	1
2. High-level pledging events on the provision of international assistance to countries affected by humanitarian emergencies	3	3	3	3
Substantive services for meetings (number of three-hour meetings)	2	2	2	2
3. High-level meetings and side events of the General Assembly on the provision of international assistance to countries affected by humanitarian emergencies	2	2	2	2
B. Seminars, workshops and training events (number of days)	2	2	2	2
4. Workshops on humanitarian law and other emerging issues for resident coordinators/humanitarian coordinators	2	2	2	2

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
C. Substantive deliverables				
Humanitarian assistance missions: strategy-building missions to review humanitarian needs and design appropriate response strategies.				
Consultation, advice and advocacy: briefings to the Security Council on specific complex emergency situations; meetings with donors, informal briefings and consultations with more than 50 Member States on specific emergency situations and the financing of humanitarian requirements; consolidated inter-agency appeals for 27 countries and regions affected by humanitarian emergencies; meetings with humanitarian organizations in more than 30 countries on operations, policies and coordination arrangements; and meetings with Member States, regional organizations and the private sector on common humanitarian actions.				
Databases and substantive digital materials: access to monitoring mechanisms in support of operational partners.				
D. Communication deliverables				
Outreach programmes, special events and information materials: meetings and special events on specific complex emergency situations; quarterly donor briefings on humanitarian financing; the Central Emergency Response Fund annual report; consolidated annual report on country-based pooled funds; and Global Humanitarian Overview.				
E. Enabling deliverables				
Administration: delivering of grants from the Central Emergency Response Fund for new and protracted emergencies and of grants from the country-based pool funds.				

Subprogramme 3 Natural disaster risk reduction

Objective

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

Strategy

- 27.66 To contribute to the objective, the subprogramme will provide guidance to countries and stakeholders in the implementation of the Sendai Framework for Disaster Risk Reduction 2015–2030. The realignment of the United Nations Office for Disaster Risk Reduction strategic framework will inform priorities and operations. The subprogramme will focus on accelerating the implementation of disaster risk reduction actions through the production and dissemination of knowledge resources and best practices, the provision of technical assistance at the regional, national and local levels, advocacy and capacity development. The subprogramme will mobilize Member States and stakeholders through advocacy and knowledge-sharing to make disaster risk reduction central to sustainable development. The subprogramme will work with practitioners, experts and innovators around the world to generate risk knowledge and analysis on risk trends, patterns, progress and challenges, including through the production of a special Global Assessment Report on Disaster Risk Reduction, to develop innovative approaches and adopt new solutions and working practices to assess and model risk. The operationalization of the Global Risk Assessment Framework will support Member States and stakeholders in the systematic integration of disaster risk reduction into relevant national- and local-level planning processes.
- 27.67 The subprogramme will provide targeted support to Member States for the financing of disaster risk reduction actions and in aligning climate change and disaster risk reduction policies and actions, including through the roll-out of guidelines on how to integrate disaster risk reduction with climate change and sustainable development at the regional, national and local levels. The subprogramme will prepare the mid-term review of the Sendai Framework to be conducted in 2023, which will take stock of progress made and identify focus areas to accelerate the implementation of the Sendai Framework. The subprogramme will also cooperate with all partners to enhance synergies, coordination and coherence between the Sendai Framework and other global frameworks adopted by Member States for

the 2030 Agenda for Sustainable Development. The subprogramme will advocate for the integration of disaster risk reduction into humanitarian contexts and provide guidance to strengthen humanitarian-development collaboration. The subprogramme will continue to review progress achieved in the implementation of the Sendai Framework by conducting a thorough review and stock-taking analysis, including through the organization of the Global Platform for Disaster Risk Reduction. The subprogramme will also continue to provide technical support to enable Member States to report on the global targets of the Sendai Framework and on the 11 indicators of Sustainable Development Goals 1, 11 and 13 using the Framework monitoring system. Throughout all its work streams, the subprogramme will promote inclusion by engaging with a wide range of stakeholders and facilitating their participation in the relevant processes at all levels, through the promotion of accessibility and gender parity, as well as by using online platforms to widen the reach of knowledge products.

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

- (a) Improved management of current and future risks through an enhanced understanding of disaster risk reduction by decision makers;
- (b) Increased accountability for and commitment to implementing the Sendai Framework for Disaster Risk Reduction;
- (c) More effective disaster risk reduction planning and decision-making at the regional, national and local levels that align with the 2030 Agenda;
- (d) Multisector and inclusive disaster risk reduction interventions that address the needs of the most vulnerable, thereby contributing to leaving no one behind.

Programme performance in 2020

27.69 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Cities are better prepared to reduce risks and improve resilience

27.70 As 68 per cent of the world's population is expected to live in urban areas by 2050,⁵ cities are at the forefront of building resilience for humanity. From this perspective, mayors and local governments are both key targets and key drivers in building urban resilience. Local governments not only benefit from urban risk reduction – they also hold key positions with regard to successfully integrating disaster resilience into urban development planning processes and daily city operations. They are also the closest institutional level to citizens and communities. Against this background, the subprogramme set out to build risk reduction and resilience in cities from all regions by increasing investments in projects where risks have already been assessed and promoting a deeper understanding of risks.

27.71 The subprogramme initially increased awareness and commitment to city resilience as part of the multi-year Making Cities Resilient campaign implemented jointly with the United Nations Human Settlements Programme (UN-Habitat). The subprogramme also enhanced multisectoral understanding of the opportunities for and the scope of disaster resilience for city government officials through the application of preliminary self-assessments, which guided them to both initial and aspirational next steps. The subprogramme also supported cities in investing additional resources to successfully involve civil society, academia and the private sector in a more comprehensive assessment and shared action plan for disaster resilience. Furthermore, the subprogramme mobilized key partners to successfully launch the Making Cities Resilient 2030 initiative, the successor arrangement to the Making Cities Resilient campaign that ended in 2020.

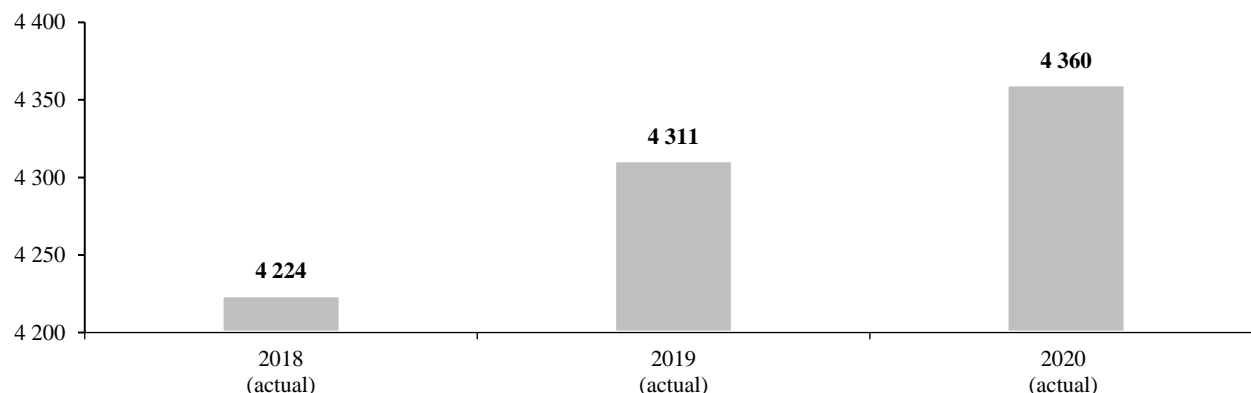
⁵ *World Urbanization Prospects: The 2018 Revision* (United Nations publication, 2019).

Progress towards the attainment of the objective, and performance measure

- 27.72 The above-mentioned work contributed to the objective, as demonstrated by 4,360 cities committed to disaster risk reduction and the need to implement the Sendai Framework (see figure 27.II). This commitment is determined by cities signing up for the Making Cities Resilient campaign. As part of the sign-up procedure, cities endorsed the checklist of 10 essentials for making cities resilient.

Figure 27.II

Performance measure: total number of cities committed to disaster risk reduction and the need to implement the Sendai Framework (cumulative)

**Impact of COVID-19 on subprogramme delivery**

- 27.73 Owing to the impact of COVID-19 during 2020, the subprogramme, in close coordination with host countries, postponed several events reliant on physical meetings, such as the Regional Platform for Disaster Risk Reduction in the Americas and the Caribbean and the Asia-Pacific Ministerial Conference on Disaster Risk Reduction. Both are scheduled for 2021, as are the equivalent regional platforms for Africa, the Arab States and Europe and Central Asia. Generally, the subprogramme adjusted its delivery mechanisms in all areas to ensure maximum effectiveness. Through the development of appropriate technical and human capacities and the prompt revision of the format and content of the sessions, the United Nations Office for Disaster Risk Reduction managed to deliver most of the planned events through virtual meetings. The use of information and communications technologies enabling remote delivery increased the number of capacity development training sessions and workshops delivered at the regional, national and local levels. Statistics show that attendance at the virtual events between March and October 2020 was very high and included a large cross-section of stakeholders from more than 190 countries. This method of work alone will not be sustainable over the long term, as it does not create the conditions for rich interactions and partnership development. Limited Internet accessibility in some regions presented additional challenges for the delivery of the subprogramme through solely digital channels. However, the use of digital tools ensured that most expected deliverables were successfully implemented despite the constraints created by the pandemic.
- 27.74 At the same time, the subprogramme focused on enhancing preventative action by Member States, partners and communities with regard to biological hazards and the COVID-19 pandemic by addressing risk using a systemic approach. As part of its effort to support an approach that took into account multiple hazards, the subprogramme promoted analysis and the sharing of evidence, knowledge and lessons learned on the COVID-19 pandemic for more effective disaster risk reduction policy and practice, including through policy briefs, additional online capacity development initiatives and webinars. The United Nations Office for Disaster Risk Reduction published a report entitled “COVID-19 engagement strategy: interim report” in October 2020. The report, which was shared and discussed with stakeholders through a coordinated communications campaign, highlighted lessons learned, advances made and recommendations.

Planned results for 2022

- 27.75 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: disaster risk reduction strategies created through coherence, inclusiveness and partnerships⁶

Programme performance in 2020

- 27.76 The subprogramme has been providing support to Member States in developing and updating national disaster risk reduction strategies to prevent the creation of new risks and reduce existing risks. The subprogramme had to adjust its planned activities to provide support with regard to the outbreak of COVID-19. Instead of hands-on capacity development activities, the subprogramme relied on national-level technical assistance and virtual webinars and training to ensure national counterparts had enhanced capacities for risk-informed plans. The subprogramme also provided countries with risk analysis and data. Furthermore, the subprogramme implemented initiatives at the global, regional, national and local levels aimed at strengthening the capacities of national officials in disaster loss data collection, analysis and reporting. This included reporting through the official Member State reporting mechanism, namely, the online Sendai Framework monitor.
- 27.77 The above-mentioned work contributed to 101 Member and observer States reporting the existence of national disaster risk reduction strategies in line with the Sendai Framework using the Sendai Framework monitor, which did not meet the planned target of 120 countries that developed and/or improved national and local disaster risk reduction strategies reflected in the proposed programme budget for 2020. The current statistical methodology requires national governments to formally report the existence of a national disaster risk reduction strategy using the Sendai Framework monitor. This measurement focuses on data officially reported through the mandated intergovernmental instrument, which ensures data consistency, and therefore does not include any national strategy effectively developed but not formally reported.

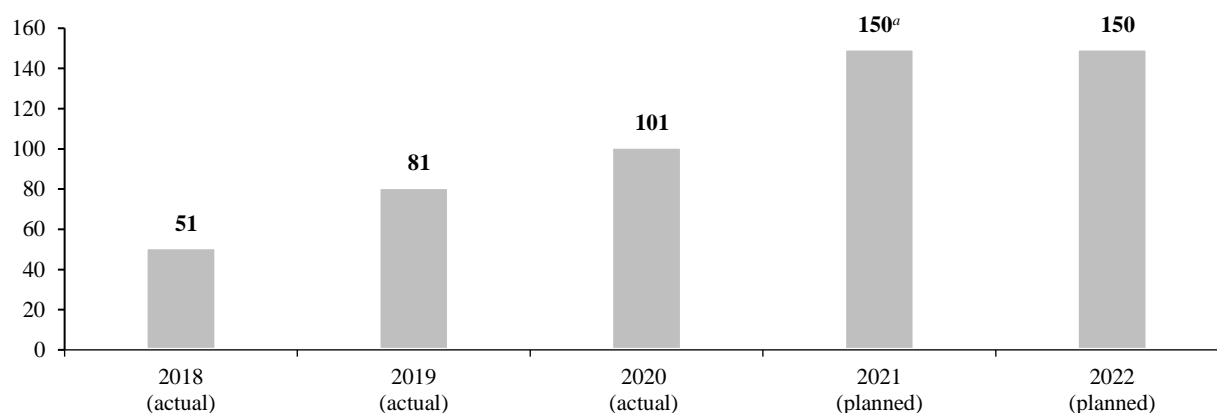
Proposed programme plan for 2022

- 27.78 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective and in response to recent developments, the subprogramme's work will evolve to include technical support based on evidence-based risk analysis and will build the capacities of Member States in critical areas. The subprogramme will also work to ensure that countries that have developed strategies report them, in accordance with the defined process, through the Sendai Framework monitor. The expected progress is presented in the updated performance measure below, which reflects the methodological switch to strategies that are formally reported using the Sendai Framework monitor (see figure 27.III).

⁶ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 27)).

Figure 27.III

Performance measure: total number of countries that develop/improve national and local disaster risk reduction strategies (cumulative)



^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 2: accelerating the achievement of Sendai Framework target (e) by increasing the number and quality of national and local disaster risk reduction strategies⁷

Programme performance in 2020

- 27.79 The subprogramme has been providing support to countries in developing and updating their disaster risk reduction strategies to promote compliance with the Sendai Framework principles and enhance their quality and effectiveness. The subprogramme has also been providing technical assistance and training to help governments develop monitoring frameworks for disaster risk reduction strategies through support for the collection of data on risks and the establishment and updating of databases on disaster losses. In addition, the subprogramme has specifically focused on integrating biological hazards and health issues into national disaster risk reduction strategies in order to assist governments in readjusting their policies in the light of the COVID-19 pandemic.
- 27.80 The above-mentioned work contributed to increasing the average index measuring the alignment of national strategies with the Sendai Framework to 0.69, which almost met the target of 0.70 reflected in the proposed programme budget for 2021. The registration of new national strategies with lower alignment indexes contributed to a reduction in the average score.

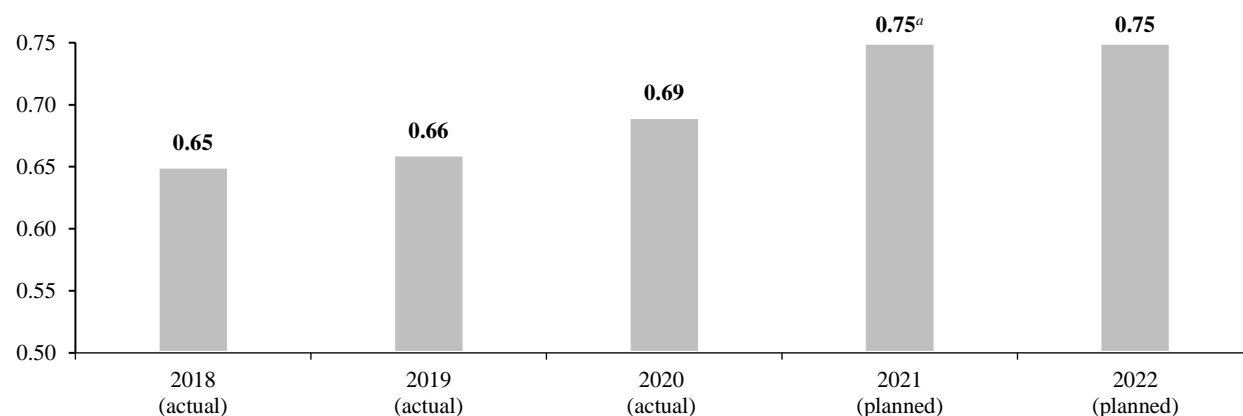
Proposed programme plan for 2022

- 27.81 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will provide further technical assistance on new or upcoming national disaster risk reduction strategies to increase their alignment with the Sendai Framework for Disaster Risk Reduction. The expected progress is presented in the performance measure below (see figure 27.IV).

⁷ As reflected in the proposed programme budget for 2021 ([A/75/6 \(Sect. 27\)](#) and [A/75/6 \(Sect. 27\)/Corr.1](#)).

Figure 27.IV

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



^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: scale up resilience at the local level through global partnership

- 27.82 The initial Making Cities Resilient campaign concluded at the end of 2020. Campaign partners and cities have asked for a follow-up programme that moves beyond advocacy and awareness-raising to support cities in assessing their resilience status, accelerating the development of local disaster risk reduction strategies and integrating disaster risk reduction with climate change adaption and sustainable development, and then implementing the risk-informed strategy in line with the national strategy and with support from local, regional and global partners. Consultations led by the United Nations Office for Disaster Risk Reduction identified that cities are seeking guidance on capacity development in various technical areas that range from awareness and strategic planning to the effective implementation of risk-informed urban development plans.

Lessons learned and planned change

- 27.83 An external evaluation of the initial Making Cities Resilient campaign completed in 2020⁸ concluded that political, administrative and technical leadership drive actions and partnerships both within and outside a city's authority. The lesson for the subprogramme was that galvanizing such broad support requires investments in space and time, not just for city leadership but also to motivate the participation of regulators, associations, civil society, academia and the private sector. In applying the lesson, the subprogramme will respond to the increasing need for a systemic, joined-up approach to risk reduction at the local level. Therefore, in partnership with UN-Habitat, the subprogramme will strengthen coordination and collaboration of partners globally and regionally. It will enhance communication and outreach to support cities with regard to developing resilience road maps and promoting engagement with partners, and strengthen horizontal, vertical and city-to-city linkages to enhance local resilience. The subprogramme will leverage an alliance of partners from all sectors, including private sector entities, to support cities and local governments in developing and implementing risk-informed plans, aiming for more resilient and sustainable development.

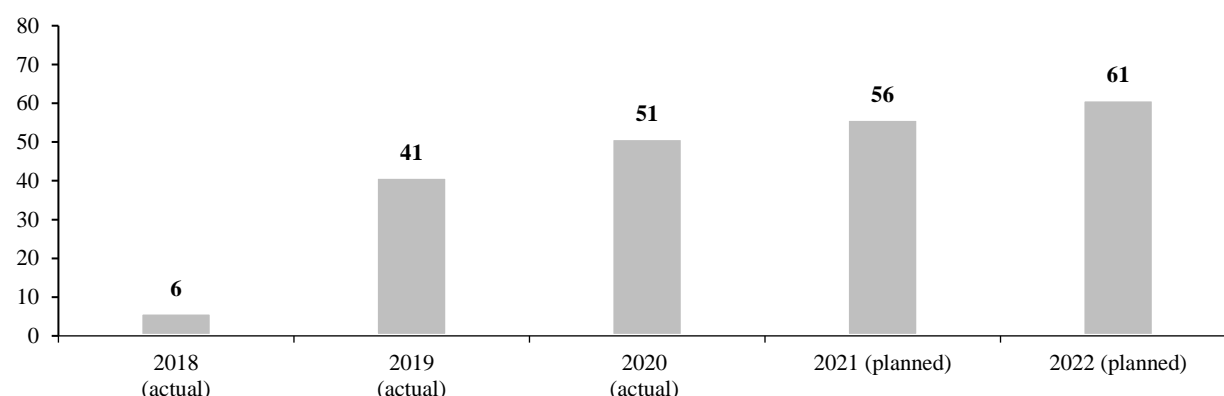
Expected progress towards the attainment of the objective, and performance measure

- 27.84 This work is expected to contribute to the objective, as demonstrated by 61 cities developing local disaster risk reduction plans (see figure 27.V).

⁸ John Ievers, "End of action evaluation: Making Cities Sustainable and Resilient: Implementing the Sendai Framework for Disaster Risk Reduction 2015–2030 at the Local Level", May 2020.

Figure 27.V

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



Legislative mandates

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

General Assembly resolutions

54/219	International Decade for Natural Disaster Reduction: successor arrangements		developing States through the implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway
56/195; 64/200	International Strategy for Disaster Reduction	74/4	Political declaration of the high-level political forum on sustainable development convened under the auspices of the General Assembly
69/283	Sendai Framework for Disaster Risk Reduction 2015–2030		
70/203	World Tsunami Awareness Day		
72/218; 73/231; 74/218; 75/216	Disaster risk reduction	74/15	Political Declaration of the High-level Midterm Review on the Implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024
73/230	Effective global response to address the impacts of the El Niño phenomenon		
74/3	Political declaration of the high-level meeting to review progress made in addressing the priorities of small island	75/227	Follow-up to the Fourth United Nations Conference on the Least Developed Countries

Economic and Social Council resolution and intergovernmentally agreed conclusion

2018/14	Strategic Framework on Geospatial Information and Services for Disasters	E/FFDF/2020/3	Follow-up and review of the financing for development outcomes and the means of implementation of the 2030 Agenda for Sustainable Development
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Deliverables

27.86 Table 27.11 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 27.11

Subprogramme 3: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	3	2	2	2
1. Report to the General Assembly on the implementation of the Sendai Framework for Disaster Risk Reduction 2015–2030	1	1	1	1
2. Provision of substantive and technical support to General Assembly (Second Committee) resolution negotiations on disaster risk reduction (annual) and effective global response to address the impacts of the El Niño phenomenon (biennial)	2	1	1	1
Substantive services for meetings (number of three-hour meetings)	1	1	1	1
3. General Assembly plenary (Second Committee), agenda item on sustainable development.	1	1	1	1
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	29	30	29	30
4. National, regional and interregional projects related to the implementation of the Sendai Framework	29	30	29	30
Seminars, workshops and training events (number of days)	323	332	323	330
5. Capacity development training and workshops for regional, national and local disaster risk reduction planning and implementation and monitoring of the Sendai Framework	323	332	323	330
Publications (number of publications)	3	2	5	3
6. Global Assessment Report on Disaster Risk Reduction and Global Assessment Report special reports	1	—	1	1
7. United Nations Office for Disaster Risk Reduction annual report	1	1	1	1
8. United Nations Office for Disaster Risk Reduction biennial work programme and strategic framework	—	—	2	—
9. United Nations Plan of Action on Disaster Risk Reduction for Resilience: Towards a Risk-informed and Integrated Approach to Sustainable Development (progress report)	1	1	1	1
Technical materials (number of materials)	11	14	14	15
10. Best practices, standards, guidance and other tools to promote learning and knowledge-sharing for the monitoring and implementation of the Sendai Framework	6	10	10	10
11. Policy guidance on the application of risk knowledge	—	4	1	4
12. Outcome documents of the regional and global platforms	5	—	3	1

C. Substantive deliverables

Consultation, advice and advocacy: provide advice and support related to the formulation and improvement of 50 regional, national and local disaster risk reduction strategies and plans as well as advice formulated on 5 national early warning systems and mechanisms; support for risk governance capacities of 14 regional and subregional intergovernmental organizations; facilitate the implementation of the United Nations Plan of Action on Disaster Risk Reduction for Resilience: Towards a Risk-informed and Integrated Approach to Sustainable Development; support private sector in risk analytics for risk-informed decision-making and risk reduction through partnership with the Insurance Development Forum and engagement in the InsuResilience Global Partnership; advocate for policy coherence on disaster risk reduction across sectors, including through engagement with the Conference of States Parties on the Rights of Persons with Disabilities, the multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals and the Economic and Social Council integration segment, and other intergovernmental processes, to advance the implementation of the Sendai Framework.

Databases and substantive digital materials: maintenance and further enhancement of the Sendai Framework monitor for monitoring and reporting on progress against the Sendai Framework targets; assistance in establishing and managing disaster loss databases for 120 countries and territories.

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
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D. Communication deliverables

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

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

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

Subprogramme 4 Emergency support services

Objective

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

Strategy

- 27.88 To contribute to the objective, the subprogramme will provide effective and well-coordinated operational response support to conflict- and disaster-affected countries. In line with its mandate, the subprogramme will continue to coordinate and support humanitarian actors to prepare for, plan, deliver and monitor the humanitarian response through the humanitarian programme cycle. Through the management of various technical response services, including the United Nations Disaster Assessment and Coordination Team mechanism, the International Search and Rescue Advisory Group system, the environmental emergency response mechanism of the Joint Environment Unit of the United Nations Environment Programme and the Office for the Coordination of Humanitarian Affairs, and United Nations humanitarian civil-military coordination services, the subprogramme will provide support to strengthen and build the capacities of Member State mechanisms for emergency response. It will promote the membership of developing and disaster-prone countries in various emergency response networks and promote collaboration with various operational partners, including partners in the private sector. The subprogramme will also standardize and improve operational procedures for international urban search and rescue teams through the International Search and Rescue Advisory Group network and activate and coordinate rapid response coordination platforms such as the virtual On-Site Operations Coordination Centre and the Global Disaster Alert and Response Coordination System, as well as provide near real-time alerts on natural disasters around the world and tools to facilitate response coordination. The subprogramme will also further strengthen the coordination capacity of international responders through the provision of training, guidance and technical support. This will include a continued focus on the effective facilitation and functioning of inter-cluster coordination groups and their associated subgroups, and on the role and capacity of local responders.
- 27.89 The above-mentioned work is expected to result in:
- (a) Enhanced response capacity of local, regional and international responders;
 - (b) More efficient and timely mobilization and deployment of emergency response services;
 - (c) Improved effectiveness and prioritization, expanding the reach of humanitarian action and ensuring that assistance and protection reach the people who need it most.

Programme performance in 2020

- 27.90 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Emergency response services delivered within 48 hours despite COVID-19

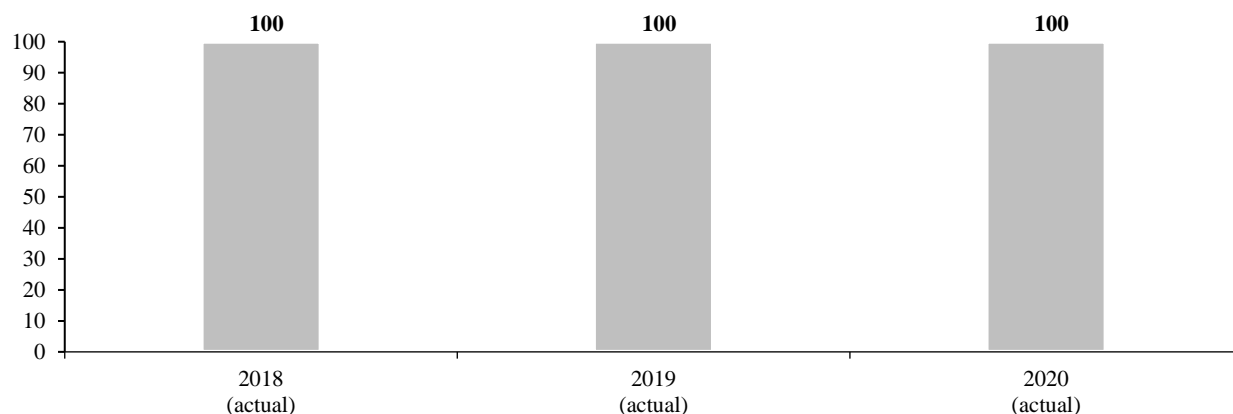
- 27.91 On 4 August 2020, a massive explosion occurred at a warehouse at the port of Beirut. The blast caused widespread damage, reportedly killing at least 200 people, injuring approximately 6,500 others and leaving some 300,000 homeless. The subprogramme coordinated international humanitarian rapid response efforts by providing a suite of comprehensive emergency response services to support the Government of Lebanon in the emergency response. Upon the request of the Humanitarian Coordinator on 5 August, emergency relief teams and experts were alerted through the virtual On-Site Operations Coordination Centre platform. The first urban search and rescue team arrived in Lebanon that same day, followed by a 19-member United Nations Disaster Assessment and Coordination Team deployed in support of the Government's response efforts. Technical partners with expertise in logistics, environment, security, mapping, customs facilitation, assessment and analysis were mobilized and provided both on-site and remote support, together with the Disaster Assessment and Coordination Team. The subprogramme also facilitated the coherent engagement of private sector actors, in close collaboration with the Connecting Business initiative and the United Nations Global Compact. A Gender Adviser from the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) was also embedded in the operations centre and worked closely with other emergency response actors. The Office for the Coordination of Humanitarian Affairs facilitated interaction with the Lebanese Armed Forces on behalf of the Humanitarian Coordinator and the humanitarian country team, and likewise supported coordination between the United Nations Interim Force in Lebanon and humanitarian actors on the ground.
- 27.92 The operational environment for humanitarian assistance in Beirut was challenging, given the presence of hazardous chemicals spread by the blast, safety and security issues and the pandemic-related restrictions imposed by governments that limited travel and imposed quarantines. Despite these challenges, the subprogramme established a humanitarian coordination structure to support the response efforts of the Lebanese authorities within 48 hours of the explosion. The coordination structure included an inter-agency emergency operations cell that addressed various coordination issues such as civil-military coordination, environment, search and rescue, and assessments and analysis. This humanitarian coordination structure coexisted with the broader coordination architecture of the existing Lebanon Crisis Response Plan and the Lebanon COVID-19 Emergency Appeal.

Progress towards the attainment of the objective, and performance measure

- 27.93 The above-mentioned work contributed to the objective, as demonstrated by 100 per cent of requests for international assistance in which United Nations Disaster Assessment and Coordination Teams were mobilized and dispatched to the affected country within 48 hours of receiving the request (see figure 27.VI).

Figure 27.VI

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



Planned results for 2022

- 27.94 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: enhanced capacity for rapid response coordination⁹

Programme performance in 2020

- 27.95 To prepare for rapid response in both sudden and slow-onset emergencies, the subprogramme has been managing different emergency response mechanisms that address various humanitarian response requirements. One of these is the International Search and Rescue Advisory Group network, whose primary purpose is to facilitate coordination among the international urban search and rescue teams that make themselves available for deployment to countries experiencing the devastating effects of structural collapse resulting primarily from earthquakes.
- 27.96 The subprogramme, as the secretariat of the International Search and Rescue Advisory Group network, supports the capacity-building of Member States in the area of international search and rescue. This is accomplished through the Advisory Group's first responders programme and national accreditation, and international urban search and rescue teams' external classification systems. The globally accepted standards promote cooperation among the national disaster management networks and guide countries in their disaster preparedness and response capacities based on the International Search and Rescue Advisory Group guidelines and methodology endorsed by Member States. The urban search and rescue teams are certified by the subprogramme as having met international standards that guarantee quality and add value with regard to augmenting national efforts. International Search and Rescue Advisory Group teams were at the front line during most of 2020 and continued to support the efforts of Member States to combat COVID-19 by utilizing the teams' urban search and rescue medical elements to strengthen the national medical system. In addition, the Advisory Group network actively engaged in virtual technical workshops and meetings to share good practices in field operations in a pandemic environment. After the port of Beirut explosion on 4 August 2020, over a dozen Advisory Group teams immediately responded to support the Government-led life-saving operations and damage assessments of affected buildings. Virtual training of first responders on minimum accepted standards for quality preparedness and response

⁹ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 27)).

was provided to Iraqi first responders. The regional chairs and a technical working group of the Advisory Group network organized various technical workshops and training events that included the launch of the 2020 version of the International Search and Rescue Advisory Group guidelines and technical guidance on non-clinical COVID-19 field response good practices.

- 27.97 The above-mentioned work contributed to 56 national governments and urban search and rescue teams adopting the International Search and Rescue Advisory Group methodology for preparedness and response at the national and international levels, which did not meet the target of 70 national governments and urban search and rescue teams adopting the Advisory Group methodology reflected in the proposed programme budget for 2020. The 2020 target could not be met owing to operational challenges posed by the COVID-19 pandemic, such as travel restrictions and limitations on gatherings and meetings. The certification process requires the physical presence of the assessment team and face-to-face interaction, and cannot be done through virtual processes. The lower number of certified teams in 2020 has implications for the planned 2021 and 2022 targets. The target for 2022 has been revised downward to account for the impacts of COVID-19.

Proposed programme plan for 2022

- 27.98 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will assist governments in enhancing their capacity to deliver improved urban search and rescue responses by coordinating training and simulation exercises on urban search and rescue processes. Owing to capacity constraints, the target number of additionally certified search and rescue teams will be adjusted for 2022. The expected progress is presented in the performance measure below (see table 27.12).

Table 27.12

Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
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 56 national governments and urban search and rescue teams of International Search and Rescue Advisory Group methodology for preparedness and response at the national and international levels	Adoption by 73 national governments and urban search and rescue teams of International Search and Rescue Advisory Group methodology for preparedness and response at the national and international levels	Adoption by 60 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

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 2: strengthened rapid response capacities through standardized and improved response methodologies¹⁰

Programme performance in 2020

- 27.99 The subprogramme has been supporting the timely and effective deployment of United Nations Disaster Assessment and Coordination Teams as well as strengthening countries' rapid response

¹⁰ As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 27) and A/75/6 (Sect. 27)/Corr.1).

capacities by providing training sessions on coherent and standardized methodologies to responders for more than two decades. In 2020, the subprogramme focused on maintaining its rapid response capacity in the pandemic context by undertaking various preparedness and capacity-building measures. These measures included developing operational procedures and tools for remote support, mapping the response capacities of the relevant response networks, facilitating information exchange and dialogue among Disaster Assessment and Coordination Team members across the globe, and pre-positioning required personal protective equipment for Team members.

27.100 In response to the restrictions resulting from measures to contain the COVID-19 pandemic, the subprogramme developed a series of online response training methodologies and piloted an online methodology course in December 2020.

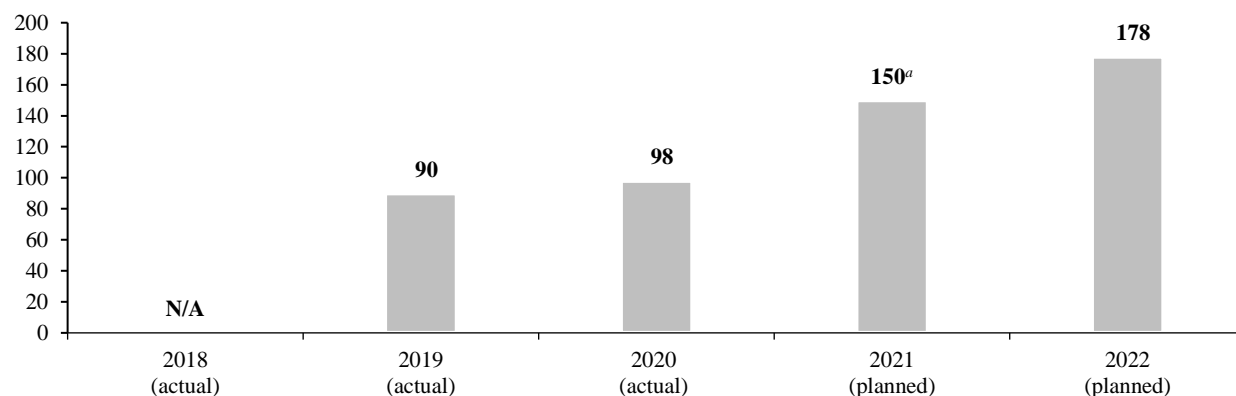
27.101 The above-mentioned work contributed to a total of 98 United Nations Disaster Assessment and Coordination Team members being trained in the application of local and regional emergency preparedness and response approaches, which did not meet the target of 120 Team members reflected in the proposed programme budget for 2021. The subprogramme had planned to train 30 additional local, national, regional and global responders on improved United Nations Disaster Assessment and Coordination system methodology. While most of the planned face-to-face training sessions were cancelled or postponed as a result of the COVID-19 pandemic, the subprogramme carried out one online training course and trained eight responders in a pilot virtual course.

Proposed programme plan for 2022

27.102 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will train an additional 40 responders at the local, national and international levels in 2022, focusing on localized response methodologies. The expected progress is presented in the performance measure below (see figure 27.VII).

Figure 27.VII

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



^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: enhanced partnership with the private sector in collective humanitarian action

Proposed programme plan for 2022

27.103 Over the past few decades, the humanitarian community has increasingly engaged with the private sector to strengthen emergency preparedness and response. Local and multinational companies can

support humanitarian efforts through their core business solutions, or by providing in-kind and financial contributions, engaging in advocacy and engaging their staff, clients, network and local communities in resilience-building activities. Recognizing the important role played by the private sector in the local community, the subprogramme has been engaging with the private sector strategically through the Connecting Business initiative, a joint initiative of the Office for the Coordination of Humanitarian Affairs and UNDP that engages the private sector at the intersection of humanitarian, development and peace efforts. For instance, when the Philippines, in addition to dealing with the COVID-19 pandemic, was hit by Typhoon Goni and Typhoon Vamco in November 2020, the Connecting Business initiative member network in the Philippines collaborated with the Government and the United Nations system during the triple crisis response situation. The Philippine Disaster Resilience Foundation joined a joint rapid damage and needs assessment and analysis team. The network also monitored the situation through their 24/7 private sector-run emergency operations centre and shared warnings with the rest of the responders.

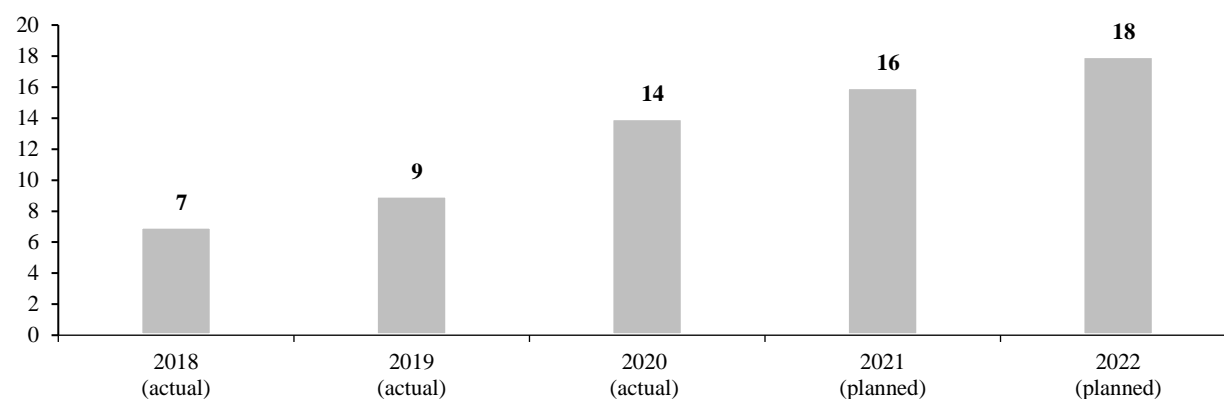
- 27.104 The subprogramme supported 14 local private sector networks in responding to the COVID-19 pandemic and 21 other emergencies in various countries in 2020, which ranged from storms and cyclones to earthquakes, fires, flooding, volcanic eruptions and conflict and displacement, including in Haiti, Madagascar, the Philippines, Sri Lanka and Vanuatu. The subprogramme supported the work of the Connecting Business initiative to facilitate the creation and strengthening of private sector-led networks for disaster risk reduction, emergency preparedness, response and recovery, as well as connected private sector networks at the subnational, national and regional levels.

Lessons learned and planned change

- 27.105 The lesson for the subprogramme was that local response mechanisms are particularly essential in situations such as the COVID-19 pandemic when the traditional response mechanisms are not able to deploy. Member networks of the Connecting Business initiative have increasingly demonstrated their value as first responders and key stakeholders in humanitarian response efforts while working closely with humanitarian and government response mechanisms and local communities. In applying the lesson, the subprogramme will continue to transform the way the private sector engages before, during and after emergencies, increasing the scale and effectiveness of the response in a coordinated manner. In 2022, the subprogramme will further encourage and build the capacity of private sector networks to integrate a gender perspective into their disaster management programming. The subprogramme will dedicate specialist support to strengthen private sector networks in conflict-affected areas and in countries at risk of lapsing or relapsing into conflict, and will catalyse multi-stakeholder partnerships to better integrate community engagement and accountability with regard to affected populations.
- 27.106 This work is expected to contribute to the objective, as demonstrated by 18 local private sector networks supported by the Connecting Business initiative that respond to crises in collaboration with the United Nations and government agencies (see figure 27.VIII).

Figure 27.VIII

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



Note: Subject to the actual number of crises that materialize in 2021 and 2022.

Legislative mandates

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

General Assembly resolutions

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

Deliverables

27.108 Table 27.13 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 27.13

Subprogramme 4: deliverables for the period 2020–2022, by category and subcategory

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	5	5	5	5
1. Project on interoperability of response tools and procedures	1	1	1	1
2. Projects on response capacity-building	4	4	4	4
Seminars, workshops and training events (number of days)	50	43	50	50
3. Regional and international training sessions, workshops and simulation exercises on various response services and field coordination (e.g., United Nations Disaster Assessment and Coordination Team; United Nations humanitarian civil-military coordination; environmental emergency response; International Search and Rescue Advisory Group; humanitarian programme cycle)	50	43	50	50
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services to 70 key stakeholders and Member States on rapid response coordination, including United Nations humanitarian civil-military coordination and integrating environmental considerations into humanitarian response.				
Humanitarian assistance missions: 5–10 United Nations humanitarian civil-military coordination support missions annually (upon request); 3–10 United Nations Disaster Assessment and Coordination Team missions annually (subject to occurrence of disasters and at the request of disaster-affected governments or humanitarian country teams); provision of humanitarian coordination support for emergency core relief; and provision of technical support for rapid assessment and emergency preparedness planning.				
Databases and substantive digital materials: guidance, tools and handbooks on humanitarian coordination response services annually, including: revision of International Search and Rescue Advisory Group guidelines; update and maintenance of electronic tools related to rapid response and humanitarian coordination; update and maintenance of the roster for humanitarian coordinators.				
D. Communication deliverables				
Outreach programmes, special events and information materials: annual partnership and outreach event to facilitate collaboration and interoperability among 2,000 stakeholders, including humanitarian responders; and approximately 3–5 norms/guidance/tools on emergency response services annually.				
Digital platforms and multimedia content: update and maintenance of websites dedicated to various technical humanitarian response services.				

Subprogramme 5

Humanitarian emergency information and advocacy

Objective

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

Strategy

- 27.110 To contribute to the objective, the subprogramme will intensify its efforts to raise public awareness of international humanitarian law through targeted communications, clear and accessible messages, proactive media engagement and more field-oriented messaging. It will also continue to produce and improve its analytical information products, including the digital humanitarian situation report.

- 27.111 The subprogramme plans to support Member States on issues related to COVID-19 by strengthening analytical work to identify and inform humanitarian actors of emerging needs stemming from the direct and indirect impacts of the pandemic.
- 27.112 The above-mentioned work is expected to result in:
- (a) Increased respect for international humanitarian law to enhance the protection of affected people and improved unimpeded and unfettered access to humanitarian assistance;
 - (b) An increase in the number of women and girls empowered to participate in and benefit from humanitarian response;
 - (c) Improved humanitarian decisions based on more timely and accurate information on humanitarian crises, including intersectoral analysis of the humanitarian situation and its severity and needs;
 - (d) Humanitarian planning informed by models developed to support COVID-19 response.

Programme performance in 2020

- 27.113 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Increased awareness of needs and funding requirements for the response to COVID-19 in countries already facing humanitarian crises

- 27.114 Since the beginning of the COVID-19 pandemic, the subprogramme has scaled up its advocacy support. The subprogramme called on all donors and partners to support the response to the direct public health and indirect immediate humanitarian consequences of the pandemic while maintaining core support to pre-existing programmes for the most vulnerable, including through United Nations-coordinated humanitarian and refugee response plans. The subprogramme implemented a communications plan with partners that encompassed all aspects of strategic communication, including outreach using traditional and social media campaigns that amplified the voices of affected people. By conveying the concerns and articulating the needs of affected people, the subprogramme enabled donor organizations to receive powerful first-hand accounts of the situation of affected people.
- 27.115 The subprogramme also launched a series of opinion editorials in key donor countries as well as affected regions, calling for donors to fund the Global Humanitarian Response Plan for COVID-19. After a reported increase in domestic violence in some countries, the subprogramme produced editorial content calling for more protection of women and girls. Furthermore, the subprogramme proactively engaged with media and provided briefings to United Nations correspondents to ensure strong, well-informed, up-to-date and continuing coverage of the need for global solidarity and funding. A total of 41 interviews were conducted with world media. The subprogramme also developed and implemented a global advocacy campaign on World Humanitarian Day to honour humanitarian workers, who have proven to be “real-life heroes” by risking their lives to help women, men and children affected by natural disasters and complex emergencies, including those affected by the COVID-19 pandemic. The centrepiece of the campaign, an inspirational film, was seen by 1,347,000 people on various social media platforms.

Progress towards the attainment of the objective, and performance measure

- 27.116 The above-mentioned work contributed to the objective, as demonstrated by 63 countries receiving \$3.7 billion for the COVID-19 response in addition to funding for pre-existing humanitarian needs included in the 2020 Global Humanitarian Overview, amounting to a total of \$17.86 billion as at 31 December 2020 (see table 27.14).

Table 27.14
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
–	–	63 countries received \$3.7 billion for the COVID-19 response in addition to funding for pre-existing humanitarian needs included in the 2020 Global Humanitarian Overview, amounting to a total of \$17.86 billion as at 31 December 2020

Planned results for 2022

- 27.117 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: streamlined information for responders through digital humanitarian situation reports – a faster, more dynamic and analytical tool¹¹

Programme performance in 2020

- 27.118 The subprogramme continued its work on the processing of humanitarian information, making analytical content readily available and quickly sharing timely and relevant information on humanitarian situations through various online platforms such as ReliefWeb (<https://reliefweb.int>), humanitarianresponse.info, the corporate website of the Office for the Coordination of Humanitarian Affairs (<https://unocha.org>) and Humanitarian Data Exchange (<https://data.humdata.org/>), among others. The subprogramme provided streamlined information to humanitarian partners for timely, effective and principled humanitarian response by offering quick, easily accessed content for readers on a wide range of devices.
- 27.119 The above-mentioned work contributed to the use of digital humanitarian situation reports in 25 humanitarian crises (see <https://reports.unocha.org/>), which exceeded the planned target of the use of digital humanitarian situation reports in 11 humanitarian crises reflected in the proposed programme budget for 2020.

Proposed programme plan for 2022

- 27.120 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will continue to work with partners to further enhance the digital situation reports and the technology that supports them, including strengthening internal accountability to ensure their corporate ownership and appropriate investment. It will conduct a survey to determine the usefulness of its information products, including the digital situation reports. The survey will help determine the review and updating of the products to meet the needs of partners, including Member States. The expected progress is presented in the performance measure below (see table 27.15).

¹¹ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 27)).

Table 27.15
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
Use of first digital situation reports piloted in 3 humanitarian crises	Use of digital humanitarian situation reports in 7 humanitarian crises	Use of digital humanitarian situation reports in 25 humanitarian crises	Full adoption of digital situation reports by all humanitarian crises	Percentage of partners satisfied with core information management products (including the digital situation report) for their decision-making

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 2: increased availability of humanitarian information for humanitarian response planning¹²

Programme performance in 2020

- 27.121 The subprogramme has consolidated and rationalized the management of some of the main digital services of the Office for the Coordination of Humanitarian Affairs (ReliefWeb, humanitarianresponse.info, Humanitarian Data Exchange) to ensure the availability of humanitarian information to a global audience. In addition, it streamlined the design and branding of the user interfaces of these platforms. The subprogramme also extended technical support to the increased number of the Office's key digital platforms by providing technologies that are cost-effective, stable and reflect industry good-practice standards. Furthermore, the subprogramme contributed to the development of the digital version of the annual Global Humanitarian Overview (<https://gho.unocha.org/>) to make it more widely available online, with dynamic content.
- 27.122 The above-mentioned work contributed to an increase in the number of users of ReliefWeb to 15 million, which exceeded the planned target of 12 million users reflected in the proposed programme budget for 2021.

Proposed programme plan for 2022

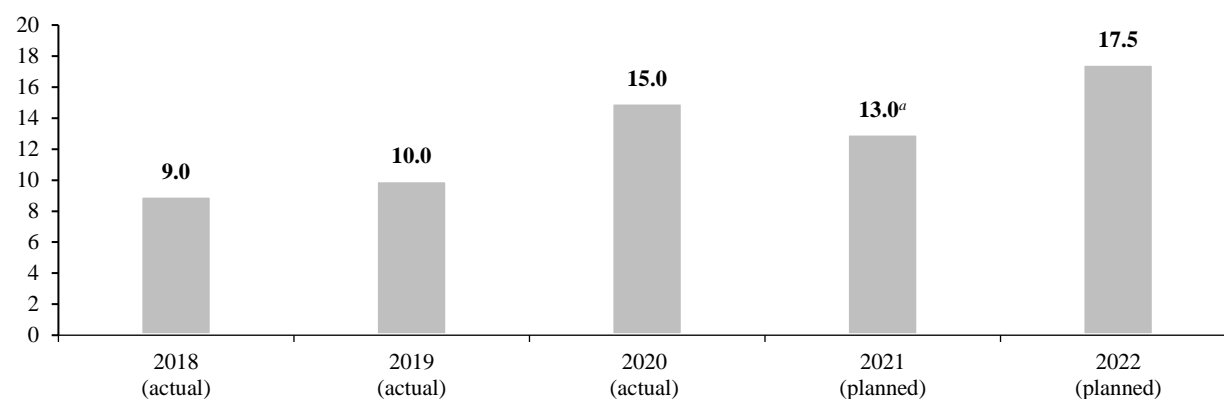
- 27.123 The subprogramme will continue the work-related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will consolidate the databases underlying ReliefWeb, humanitarianresponse.info and the corporate website of the Office for the Coordination of Humanitarian Affairs by centralizing the repository of the Office's information products. This will provide the humanitarian community with a "single point of truth" for key humanitarian analysis and updates instead of multiple copies of the same content stored among different databases operated by the Office. Users will therefore benefit from the confidence that the content they access through these platforms is authoritative and up to date. In addition, the subprogramme will continue to improve the usability of these platforms for ease of navigation by end users. This will also improve operational efficiency among the different platforms in terms of both technology and support requirements. The expected progress is presented in the performance measure below (see figure 27.IX).

¹² As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 27) and A/75/6 (Sect. 27)/Corr.1).

Figure 27.IX

Performance measure: increased use of ReliefWeb by global audience

(Millions of users)



^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: improved humanitarian response planning for secondary impacts of COVID-19 on other infectious diseases
Proposed programme plan for 2022

- 27.124 The COVID-19 pandemic has brought into stark focus the need for data and the value of models to inform response strategies. In 2020, the subprogramme, in collaboration with the Johns Hopkins University Applied Physics Laboratory, developed a COVID-19 model adapted for humanitarian contexts that forecast the number of cases, hospitalizations and deaths over two or four weeks, at the subnational and national levels. The model facilitated short-term operational decision-making of the Office for the Coordination of Humanitarian Affairs and partners that supported Member States with regard to effectively coordinating humanitarian response and reducing loss of life in humanitarian crises, as it enabled the projection of needs, which aided resource mobilization and the prioritization of interventions.

Lessons learned and planned change

- 27.125 The lesson for the subprogramme was that the immediate impacts of the COVID-19 crisis could have an effect on other infectious diseases, which was discovered when examining the impacts of various strategies on disease spread and evidence on the interdependence of various diseases during the development of the initial model. In applying the lesson, the subprogramme will build on its work in 2020 to model the secondary impacts of COVID-19 and develop mitigation strategies with regard to the prevalence of and capacity to treat other infectious diseases, such as measles, malaria and cholera. The model will also be useful in supporting effective planning across humanitarian operations. The model will project the path of infectious diseases across 3 to 12 months to inform the resource planning and allocation efforts of humanitarian actors. In 2022, the model will be used to support humanitarian planning in six humanitarian crises, depending on the occurrence of crises and the availability of data.

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

- 27.126 This work is expected to contribute to the objective, as demonstrated by improved humanitarian response planning owing to the use of the expanded model (see table 27.16).

Table 27.16
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
–	–	COVID-19 model for humanitarian contexts, forecasting the number of cases, hospitalizations and deaths over two or four weeks	Secondary impacts of COVID-19 on other infectious diseases defined by use of the model	Humanitarian response planning is improved by the use of the expanded model

Legislative mandates

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

General Assembly resolutions

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

Deliverables

27.128 Table 27.17 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 27.17
Subprogramme 5: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory

C. Substantive deliverables

Consultation, advice and advocacy: support for humanitarian partners to strengthen community engagement; authoritative, comprehensive information and analysis on humanitarian needs and response: consolidated information and analysis on crises and high-risk countries (e.g., multi-stakeholder intersectoral analysis outputs); quality-assured data for use by more than 1,000 operational partners; and chairing of a humanitarian communications group that includes both United Nations and NGO members to help strengthen advocacy and consistency in messaging and the planning and sequencing of communications content.

Databases and substantive digital materials: updating and maintenance of field guides, maps and other logistics information for more than 1,000 humanitarian operational partners on the ground; establishment of information management standards for information exchange in the humanitarian community, reporting templates and guidance, including shared data standards among operational partners; databases and electronic tools related to humanitarian response and response coordination; International Search and Rescue Advisory Group urban search and rescue directory; and common risk and vulnerability assessment methodologies and tools.

D. Communication deliverables

Outreach programmes, special events and information materials: information materials on advocacy on coordination of humanitarian action; organization of World Humanitarian Day and other real or virtual events on humanitarian issues and concerns, including exhibitions, seminars and public events, possibly through digital platforms; use of campaigns, special events and traditional and social media to advocate for humanitarian issues and specific emergency situations; and more proactive outreach and engagement through new and current digital platforms to inform and mobilize resources and support, including by reaching the highly digitized segment of people aged 15–34 and maximizing awareness and engagement to further support people affected by humanitarian crises.

External and media relations: a proactive approach to media engagement and activity; provide daily updates to United Nations correspondents through the noon briefing and deliver the twice-weekly Palais des Nations briefings in Geneva; regular informal and formal media briefings around the world, story pitches and interview offers to advocate for assistance for people caught in humanitarian crises while showing the value added by the Office's work; and support for global fundraising through a comprehensive communications strategy for the launch of the Global Humanitarian Overview (annual consolidated appeals) in support of the Central Emergency Response Fund and of pledging conferences for large humanitarian crises.

Digital platforms and multimedia content: manage and support humanitarian community digital platforms used by a global audience of more than 15 million people per year, such as ReliefWeb, humanitarianresponse.info and Humanitarian Data Exchange; guidance, templates and training on various reporting products, including situation report and humanitarian snapshot; and video and other multimedia content on international humanitarian law, international human rights law, humanitarian principles and protection of civilians, including gender-based violence in conflicts.

E. Enabling deliverables

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

B. Proposed post and non-post resource requirements for 2022

Overview

27.129 The proposed regular budget resources for 2022, including the breakdown of resource changes, as applicable, are reflected in tables 27.18 to 27.20.

Table 27.18

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2020 expenditure ^a	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Post	12 995.8	13 551.1	—	—	—	—	—	13 551.1
Other staff costs	6 055.2	1 762.4	—	—	—	—	—	1 762.4
Hospitality	0.2	2.6	—	—	—	—	—	2.6
Consultants	100.1	—	—	—	—	—	—	—
Travel of staff	589.4	386.7	—	—	(37.2)	(37.2)	(9.6)	349.5
Contractual services	485.7	174.6	—	—	—	—	—	174.6
General operating expenses	1 573.3	388.4	—	—	—	—	—	388.4
Supplies and materials	40.3	26.6	—	—	—	—	—	26.6
Furniture and equipment	167.1	36.1	—	—	—	—	—	36.1
Improvement of premises	219.1	—	—	—	—	—	—	—
Grants and contributions	1 993.2	1 838.1	—	—	—	—	—	1 838.1
Other	2.0	—	—	—	—	—	—	—
Total	24 221.4	18 166.6	—	—	(37.2)	(37.2)	(0.2)	18 129.4

^a 2020 expenditure includes expenditure for the Office of the United Nations Emergency Ebola Response Coordinator, which was discontinued in 2020 and therefore not reflected in the appropriation for 2021 and estimates for 2022.

Table 27.19

Overall: proposed posts and post changes for 2022

(Number of posts)

	Number	Details
Approved for 2021	72	1 USG, 1 ASG, 3 D-2, 4 D-1, 11 P-5, 16 P-4, 14 P-3, 5 P-2/1, 2 GS (PL), 15 GS (OL)
Post changes		
Proposed for 2022	72	1 USG, 1 ASG, 3 D-2, 4 D-1, 11 P-5, 16 P-4, 14 P-3, 5 P-2/1, 2 GS (PL), 15 GS (OL)

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

Table 27.20

Overall: proposed posts by category and grade

(Number of posts)

Category and grade	2021 approved	Changes				Total	2022 proposed
		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 and related							
GS (PL)	2	—	—	—	—	2	
GS (OL)	15	—	—	—	—	15	
Subtotal	17	—	—	—	—	17	
Total	72	—	—	—	—	72	

27.130 Additional details on the distribution of the proposed resources for 2022 are reflected in tables 27.21 to 27.23 and figure 27.X.

27.131 As reflected in tables 27.21 (1) and 27.22 (1), the overall resources proposed for 2022 amount to \$18,129,400 before recosting, reflecting a net decrease of \$37,200 (or 0.2 per cent) compared with the appropriation for 2021. Resource changes result from one factor, namely other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 27.21

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

(Thousands of United States dollars)

(1) Regular budget

Component/subprogramme	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
A. Executive direction and management								
1. Executive direction and management	2 077.0	1 918.0	—	—	(16.3)	(16.3)	(0.9)	1 901.7
2. United Nations Monitoring Mechanism for the Syrian Arab Republic	1 946.4	1 878.2	—	—	(14.6)	(14.6)	(0.8)	1 863.6
Subtotal, A	4 023.4	3 796.2	—	—	(30.9)	(30.9)	(0.8)	3 765.3
B. Programme of work								
1. Policy and analysis	647.2	640.3	—	—	—	—	—	640.3
2. Coordination of humanitarian action and emergency response	5 316.7	5 610.0	—	—	(1.3)	(1.3)	(0.0)	5 608.7
3. Natural disaster risk reduction	1 297.2	1 293.4	—	—	—	—	—	1 293.4
4. Emergency support services	3 296.0	3 410.9	—	—	(4.8)	(4.8)	(0.1)	3 406.1
5. Humanitarian emergency information and advocacy	1 595.6	1 730.2	—	—	—	—	—	1 730.2
6. Office of the United Nations Emergency Ebola Response Coordinator ^a	6 447.4	—	—	—	—	—	—	—
Subtotal, B	18 600.1	12 684.8	—	—	(6.1)	(6.1)	(0.0)	12 678.7
C. Programme support	1 597.9	1 685.6	—	—	(0.2)	(0.2)	(0.0)	1 685.4
Subtotal, 1	24 221.4	18 166.6	—	—	(37.2)	(37.2)	(0.2)	18 129.4

^a 2020 expenditure includes expenditure for the Office of the United Nations Emergency Ebola Response Coordinator, which was completed in 2020 and therefore not reflected in the appropriation for 2021 and estimates for 2022.

(2) Extrabudgetary

<i>Component/subprogramme</i>	<i>2020 expenditure</i>	<i>2021 estimate</i>	<i>Change</i>	<i>Percentage</i>	<i>2022 estimate</i>
A. Executive direction and management					
1. Executive direction and management	5 775.5	2 857.0	–	–	2 857.0
Subtotal, A	5 775.5	2 857.0	–	–	2 857.0
B. Programme of work					
1. Policy and analysis	649.6	1 026.3	–	–	1 026.3
2. Coordination of humanitarian action and emergency response ^a	234 530.2	229 346.9	–	–	229 346.9
3. Natural disaster risk reduction	31 341.6	47 695.0	–	–	47 695.0
4. Emergency support services	24 154.0	25 368.6	–	–	25 368.6
5. Humanitarian emergency information and advocacy	17 200.1	15 837.0	–	–	15 837.0
Subtotal, B	307 875.5	319 273.8	–	–	319 273.8
C. Programme support	21 646.8	24 066.6	–	–	24 066.6
Subtotal, 2	335 297.8	346 197.4	–	–	346 197.4
Total	359 519.2	364 364.0	(37.2)	(0.0)	364 326.8

^a Excludes the estimated allocations (estimated at \$1.4 billion in 2022) to fund country-based pooled funds and the Central Emergency Response Fund that are used by United Nations and non-United Nations entities to support humanitarian action and response efforts in humanitarian emergencies and relief efforts.

Table 27.22

Overall: proposed posts for 2022 by source of funding, component and subprogramme

(Number of posts)

(1) Regular budget

<i>Component/subprogramme</i>	<i>Changes</i>					<i>2022 proposed</i>
	<i>2021 approved</i>	<i>Technical adjustments</i>	<i>New/ expanded mandates</i>	<i>Other</i>	<i>Total</i>	
A. Executive direction and management						
1. Executive direction and management	8	–	–	–	–	8
Subtotal, A	8	–	–	–	–	8
B. Programme of work						
1. Policy and analysis	3	–	–	–	–	3
2. Coordination of humanitarian action and emergency response	26	–	–	–	–	26
3. Natural disaster risk reduction	1	–	–	–	–	1

Section 27 Humanitarian assistance

Component/subprogramme	Changes					2022 proposed
	2021 approved	Technical adjustments	New/ expanded mandates	Other	Total	
4. Emergency support services	17	–	–	–	–	17
5. Humanitarian emergency information and advocacy	10	–	–	–	–	10
Subtotal, B	57	–	–	–	–	57
C. Programme support	7	–	–	–	–	7
Subtotal, 1	72	–	–	–	–	72

(2) Extrabudgetary

Component/subprogramme	2021 estimate	Change	2022 estimate
A. Executive direction and management			
1. Executive direction and management	12	–	12
Subtotal, A	12	–	12
B. Programme of work			
1. Policy and analysis	4	–	4
2. Coordination of humanitarian action and emergency response	1 684	–	1 684
3. Natural disaster risk reduction	114	–	114
4. Emergency support services	100	–	100
5. Humanitarian emergency information and advocacy	63	–	63
Subtotal, B	1 965	–	1 965
C. Programme support	83	–	83
Subtotal, 2	2 060	–	2 060
Total	2 132	–	2 132

Table 27.23

Overall: evolution of financial and post resources

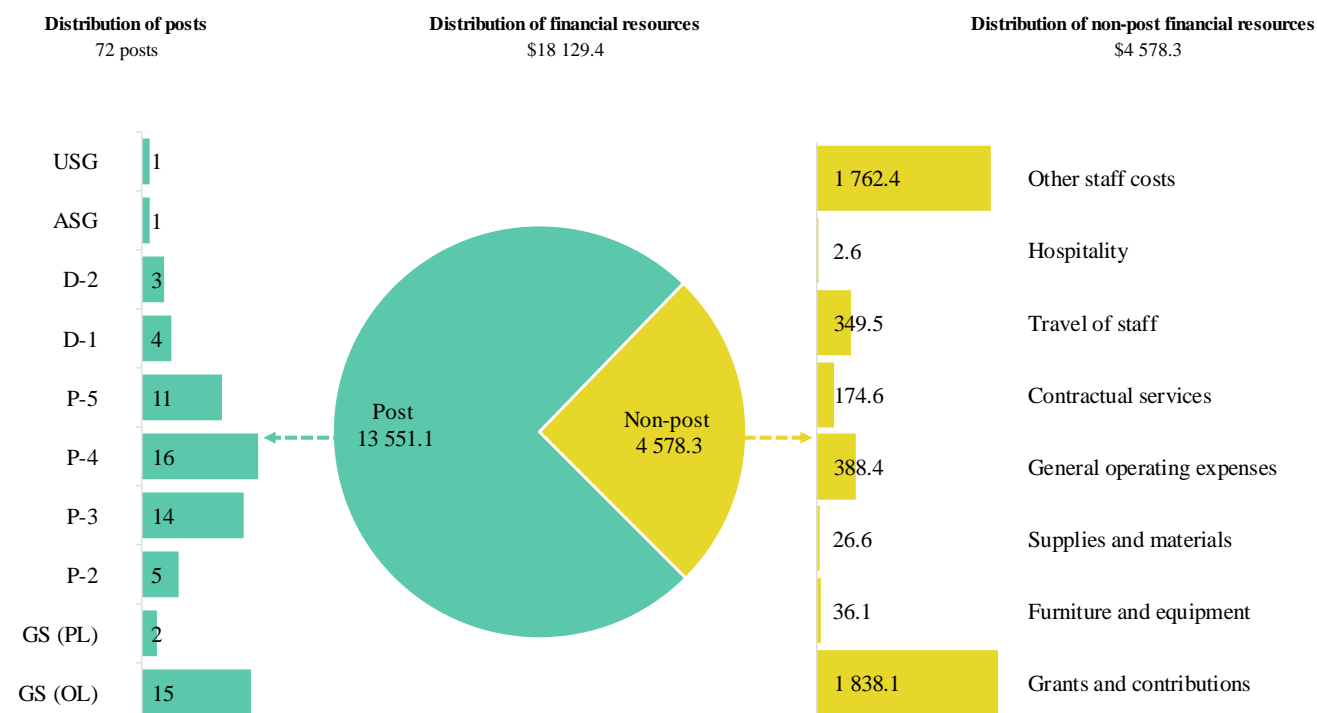
(Thousands of United States dollars/number of posts)

	Changes							2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	12 995.8	13 551.1	—	—	—	—	—	13 551.1
Non-post	11 225.6	4 615.5	—	—	(37.2)	(37.2)	(0.8)	4 578.3
Total	24 221.4	18 166.6	—	—	(37.2)	(37.2)	(0.2)	18 129.4
Post resources by category								
Professional and higher		55	—	—	—	—	—	55
General Service and related		17	—	—	—	—	—	17
Total		72	—	—	—	—	—	72

Figure 27.X

Distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Other changes

27.132 As reflected in table 27.21 (1), resource changes reflect a net decrease of \$37,200, as follows:

- (a) **Executive direction and management.** The decrease of \$30,900 under travel of staff, including \$14,600 under the United Nations Monitoring Mechanism for the Syrian Arab Republic, reflects efforts to build back better in order to sustain the increased use of videoconferencing and virtual platforms for meetings and consultations, in lieu of in-person attendance of such events;
- (b) **Subprogramme 2, Coordination of humanitarian action and emergency response.** The decrease of \$1,300 under travel of staff reflects efforts to build back better in order to sustain the increased use of videoconferencing and virtual platforms for meetings, in lieu of in-person attendance of such events;
- (c) **Subprogramme 4, Emergency support services.** The decrease of \$4,800 under travel of staff reflects efforts to build back better in order to sustain the increased use of videoconferencing and virtual platforms for meetings and consultations, in lieu of in-person attendance of such events;
- (d) **Programme support.** The decrease of \$200 under travel of staff reflects efforts to build back better in order to sustain the increased use of videoconferencing and virtual platforms for meetings and consultations, in lieu of in-person attendance of such events.

Extrabudgetary resources

- 27.133 As reflected in tables 27.21 (2) and 27.22 (2), the Office for the Coordination of Humanitarian Affairs expects to continue to receive both cash and in-kind contributions. In 2022, extrabudgetary resources (cash contributions) are estimated at \$346,197,400 and would provide for 2,060 posts, as presented in table 27.22 (2). The resources would support humanitarian assistance and disaster risk reduction activities, as detailed in the individual components and subprogrammes. Anticipated in-kind contributions would provide for rent-free premises with an estimated value of \$281,018 and technical assistance and expert services with an estimated value of \$339,003. Extrabudgetary resources represent 95.0 per cent of the total resources for this section.
- 27.134 The extrabudgetary resources under this section are subject to the oversight of the Office for the Coordination of Humanitarian Affairs, which has delegated authority from the Secretary-General.

Executive direction and management

1. Executive direction and management

- 27.135 The role and functions of the Emergency Relief Coordinator were defined by the General Assembly in its resolution [46/182](#) and streamlined by the Assembly in resolution [52/12](#) and in the report of the Secretary-General on renewing the United Nations: a programme for reform ([A/51/950](#)), in which he called for the strengthening of three core functions: policy development and coordination on humanitarian issues; advocacy of humanitarian issues with political organs; and coordination of humanitarian emergency response.
- 27.136 The executive direction and management component of the Office for the Coordination of Humanitarian Affairs comprises the Office of the Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator, the Office of the Assistant Secretary-General and Deputy Emergency Relief Coordinator and the United Nations Monitoring Mechanism for the Syrian Arab

Republic. The Office of the Under-Secretary-General oversees the Internally Displaced Persons Unit. The Office of the Assistant Secretary-General supervises the Evaluation, Oversight and Special Projects Section, the Organizational Development Unit and the Gender Unit.

27.137 The overall responsibilities of the Office of the Under-Secretary-General are to:

- (a) Provide overall direction, management and policy guidance to the offices in New York and Geneva and in the field, including leadership in the coordination of the overall response of the international community to disasters and humanitarian emergencies;
- (b) Undertake humanitarian diplomacy with Governments of affected countries, including the facilitation of access to emergency areas for the rapid delivery of humanitarian assistance;
- (c) Provide oversight of the humanitarian coordination leadership in the field, as well as management of the field operations;
- (d) Lead on the humanitarian finances and resource mobilization functions, manage the emergency services on behalf of the United Nations system and coordinate with Member States, donors and partners;
- (e) Facilitate the work of the Inter-Agency Standing Committee in relation to policy development and advocacy in the humanitarian sector;
- (f) Act as the main adviser to the Secretary-General on humanitarian issues and cooperate closely with other United Nations offices in the planning and coordination of United Nations humanitarian assistance activities in crisis situations;
- (g) Monitor, with the consent of the relevant neighbouring countries of the Syrian Arab Republic, the loading of all humanitarian relief consignments of the United Nations humanitarian agencies and their implementing partners.

27.138 The overall responsibilities of the Office of the Assistant Secretary-General are to:

- (a) Assist the Coordinator of the Executive Committee on Humanitarian Affairs in providing the overall direction, management and supervision of the offices in New York and Geneva, as well as in supporting Office for the Coordination of Humanitarian Affairs coordination in the field;
- (b) Provide advice to the Office of the Under-Secretary-General on all matters relating to its mandate;
- (c) Interact with Member States, intergovernmental organizations, NGOs and operational humanitarian agencies, as well as departments of the Secretariat whose responsibilities encompass peacekeeping, political and economic activities, to facilitate joint responses where applicable;
- (d) Oversee the strategic planning and evaluation functions of the Office of the Assistant Secretary-General;
- (e) Serve as Chair of the Inter-Agency Standing Committee Working Group and act on behalf of the Emergency Relief Coordinator in his/her absence;
- (f) Represent the Under-Secretary-General, as required, in United Nations bodies, organizations and conferences.

27.139 The Internally Displaced Persons Unit provides strategic advice to the Under-Secretary-General on issues relating to internally displaced persons; takes the lead on the High-level Panel on Internal Displacement; and engages on intergovernmental processes with the General Assembly, the Economic and Social Council and United Nations entities, and with Member States on issues relating to internally displaced persons. The work is linked with the Secretary-General's reform initiatives to promote coherence and connectivity between the humanitarian system and reposition the United Nations development system in support of the Sustainable Development Goals and the development of new mechanisms for refugees and migration issues. Furthermore, the Unit coordinates various

related workstreams in the Inter-Agency Standing Committee, including a light review of support for internally displaced persons requested by the Principals of the Committee.

- 27.140 The Evaluation, Oversight and Special Projects Section (formerly the Strategy Planning, Evaluation and Guidance Section) manages and coordinates internal evaluations of the Office for the Coordination of Humanitarian Affairs and inter-agency evaluations, provides secretariat services and chairs the Inter-agency Humanitarian Evaluation steering group, coordinates external oversight to ensure organization compliance with audits and evaluation recommendations, and coordinates organization risk management and business continuity planning.
- 27.141 The Organizational Development Unit reviews the organizational structure and functions, provides technical advice on cross-functional collaboration and organizational decentralization processes and manages institutional reforms of the Office for the Coordination of Humanitarian Affairs.
- 27.142 The Gender Unit coordinates and leads the work of the Office for the Coordination of Humanitarian Affairs on gender equality in humanitarian action and the response to gender-based violence in emergencies; strengthens capacities and provides technical guidance, support and training on gender, including through its gender community of practice; influences better gender analysis; and supports the Office's work on integrating gender into every stage of the humanitarian programme cycle. The Unit also represents the Office in gender-related inter-agency processes and coordinates its reporting against relevant global commitments.
- 27.143 In accordance with the 2030 Agenda, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycle, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution [72/219](#), the Office for the Coordination of Humanitarian Affairs is integrating environmental management practices into its operations. It has taken steps to reduce its environmental footprint, in line with the Secretariat-wide initiatives to promote environmental sustainability. Measures taken include waste management processes that promote recycling by reducing the use of single-use plastics and continuous guidance to countries on conducting environmental impact assessments in humanitarian action.
- 27.144 In 2022, the Office for the Coordination of Humanitarian Affairs will systematically measure and report on environmental performance, on the basis of a mapping of material environmental impacts; reduce adverse environmental impacts by implementing an environmental management system; and maintain climate neutrality through a variety of initiatives. Such initiatives include increasing its use of videoconference and remote meeting options, the consistent review of its vehicle fleet to ensure that replacements are made only if required and the use of shared facilities when safe, practical and in line with the humanitarian principles, in order to reduce its environmental footprint.
- 27.145 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 27.24. In 2020, a directive was issued to raise awareness among staff and emphasize the importance of and requirement to comply with the advance purchase rule. Managers are asked to implement preventive and monitoring corrective measures. Notwithstanding, the impact of the COVID-19 pandemic and related restrictions on travel in 2020 limited the ability to comply with advance booking for air travel, which resulted in a lower compliance rate. Furthermore, the actual rate for 2020 reflects travel undertaken under the regular budget and extrabudgetary funds, which differs from 2019, when the rate was limited to travel funded from the regular budget. Compliance rates are monitored, and statistics and trends are distributed to managers on a quarterly basis. In 2022, the Office for the Coordination of Humanitarian Affairs will continue to implement the following measures to improve the compliance rate for air tickets: (a) advance planning and nomination of travellers; (b) on-boarding of staff planned in advance with contingencies in place (e.g., advance request for visas); (c) undertaking communications to staff and managers to raise awareness of the requirement; (d) minimizing instances of exceptions; and (e) increasing its use of videoconference and remote meeting options.

Table 27.24
Compliance rate
(Percentage)

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

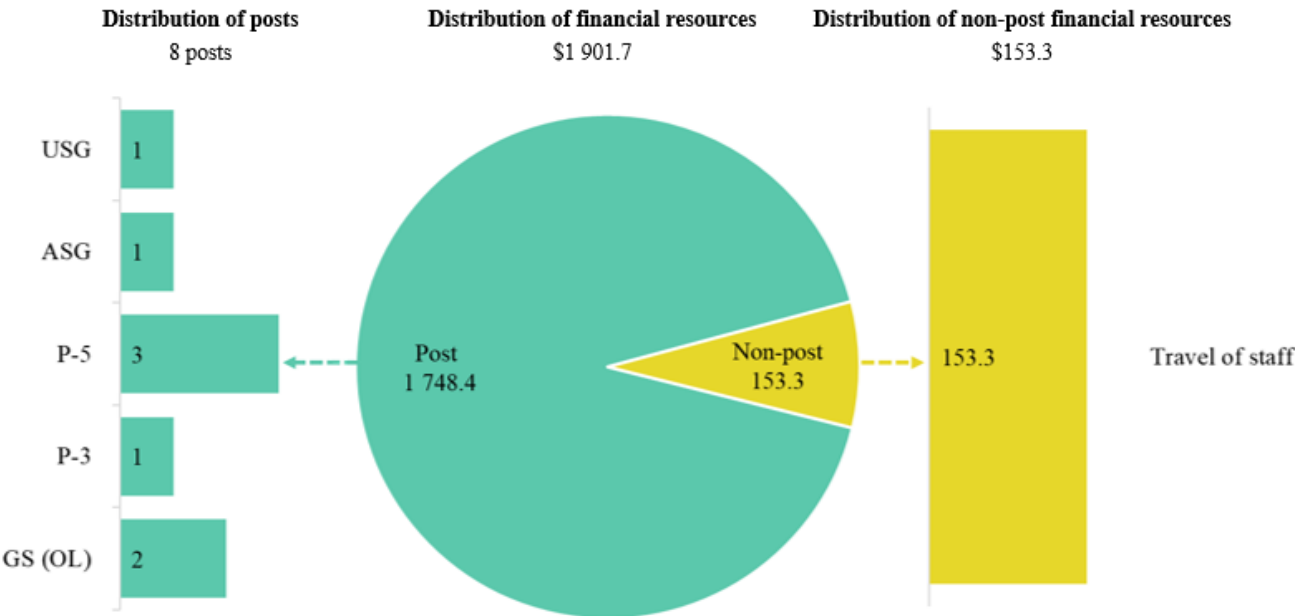
27.146 The proposed regular budget resources for executive direction and management for 2022 amount to \$1,901,700 and reflect a decrease of \$16,300 compared with the appropriation for 2021. The proposed decrease is explained in paragraph 27.132 (a) above. Additional details on the distribution of resources in 2022 are reflected in table 27.25 and figure 27.XI.

Table 27.25
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	Changes							2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 783.2	1 748.4	—	—	—	—	—	1 748.4
Non-post	293.8	169.6	—	—	(16.3)	(16.3)	(9.6)	153.3
Total	2 077.0	1 918.0	—	—	(16.3)	(16.3)	(0.9)	1 901.7
Post resources by category								
Professional and higher		6	—	—	—	—	—	6
General Service and related		2	—	—	—	—	—	2
Total		8	—	—	—	—	—	8

Figure 27.XI
Executive direction and management: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

27.147 Extrabudgetary resources for the component are estimated at \$2,857,000 and would provide for 12 posts (1 D-1, 2 P-5, 4 P-4, 1 P-3, 1 P-2 and 3 General Service (Other level)), as well as non-post resources. The resources would support the Under-Secretary-General and the Assistant Secretary-General in fulfilling their roles in providing overall direction and policy guidance, and facilitation of access to emergency areas for the rapid delivery of humanitarian assistance; and consulting with the donor community and other interested States on issues related to the provision of emergency humanitarian assistance. The resources would also support the coordination of the international community's response to disasters and emergencies and support the Emergency Relief Coordinator in undertaking humanitarian diplomacy with Governments of affected countries. The resources would also be used for servicing inter-agency meetings, meetings of the Inter-Agency Standing Committee and its working groups and meetings of the Executive Committee on Humanitarian Affairs.

2. United Nations Monitoring Mechanism for the Syrian Arab Republic

27.148 The role and functions of the United Nations Monitoring Mechanism for the Syrian Arab Republic were defined by the Security Council in resolution [2165 \(2014\)](#), in which the Council authorized the United Nations humanitarian agencies and their implementing partners to use the Syrian border crossings of Bab al-Salam and Bab al-Hawa with Turkey, Ya'rubiyah with Iraq and Ramtha with Jordan in order to ensure that humanitarian assistance reaches people in need throughout the Syrian Arab Republic through the most direct routes, with notification to the Syrian authorities.

27.149 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 the relief consignments. Following the decision of the Security Council to exclude the border crossings of Ramtha, Ya'rubiyah and Bab al-Salam from the list of

authorized crossings, in its resolutions 2504 (2020) and 2533 (2020), the United Nations agencies and their implementing partners rely on the border crossing of Bab al-Hawa to send humanitarian assistance into the Syrian Arab Republic. Accordingly, the Mechanism monitors the loading of the United Nations relief consignments and their passage into the Syrian Arab Republic through that crossing exclusively, provides monthly briefings to the Council and reports on a regular basis, at least every 60 days, on the implementation of the resolutions. The latest report (S/2021/160) is dated 18 February 2021. The Mechanism is comprised of the Office of the Chief, the Monitoring Team and the Support and Security Unit, which are based in Gaziantep, Turkey, and is supported by a Liaison Officer in New York.

- 27.150 The proposed regular budget resources for the United Nations Monitoring Mechanism for the Syrian Arab Republic for 2022 under this component amount to \$1,863,600 and include 16 general temporary assistance positions (1 D-1, 2 P-4, 3 P-3, 3 P-2, 1 National Professional Officer and 6 Local level) and 3 United Nations Volunteers. The proposal reflects a decrease of \$14,600 compared with the appropriation for 2021. The proposed decrease is explained in paragraph 27.132 (a) above. Additional details on the distribution of resources are reflected in table 27.26 and figure 27.XII.

Table 27.26

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

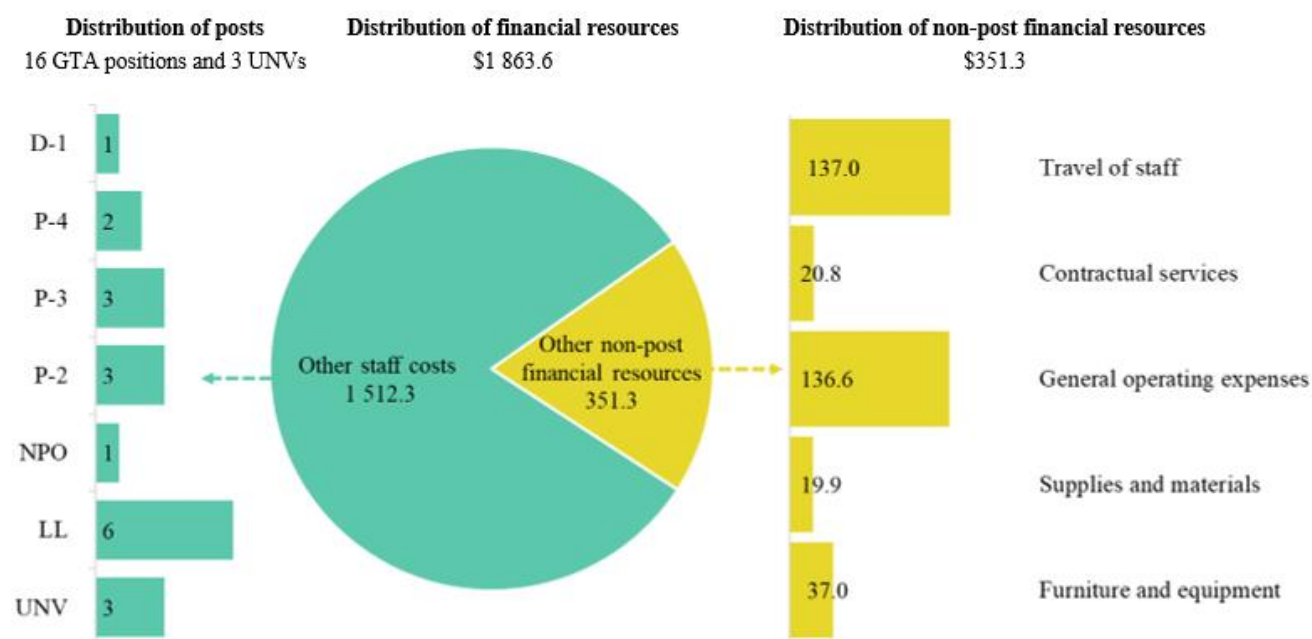
(Thousands of United States dollars/number of positions)

	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Non-post	1 946.4	1 878.2	–	–	(14.6)	(14.6)	(0.8)	1 863.6
Total	1 946.4	1 878.2	–	–	(14.6)	(14.6)	(0.8)	1 863.6
General temporary assistance by category and UNV								
Professional and higher		9	–	–	–	–	–	9
General service and related		7	–	–	–	–	–	7
UNV		3	–	–	–	–	–	3
Total		19	–	–	–	–	–	19

Figure 27.XII

United Nations Monitoring Mechanism for the Syrian Arab Republic: distribution of proposed resources for 2022 (before recosting)

(Number of positions/thousands of United States dollars)

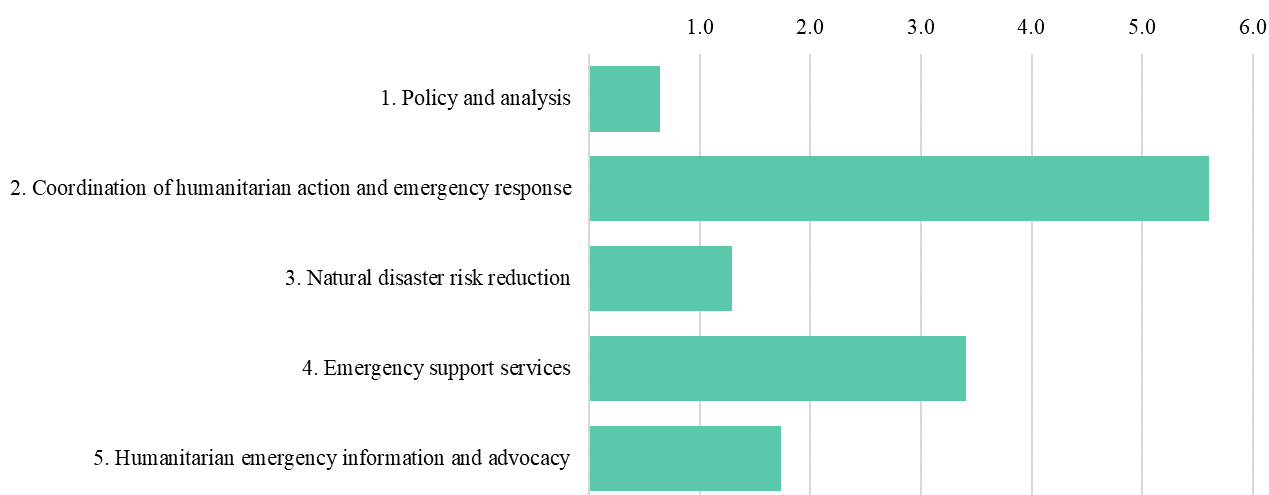
**Programme of work**

- 27.151 The proposed regular budget resources for 2022 amount to \$ 12,678,700 and reflect a decrease of \$6,100 compared with the appropriation for 2021. The proposed decrease is explained in paragraph 27.132 (b) and (c) above. The distribution of resources by subprogramme is reflected in figure 27.XIII.

Figure 27.XIII

Distribution of proposed resources for 2022 by subprogramme

(Millions of United States dollars)



Subprogramme 1

Policy and analysis

- 27.152 The proposed regular budget resources for 2022 amount to \$640,300 and reflect no change in the resource level compared with the appropriation for 2021. Additional details on the distribution of resources in 2022 are reflected in table 27.27 and figure 27.XIV.

Table 27.27

Subprogramme 1: evolution of financial and post resources

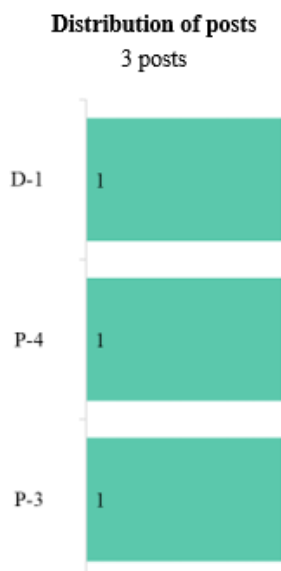
(Thousands of United States dollars/number of posts)

	Changes							2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	647.2	640.3	—	—	—	—	—	640.3
Total	647.2	640.3	—	—	—	—	—	640.3
Post resources by category								
Professional and higher		3	—	—	—	—	—	3
Total		3	—	—	—	—	—	3

Figure 27.XIV

Subprogramme 1: distribution of proposed resources for 2022 (before recosting)

(Number of posts)



Extrabudgetary resources

- 27.153 Extrabudgetary resources for the subprogramme are estimated at \$1,026,300 and would provide for four posts (2 P-4, 1 P-3 and 1 General Service (Other level)), as well as non-post resources. The resources would provide for the servicing of meetings, seminars, workshops and training events tailored to improve the strategic and operational coherence of the humanitarian response. They

would also provide for technical materials, such as strategy papers, policy tools and guidance notes for humanitarian agencies, to support the strengthening and further development of a humanitarian policy agenda; and advance the protection of civilians agenda in the Security Council. The resources would further provide for the production of access assessments in times of humanitarian crisis and the organization of events with academic institutions and NGOs to promote humanitarian assistance and establish and sustain humanitarian access.

Subprogramme 2

Coordination of humanitarian action and emergency response

- 27.154 The proposed regular budget resources for 2022 amount to \$5,608,700 and reflect a decrease of \$1,300 compared with the appropriation for 2021. Additional details on the distribution of resources in 2022 are reflected in table 27.28 and figure 27.XV.

Table 27.28

Subprogramme 2: evolution of financial and post resources

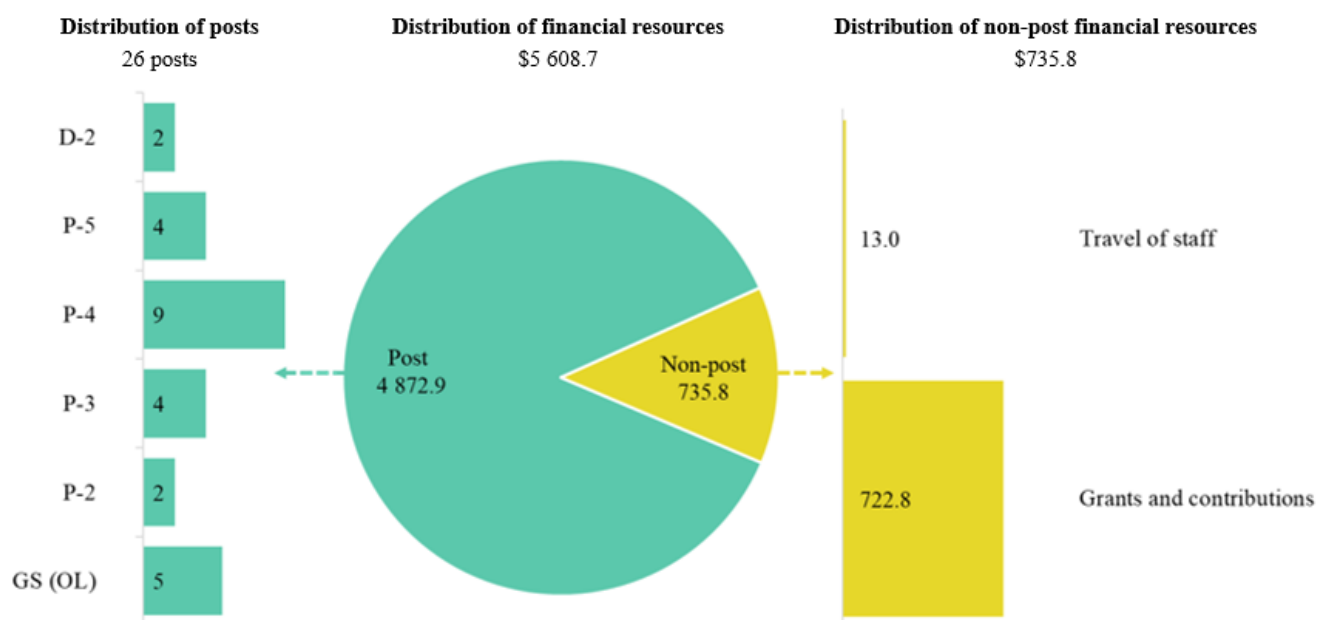
(Thousands of United States dollars/number of posts)

	Changes							2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	4 595.3	4 872.9	—	—	—	—	—	4 872.9
Non-post	721.4	737.1	—	—	(1.3)	(1.3)	(0.2)	735.8
Total	5 316.7	5 610.0	—	—	(1.3)	(1.3)	(0.0)	5 608.7
Post resources by category								
Professional and higher		21	—	—	—	—	—	21
General Service and related		5	—	—	—	—	—	5
Total		26	—	—	—	—	—	26

Figure 27.XV

Subprogramme 2: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)

**Extrabudgetary resources**

- 27.155 Extrabudgetary resources for the subprogramme are estimated at \$229,346,900 and would provide for 1,684 posts (27 D-1, 70 P-5, 192 P-4, 225 P-3, 18 P-2, 479 National Professional Officers, 28 General Service (Other level) and 645 Local level), as well as non-post resources. The resources would provide for the servicing of meetings, seminars, workshops and training events in order to ensure a coherent, effective and timely humanitarian response to alleviate human suffering in natural disasters and complex emergencies. They would also provide for consultations, advice and advocacy to support effective planning of future emergencies and natural disasters and strengthen contingency funding arrangements. The resources would continue to support the Emergency Relief Coordinator in coordinating the international community's response to complex emergencies and natural disasters. This includes creating more predictable funding to enable a prompt response to new or rapidly deteriorating crises, including through the further strengthening of the Central Emergency Response Fund and other pooled fund mechanisms; strengthening humanitarian coordination on the ground; and enhancing preparedness activities, including by looking at the humanitarian implications of climate change. Extrabudgetary resources would also be used to fund donor meetings, including informal briefings and consultations with Member States on specific emergency situations and the financing of humanitarian requirements, process grants for new and protracted emergencies by the Central Emergency Response Fund, manage the roster of potential resident and humanitarian coordinators, conduct humanitarian assessment and strategy-building missions to review humanitarian needs and design appropriate response strategies, support inter-agency assessment and strategy-building missions to review field coordination arrangements, provide training on the humanitarian programme cycle for humanitarian partners, and prepare technical materials on the consolidated appeals process.

Subprogramme 3 Natural disaster risk reduction

27.156 The proposed regular budget resources for 2022 amount to \$1,293,400 and reflect no change in the resource level compared with the appropriation for 2021. Additional details on the distribution of resources in 2022 are reflected in table 27.29 and figure 27.XVI.

Table 27.29

Subprogramme 3: evolution of financial and post resources

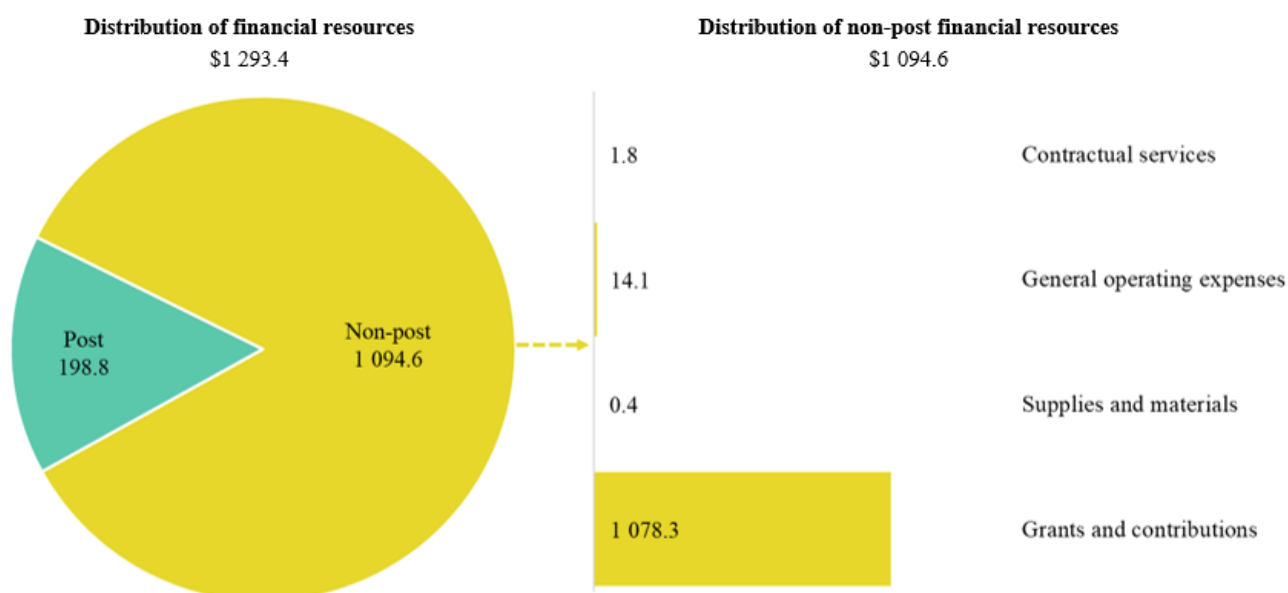
(Thousands of United States dollars/number of posts)

	Changes							2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	224.1	198.8	—	—	—	—	—	198.8
Non-post	1 073.1	1 094.6	—	—	—	—	—	1 094.6
Total	1 297.2	1 293.4	—	—	—	—	—	1 293.4
Post resources by category								
Professional and higher								
D-1		1	—	—	—	—	—	1
Total		1	—	—	—	—	—	1

Figure 27.XVI

Subprogramme 3: distribution of proposed resources for 2022 (before recosting)

(Thousands of United States dollars)



Extrabudgetary resources

- 27.157 Extrabudgetary resources for the subprogramme are estimated at \$47,695,000 and would provide for 114 posts (1 Assistant Secretary-General, 1 D-2, 3 D-1, 13 P-5, 25 P-4, 32 P-3, 2 P-2, 1 General Service (Principal level), 13 General Service (Other level), 18 Local level and 5 National Professional Officers), as well as non-post resources. The resources would support the Office for the Coordination of Humanitarian Affairs in the implementation of the Sendai Framework for Disaster Risk Reduction 2015–2030 and cover activities focused on accelerating the implementation of disaster risk reduction actions through, for example, the production and dissemination of knowledge resources and best practices, the provision of technical assistance at the regional, national and local levels, advocacy and capacity development, the dissemination and roll-out of guidelines on how to develop effective national and local disaster risk reduction strategies, and the provision of technical assistance, capacity development and policy guidance to support the implementation of the Sendai Framework.

Subprogramme 4 Emergency support services

- 27.158 The proposed regular budget resources for 2022 amount to \$3,406,100 and reflect a decrease of \$4,800 compared with the appropriation for 2021. Additional details on the distribution of resources in 2022 are reflected in table 27.30 and figure 27.XVII.

Table 27.30

Subprogramme 4: evolution of financial and post resources

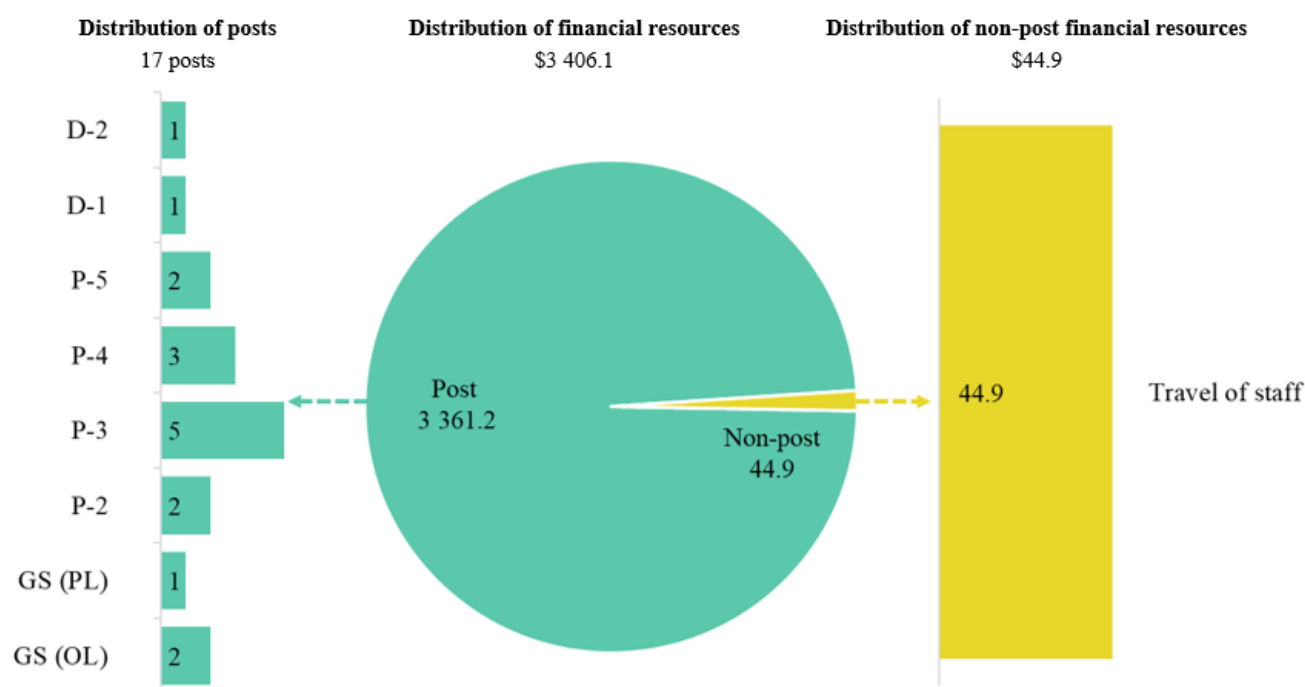
(Thousands of United States dollars/number of posts)

	Changes							2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	3 290.6	3 361.2	—	—	—	—	—	3 361.2
Non-post	5.3	49.7	—	—	(4.8)	(4.8)	(9.7)	44.9
Total	3 296.0	3 410.9	—	—	(4.8)	(4.8)	(0.1)	3 406.1
Post resources by category								
Professional and higher		14	—	—	—	—	—	14
General Service and related		3	—	—	—	—	—	3
Total		17	—	—	—	—	—	17

Figure 27.XVII

Subprogramme 4: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)

**Extrabudgetary resources**

- 27.159 Extrabudgetary resources for the subprogramme are estimated at \$25,368,600 and would provide for 100 posts (2 D-1, 12 P-5, 35 P-4, 26 P-3, 2 P-2, 1 National Professional Officer and 22 General Service (Other level)), as well as non-post resources. The resources would provide for seminars, workshops and training events in order to expedite international humanitarian assistance to victims of emergencies and natural disasters. They would cover capacity-building activities, including on search and rescue methodology, to promote the membership of developing and disaster-prone countries in emergency response networks. The resources would also be used to strengthen interoperability initiatives among national, regional and international response mechanisms for more integrated international assistance in support of a Member State affected by a natural disaster.

Subprogramme 5
Humanitarian emergency information and advocacy

- 27.160 The proposed regular budget resources for 2022 amount to \$1,730,200 and reflect no change in the resource level compared with the appropriation for 2021. Additional details on the distribution of resources in 2022 are reflected in table 27.31 and figure 27.XVIII.

Table 27.31

Subprogramme 5: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	Changes							2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 592.3	1 730.2	—	—	—	—	—	1 730.2
Non-post	3.3	—	—	—	—	—	—	—
Total	1 595.6	1 730.2	—	—	—	—	—	1 730.2
Post resources by category								
Professional and higher		7	—	—	—	—	—	7
General Service and related		3	—	—	—	—	—	3
Total		10	—	—	—	—	—	10

Figure 27.XVIII

Subprogramme 5: distribution of proposed resources for 2022 (before recosting)

(Number of posts)


Extrabudgetary resources

- 27.161 Extrabudgetary resources for the subprogramme are estimated at \$15,837,000 and would provide for 63 posts (1 D-1, 4 P-5, 20 P-4, 20 P-3, 1 P-2, 9 General Service (Other level) and 8 Local level), as well as non-post resources. The resources would enable advocacy of humanitarian principles and international humanitarian law and provide timely and reliable information on unfolding emergencies and natural disasters, including through expanded networks, coverage and reach.

Programme support

- 27.162 The Executive Office of the Office for the Coordination of Humanitarian Affairs includes the Administrative and Oversight Section, the Human Resources Section, the Supply Chain and Procurement Section, the Duty of Care Unit and the Planning, Budget and Finance Section.
- 27.163 The Executive Office oversees the financial, human resources, procurement of goods and services, and general administrative aspects of the Office for the Coordination of Humanitarian Affairs and provides guidance on administrative matters. It supports senior management in formulating policies and instructions, including on financial management, workforce planning, rostering and staff development, and training. It coordinates departmental programme budgets and presentations to legislative bodies. 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.
- 27.164 The proposed regular budget resources for 2022 amount to \$1,685,400 and reflect a decrease of \$200 compared with the appropriation for 2021. The proposed decrease is explained in paragraph 27.132 (d) above. Additional details on the distribution of resources in 2022 are reflected in table 27.32 and figure 27.XIX.

Table 27.32

Programme support: evolution of financial and post resources

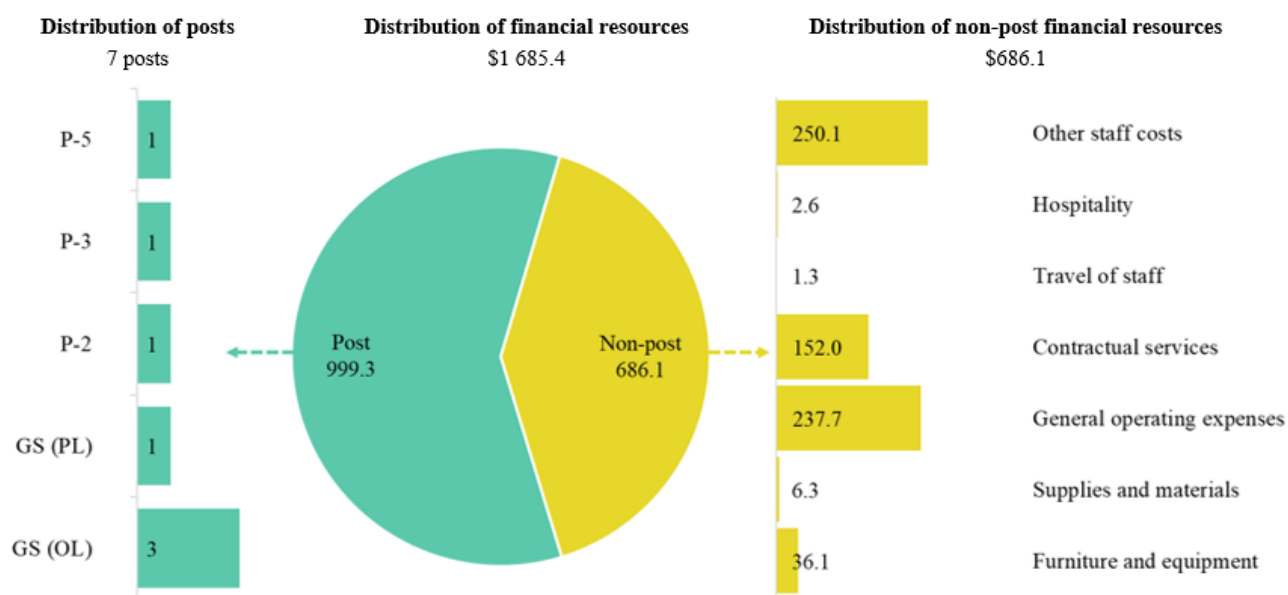
(Thousands of United States dollars/number of posts)

	Changes							2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	863.1	999.3	—	—	—	—	—	999.3
Non-post	734.7	686.3	—	—	(0.2)	(0.2)	0.0	686.1
Total	1 597.9	1 685.6	—	—	(0.2)	(0.2)	0.0	1 685.4
Post resources by category								
Professional and higher		3	—	—	—	—	—	3
General Service and related		4	—	—	—	—	—	4
Total		7	—	—	—	—	—	7

Figure 27.XIX

Programme support: distribution of proposed resources for 2022 (before recosting)

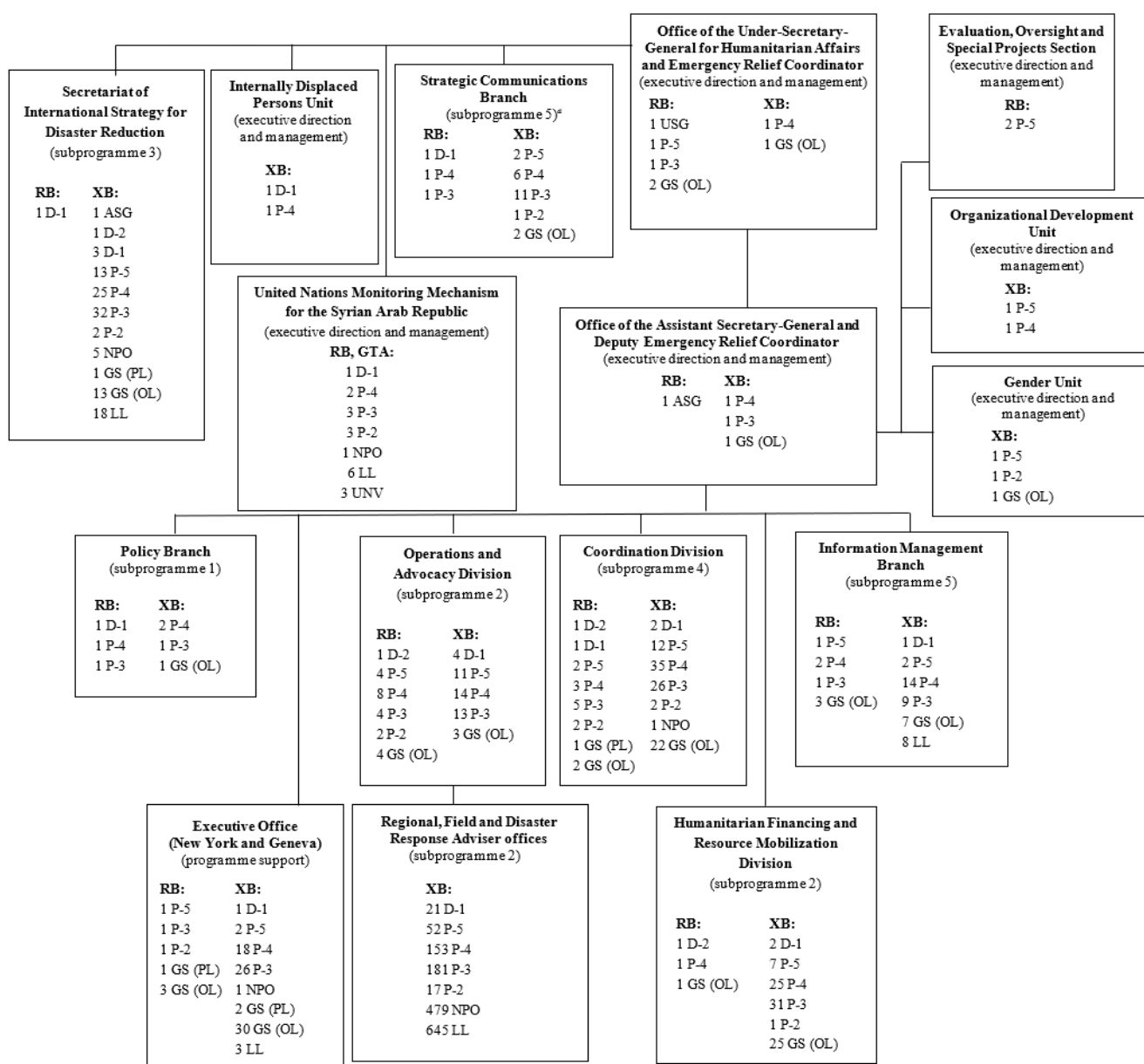
(Number of posts/thousands of United States dollars)

**Extrabudgetary resources**

- 27.165 Extrabudgetary resources for the component are estimated at \$24,066,600 and would provide for 83 posts (1 D-1, 2 P-5, 18 P-4, 26 P-3, 1 National Professional Officers, 2 General Service (Principal level), 30 General Service (Other level) and 3 Local level), as well as non-post resources. The resources would allow the component to oversee financial, human resources and general administration of the Office for the Coordination of Humanitarian Affairs.

Annex I

Organizational structure and post distribution for 2022



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; UNV, United Nations Volunteers; USG, Under-Secretary-General; XB, extrabudgetary.

^a Includes posts administered by the United Nations Office on Drugs and Crime and field office local positions (National Professional Officer, Local level and service contract) administered by the United Nations Development Programme on behalf of the Office, funded from special purpose funds as at January 2020.

Annex II

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

Brief description of the recommendation

Action taken to implement the recommendation

Board of Auditors

A/75/5 (Vol. I), chap. II

The Board recommends that the Administration make all efforts to achieve the funding targets for country-based pooled funds and continue to proactively advocate the increase of multi-year and unearmarked funding for more predictable financial resources and flexibility (para. 596).

Implementation is in progress. The Administration has included the actions on achieving its funding targets for country-based pooled funds in the resource mobilization strategy of the Office for the Coordination of Humanitarian Affairs for 2018–2021 and will continue its efforts to work towards meeting those targets and increase multi-year funding when possible. The Administration would also like to note that all funding to country-based pooled funds is considered “softly earmarked” funding, according to grand bargain definitions, so the recommendation for more unearmarked funding does not apply.

The Board recommends that the Office scale up its engagement with United Nations agencies with regard to country-based pooled fund reporting so that there is improvement within a defined time period (para. 606).

Implementation is in progress. The Office continues its work towards improving financial reports for its managed funds. It will also implement an automated data migration of final financials from the United Nations agencies with the support of the multi-partner trust fund.

The Board recommends that the Office make sustained and time-bound efforts to clear the backlog of audits and to ensure that refunds due from implementing partners are received promptly (para. 618).

Implementation is ongoing. Long-term agreement for the audit services has resulted in significant progress in clearing the backlog of audits in the different funds. Refunds are being closely followed using the grant management system refund module. The grant management system has introduced the refund alert system to notify partners of a refund due.

The Board recommends that the secretariat of the Central Emergency Response Fund engage with implementing agencies to minimize requests for extension, carefully review such requests and grant extensions only in genuinely exceptional circumstances (para. 625).

Implementation is in progress. The Central Emergency Response Fund secretariat will work with the implementing agencies to ensure fewer no-cost extension requests. However, the operational environment of the coronavirus disease (COVID-19) pandemic would require some degree of flexibility.

The Board recommends that the secretariat of the Central Emergency Response Fund pursue the timely completion of financial reports and the refund of unspent funds (para. 634).

Implementation is in progress. The Central Emergency Response Fund secretariat continues its efforts to vigorously pursue the timely and full collection of financial reports and refunds of unspent funds of Fund grants. The Fund vigorously engages with and seeks full collaboration of the agencies receiving its grants.

Brief description of the recommendation

The Board also recommends that the secretariat of the Central Emergency Response Fund strengthen measures such as training, policy briefings and consultations with United Nations agencies for better collaboration in ensuring timely financial reporting and refunds (para. 635).

The Board recommends that the Office expedite the roll-out of the Umoja Extension 2 grantor-country-based pooled funds grant management system bridge and explore its utility and customization for the Central Emergency Response Fund to reduce manual interventions in the recording of financial transactions and the preparation of trial balances (para. 644).

Advisory Committee on Administrative and Budgetary Questions

A/75/7 and A/75/Corr.1

The Advisory Committee recommends that the General Assembly request the Secretary-General to include in the report on the revised estimates [for the United Nations Monitoring Mechanism for the Syrian Arab Republic relating to the programme budget for 2021] a detailed breakdown of the financial and staffing requirements and to provide updates to the information presented in paragraphs VI.49 to VI.51 and in tables VI.5 and VI.6 of the Committee's previous report (A/74/7) (para. VI.54).

A/75/7/Add.17

The Advisory Committee notes the proposed abolishment of a national position and considers that national positions should be retained, when operationally feasible. Furthermore, the Committee recalls that further to its resolutions 61/276 and 66/24, the General Assembly, in resolution 74/263, had requested the Secretary-General to continue his efforts to promote the nationalization of positions, whenever appropriate (see also A/75/7/Add.2, para. 53) (para. 7).

The Advisory Committee considers that in order to ensure that the operational needs of the Monitoring Mechanism are met and that mandate delivery is assured, there is a continued need to review and adjust the staffing structure and the functional levels of the positions. The Committee recommends that the General Assembly request the Secretary-General to include information thereon in the next report (para. 8).

Action taken to implement the recommendation

Implementation is in progress. The Central Emergency Response Fund secretariat continues its efforts to further strengthen measures such as training through webinars, policy briefings and consultations with United Nations agencies. The Fund vigorously engages with and seeks full collaboration of agencies in ensuring timely financial reporting and refunds.

Implementation is in progress. The Office and the Umoja team are currently testing the first phase of the bridge with the country-based pooled funds grant management system. If roll-out is successful in 2021, a similar structure will be implemented via ONE GMS (country-based pooled funds and Central Emergency Response Fund) by the second quarter of 2022.

Implemented. The report of the Secretary-General on the revised estimates for the United Nations Monitoring Mechanism for the Syrian Arab Republic relating to the programme budget for 2021 under section 27, Humanitarian assistance, and section 36, Staff assessment (A/75/372) contained a detailed breakdown of the financial and staffing requirements and provided updates to the information presented in paragraphs VI.49 to VI.51 and in tables VI.5 and VI.6 of the Committee's previous report (A/74/7).

The 2022 budget proposal reflects the staffing structure and functional levels of the positions that would be required to continue the implementation of the existing Security Council mandate. Any changes to the mandate would result in a subsequent review of the current resources, including staffing structure, and revisions if applicable. In such cases, the United Nations Monitoring Mechanism for the Syrian Arab Republic would continue its efforts to promote the nationalization of positions, whenever appropriate.

The 2022 budget proposal reflects the staffing structure and functional levels of the positions that would be required to continue the implementation of the existing Security Council mandate. Any changes to the mandate would result in a subsequent review of the current resources, including staffing structure, and revisions if applicable.