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Programme planning

Proposed programme budget for 2025

Part VI

Humanitarian assistance

Section 27

Humanitarian assistance

Programme 23

Humanitarian assistance

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* Reissued for technical reasons on 31 May 2024.

** [A/79/50](#).

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



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

I. Office for the Coordination of Humanitarian Affairs

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 27.1 The mandate is derived from the priorities established in relevant General Assembly resolutions and decisions, including resolution [46/182](#), in which the Assembly set out the guiding principles of humanitarian response and affirmed the leadership role of the Secretary-General to ensure better preparation and effective response to natural disasters and complex emergencies. This mandate has been confirmed and consolidated through the normative developments of various resolutions over the past 33 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 299 million people in need of humanitarian assistance in 2024 and extreme poverty and hunger on the rise, owing to the compounded effects of emerging and prolonged armed conflicts and the crisis of climate change, ensuring well-coordinated and principled humanitarian assistance by the international community remains as important as ever.

Strategy and external factors for 2025

- 27.2 In 2023, several compounding shocks created a further rise in vulnerability worldwide, with 333 million people experiencing food insecurity, the largest world food crisis in modern history. In addition, forced displacement continued to increase, with 114 million people, or 1.4 per cent of the global population, displaced. Armed conflicts continued to take a heavy toll on civilians, and the crisis of climate change exacerbated humanitarian needs.
- 27.3 In the face of these challenges, the Office will continue to enhance the coordination and effective and efficient delivery of humanitarian assistance, together with humanitarian organizations. The Office will continue to develop and promote a common policy on humanitarian issues for the United Nations system and its partners; coordinate response to humanitarian emergencies; mobilize United Nations capacity to expedite the provision of humanitarian assistance; strengthen anticipatory approaches and early warning early action systems; advocate and contribute to better preparedness for more timely humanitarian assistance in emergencies; advocate on humanitarian issues; and strengthen the analysis and availability of timely information on emergencies and natural disasters, in accordance with its mandate. The Office will also support the mobilization of resources to enable a timely and effective response to new or rapidly deteriorating humanitarian emergencies.
- 27.4 With regard to cooperation with other entities at the global, regional, national and local levels, the Office will continue to work with national and local governments, affected communities and other stakeholders, including regional disaster management and response organizations, other regional and subregional organizations, private sector actors and first responders to promote principled, timely and effective humanitarian responses.
- 27.5 With regard to inter-agency coordination and liaison, the Office will continue, through the Inter-Agency Standing Committee and its subsidiary bodies, to coordinate the development of guidance for the humanitarian system, including on operations policy development and advocacy and supporting implementation of the Secretary-General's action agenda on internal displacement. The Office will provide and manage global platforms, such as the United Nations Disaster Assessment and Coordination Team mechanism and the International Search and Rescue Advisory Group, to pool resources and facilitate a coordinated response to humanitarian crises. The Office will also collaborate closely with the Development Coordination Office and United Nations

agencies, funds and programmes, at both the Headquarters and country levels throughout the humanitarian programme cycle. This will enable effective and consistent system-wide response strategies that meet the humanitarian needs of people in vulnerable situations and minimize the duplication and gaps in response efforts. The Office's country, regional and liaison offices are strategically located to work with governments and assist in humanitarian preparedness and response.

- 27.6 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) Natural disasters will continue to increase in frequency and magnitude, owing, among others, to the adverse effects of the crisis of climate change;
 - (b) The impact of the global economic contraction, compounded by the impacts of natural disasters and armed conflicts, will continue to be felt and will increase the vulnerability of people;
 - (c) Humanitarian needs and funding requirements will remain relatively high.
- 27.7 The Office integrates a gender perspective into its operational activities, deliverables and results, as appropriate. In 2025, the Office will strive to address protection issues, including violence affecting women and girls, through its advocacy, resource mobilization and programming. Women's participation and leadership in humanitarian decision-making will also remain a key priority.
- 27.8 The Office advances United Nations system-wide commitments on protection from sexual exploitation and abuse and sexual harassment. The Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator, as Chair of the Inter-Agency Standing Committee, leads and promotes Committee efforts that are aimed at ensuring that people caught up in crises feel safe and respected and can gain access to the protection and assistance that they need. The Office will promote system-wide commitments to ensure that the affected population and aid workers engaged in the delivery of humanitarian assistance are protected from sexual harassment and abuse.
- 27.9 In line with the United Nations Disability Inclusion Strategy, the Office will work to make humanitarian programming and responses more inclusive of persons with disabilities, in particular by ensuring that their needs are reflected in humanitarian data.

Legislative mandates

- 27.10 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

46/182 ; 76/124 ; 77/28 ; 78/119	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 60/1	Safety and security of humanitarian personnel		
62/208	2005 World Summit Outcome	74/306	Comprehensive and coordinated response to the coronavirus disease (COVID-19) pandemic
	Triennial comprehensive policy review of operational activities for development of the United Nations system	75/233	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
63/147 68/1	New international humanitarian order		
	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council		

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75/290 A; 75/290 B	Review of the implementation of General Assembly resolution 72/305 on the strengthening of the Economic and Social Council	78/119	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
76/264	State of global food insecurity	78/120	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
77/288	Persistent legacy of the Chernobyl disaster	78/185	Assistance to refugees, returnees and displaced persons in Africa
78/118	Safety and security of humanitarian personnel and protection of United Nations personnel	78/205	Protection of and assistance to internally displaced persons

Economic and Social Council resolution

2023/16	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
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Security Council resolutions

1265 (1999)	2664 (2022)
1894 (2009)	2677 (2023)
2222 (2015)	2678 (2023)
2286 (2016)	2682 (2023)
2417 (2018)	2690 (2023)
2474 (2019)	2691 (2023)
2475 (2019)	2702 (2023)
2532 (2020)	2705 (2023)
2573 (2021)	2708 (2023)
2615 (2021)	2709 (2023)
2616 (2021)	2717 (2023)

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

56/89	Scope of legal protection under the Convention on the Safety of United Nations and Associated Personnel	73/195	Global Compact for Safe, Orderly and Regular Migration
61/117	Applicability of the Geneva Convention relative to the Protection of Civilian Persons in Time of War, of 12 August 1949, to the Occupied Palestinian Territory, including East Jerusalem, and other occupied Arab territories	76/125	White Helmets Commission: participation of volunteers in the activities of the United Nations in the field of humanitarian relief, rehabilitation, and technical cooperation for development
62/134	Eliminating rape and other forms of sexual violence in all their manifestations, including in conflict and related situations	78/184	Office of the United Nations High Commissioner for Refugees

**Subprogramme 2
Coordination of humanitarian action and emergency response***General Assembly resolutions*

68/129	Assistance to survivors of the 1994 genocide in Rwanda, particularly orphans, widows, and victims of sexual violence	78/121 78/222	Assistance to the Palestinian people Situation of human rights in the Syrian Arab Republic
77/10	The situation in Afghanistan		

Security Council presidential statement

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

Subprogramme 3
Emergency support services

General Assembly resolutions

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

Subprogramme 4
Humanitarian emergency information and advocacy

General Assembly resolutions

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

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

Table 27.1

Cross-cutting deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	3	3	3	3
Meetings of:				
1. The Fifth Committee	1	1	1	1
2. The Committee for Programme and Coordination	1	1	1	1
3. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1

Evaluation activities

- 27.12 The following evaluations completed in 2023 have guided the proposed programme plan for 2025.
- (a) Office of Internal Oversight Services evaluation of subprogramme 2;
 - (b) Inter-agency evaluation of the coronavirus disease (COVID-19) humanitarian response, conducted by the Office.
- 27.13 In response to the results of the evaluations referenced above, the Office will focus on strengthening the quality and effectiveness of humanitarian responses, including the engagement with affected communities in the planning and implementation of humanitarian assistance, enhancements to the participation and

capacity-building of local organizations, and collaboration between humanitarian and development efforts. The Office is also in the process of simplifying the humanitarian programme cycle, with a view to effectively using resources and allowing for the testing of people-centred coordination models.

27.14 The following evaluations are planned for 2025:

- (a) An inter-agency, joint evaluation of the humanitarian system-wide scale-up activations;
- (b) Office of Internal Oversight Services evaluation of one of the Office's subprogrammes.

Programme of work

Subprogramme 1 Policy and analysis

Objective

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

Strategy

27.16 To contribute to the objective, the subprogramme will:

- (a) Identify emerging humanitarian trends to support the comprehensive, authoritative and evidence-based assessment of global humanitarian needs and analyse challenges and opportunities for humanitarian policy and programme development;
- (b) Identify policy and programmatic solutions, best practices and innovative and emerging technologies to be applied in the humanitarian field and take steps to increase the preparedness and operational readiness of national disaster managers and humanitarian organizations.

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

- (a) Humanitarian assistance that addresses evolving challenges and reduces the gap between humanitarian needs and response capacity;
- (b) A humanitarian system that remains relevant and adapts to the ever-changing operational environment;
- (c) Humanitarian actors applying innovative solutions in humanitarian operations.

Programme performance in 2023

A total of 82 countries and 43 organizations make political declaration on climate, relief, recovery and peace at the twenty-eighth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change

27.18 The subprogramme helped to advance humanitarian priorities at the twenty-eighth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change by advocating for increased financing for building the resilience of the most vulnerable. Throughout the conference, the subprogramme advanced humanitarian perspectives on the adverse effects of climate change on advocacy, financing and humanitarian operations. The political declaration on climate, relief, recovery and peace made by 82 Governments and 43 organizations at the session marked the first instance in which a United Nations climate conference recognized the need to build climate resilience in highly vulnerable countries, in particular those threatened or affected by armed conflict or facing severe humanitarian needs.

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

Table 27.2
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
—	—	<p>82 countries and 43 organizations make political declaration on climate, relief, recovery and peace at the twenty-eighth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change</p> <p>The declaration marked the first instance in which a United Nations climate conference recognized the need to build climate resilience in vulnerable countries facing severe humanitarian needs</p>

Planned results for 2025

Result 1: strengthened humanitarian assistance to address the growing impacts of the adverse effects of climate change

Programme performance in 2023 and target for 2025

- 27.20 The subprogramme's work contributed to the formulation of a draft road map on humanitarian assistance in disasters relating to climate change and to the operationalization of the loss and damage fund, which met the planned target.
- 27.21 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 27.3).

Table 27.3
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Increased awareness by stakeholders of the growing crisis of climate change and its impact on the humanitarian crisis	Policies and strategies were developed by various stakeholders to adapt humanitarian action to the growing urgency of the crisis of climate change, for example, the call by the Inter-Agency Standing Committee for increased investment in building resilience and adaptation for the most vulnerable and worst affected, and concrete action and increased finance to avert, minimize and address losses and damages	<p>Road map for adapting humanitarian assistance to climate change developed</p> <p>Operationalization of loss and damage fund</p>	Humanitarian policies and strategies in 4 specific country contexts that contribute to community resilience, including resilience to adverse effects of climate change	Humanitarian policies and strategies in 7 specific country contexts that contribute to community resilience, including resilience to adverse effects of climate change

Result 2: addressing emerging risks in the humanitarian operating environment**Programme performance in 2023 and target for 2025**

- 27.22 The subprogramme's work contributed to the identification of gaps in the protection of the humanitarian system against risks associated with the use of information and communications technology (ICT) and the availability of operational guidance on data responsibility in humanitarian action, which covers principles and recommended action to ensure the safe, ethical and effective management of personal and non-personal data at all levels of the humanitarian system, which met the planned target.
- 27.23 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 27.4).

Table 27.4

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Increased availability of information and use of strategic technologies by humanitarian actors	Member States and the humanitarian community discuss risks associated with the use of ICT	Gaps identified in the protection of the humanitarian operating environment against risks associated with the use of ICT Operational guidance on data responsibility in humanitarian action available to humanitarian community	Humanitarian community begins to develop collective solutions to address gaps in the protection of the humanitarian operating environment against risks associated with the use of ICT	Humanitarian community begins to implement collective solutions to address gaps in the protecting the humanitarian operating environment against risks associated with the use of ICT

Result 3: increased engagement of communities in humanitarian response to effectively address their needs

- 27.24 Humanitarian emergencies are becoming more frequent, complex and protracted. At the same time, the humanitarian operating environment is becoming more resource-constrained, uncertain and complex.

Lessons learned and planned change

- 27.25 The lesson for the subprogramme, in the present environment, was the need to maximize the effectiveness and efficiency of humanitarian response and coordination activities, in particular by engaging with and facilitating the participation of the affected communities and local actors. In applying the lesson, the subprogramme will implement a pilot initiative to promote more holistic, people-centred and community-driven humanitarian responses, through systematic engagement with national and local authorities and communities, to localize humanitarian decision-making, identify financing at local levels, empower local partners and place the resilience of communities at the centre of humanitarian programming.
- 27.26 Expected progress towards the objective is presented in the performance measure below (see table 27.5).

Table 27.5
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
—	—	Stakeholders in the humanitarian system, including governments, partners and communities in four countries (Colombia, the Niger, the Philippines, and South Sudan), commence pilot initiative for community-centric coordination and response structures	Increased active listening approaches adopted in pilot countries	Increased community participation and local actors' engagement in the design and implementation of humanitarian coordination and response structures, including financing, with a view to assessing practices for further scaling and replicating for other contexts

Deliverables

27.27 Table 27.6 lists all deliverables of the subprogramme.

Table 27.6
Subprogramme 1: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	3	3	3	3
Reports:				
1. On the strengthening of the coordination of emergency humanitarian assistance of the United Nations	1	1	1	1
2. On the protection of civilians	1	1	1	1
3. On international cooperation on humanitarian assistance in the field of natural disasters, from relief to development	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	12	12	12	12
Meetings of:				
4. The Third Committee	1	1	1	1
5. The Expert Group on the Protection of Civilians	4	4	4	4
6. The Economic and Social Council humanitarian affairs segment	5	5	5	5
7. The Economic and Social Council on transition from relief to development	2	2	2	2
B. Generation and transfer of knowledge				
Publications (number of publications)	1	1	1	1
8. Global Humanitarian Overview	1	1	1	1
Seminars, workshops, and training events (number of days)	3	3	3	3
9. Workshops on promotion of humanitarian assistance and on addressing humanitarian concerns with academic institutions and non-governmental organizations	3	3	3	3

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
Technical materials (number of materials)	2	2	2	2
10. On humanitarian assistance in the context of the multidimensional United Nations response to crises	1	1	1	1
11. On developments in the humanitarian sector	1	1	1	1
D. Communication deliverables				
Outreach programmes, special events and information materials: Global Humanitarian Policy Forum.				
Digital platforms and multimedia content: Global Humanitarian Overview website.				

Subprogramme 2

Coordination of humanitarian action and emergency response

Objective

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

Strategy

- 27.29 To contribute to the objective, the subprogramme will:
- (a) Maintain an effective coordination system to convene humanitarian actors and support senior humanitarian leadership at the global level and in countries affected by natural disasters and complex emergencies, by coordinating timely and objective multisectoral assessments and analyses of humanitarian needs; supporting response planning; and programming and monitoring the provision of assistance to people in need during and in the aftermath of emergencies;
 - (b) Promote the delivery of principled humanitarian assistance and coordinate resource mobilization efforts to reduce funding gaps that hamper humanitarian operations, including through effective partnerships with humanitarian actors, Member States, regional organizations and civil society, and the effective management and disbursement of funding from humanitarian pooled funds;
 - (c) Increase the use of anticipatory approaches and early warning early action systems to prevent and reduce human suffering, especially to disasters relating to the crisis of climate change;
 - (d) Strengthen links between humanitarian assistance and efforts to support resilience, early recovery and development to reduce the needs and vulnerabilities of affected people, ensuring that sex-, age- and disability-oriented data are taken into account in all aspects of the response.
- 27.30 The above-mentioned work is expected to result in:
- (a) Improved prioritization of humanitarian needs, based on informed and timely decision-making by humanitarian actors;
 - (b) Reduced duplication of response interventions and reduced gaps in humanitarian response;
 - (c) An adequately funded international humanitarian system, to respond to increasingly frequent natural disasters and complex emergencies.

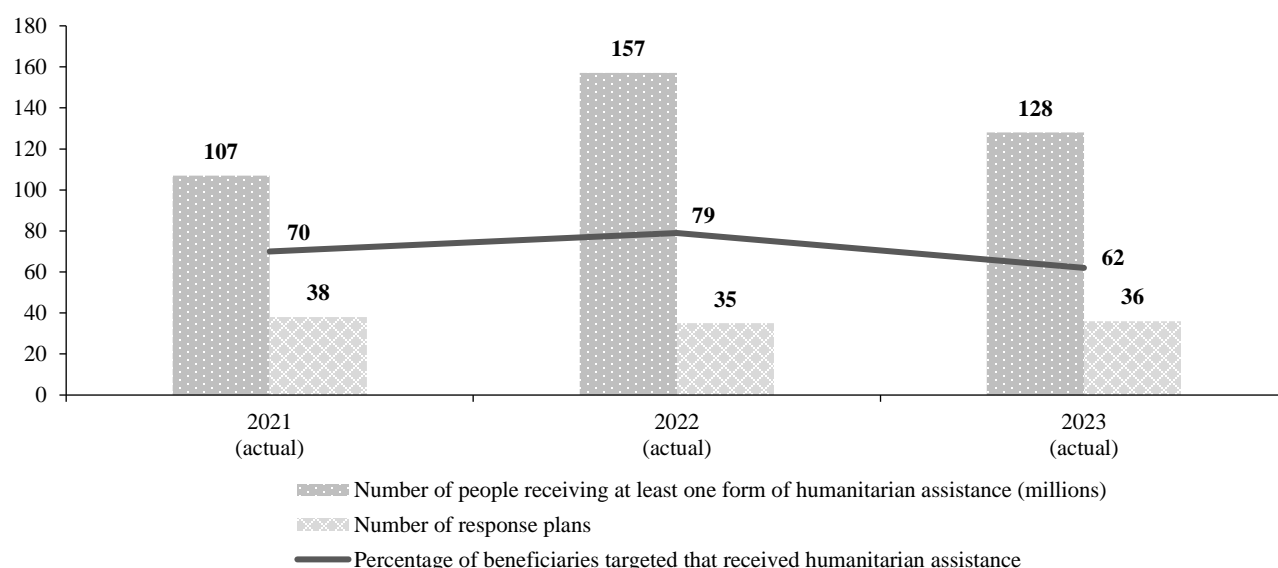
Programme performance in 2023

Reaching people in need in increasingly challenging humanitarian contexts

- 27.31 The subprogramme helped humanitarian partners in Member States to organize responses through 27 country humanitarian response plans and 9 regional plans, on the basis of a common understanding of the specific humanitarian contexts, which enabled collective and coordinated responses. Of all the people targeted by plans at the country level, humanitarian partners reached 128 million people with at least one form of assistance. Critical assistance was delivered to reduce food insecurity and avoid an escalation to famine; 119.5 million people received food, cash and voucher assistance. Feedback mechanisms were used by 19 million people, who shared their concerns, questions and complaints, ensuring that the voices of people in need and affected communities were heard within humanitarian planning and response. Effective collaboration between humanitarians and private sector actors continued: those actors supported humanitarian response in at least 15 crises in 2023, reaching more than 7.8 million people. However, 2023 was the first year since 2010 when humanitarian funding declined compared with the previous year. If this trend continues, this will have the potential to further limit the reach of humanitarian response.
- 27.32 Progress towards the objective is presented in the performance measure below (see figure 27.I).

Figure 27.I

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



Planned results for 2025

Result 1: increased use of anticipatory approaches and early warning early action systems

Programme performance in 2023 and target for 2025

- 27.33 The subprogramme's work contributed to an expansion of the scope of the anticipatory approaches in 10 countries based on lessons learned from disasters relating to climate change and the piloting of anticipatory approaches for cholera in the Democratic Republic of the Congo, which met the planned target.
- 27.34 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 27.7).

Table 27.7
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Central Emergency Response Fund-supported early action is reviewed, and lessons learned for anticipatory approaches	Increased use of anticipatory approaches by Member States, for floods in Bangladesh, Chad, Nepal and South Sudan, as well as for droughts in Burkina Faso, Ethiopia, the Niger and Somalia	Increased use of anticipatory approaches by Member States, for disasters relating to climate change in Bangladesh, El Salvador, Fiji, Guatemala, Honduras, Nicaragua, the Niger, the Philippines and Yemen, and for cholera in the Democratic Republic of Congo	Anticipatory approaches are used by humanitarian actors in 15 countries to predict and respond to the humanitarian impact of predictable hazards	Anticipatory approaches are used by humanitarian actors in 18 countries to predict and respond to the humanitarian impact of predictable hazards

Result 2: transforming humanitarian programming to improve the delivery of aid to people in need**Programme performance in 2023 and target for 2025**

- 27.35 The subprogramme's work contributed to the revision of the humanitarian programme cycle, including by integrating a new joint intersectoral analysis framework, which met the planned target.
- 27.36 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 27.8).

Table 27.8
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
—	Humanitarian programme cycle facilitation package for 2023, with initial tips on flexibility and streamlining narratives available to the humanitarian community	Revised humanitarian programme available to the humanitarian community, including a new joint intersectoral analysis framework and consolidated cross-cutting guidance as elements of the broader humanitarian programme cycle reform	75 per cent of humanitarian country operations report simplified, shorter humanitarian programme cycle processes and improved ability to focus on delivery of humanitarian assistance	85 per cent of humanitarian country operations report simplified, shorter humanitarian programme cycle and improved ability to focus on delivery of humanitarian assistance

Result 3: increased participation of local and national actors in humanitarian coordination mechanisms

Proposed programme plan for 2025

- 27.37 Crises-affected people, communities and local actors are seeking ways to influence the type of assistance that they receive and how it is provided. The subprogramme will examine how the coordinated planning processes and coordination mechanisms can be further improved to strengthen the participation of local and national actors in humanitarian action.

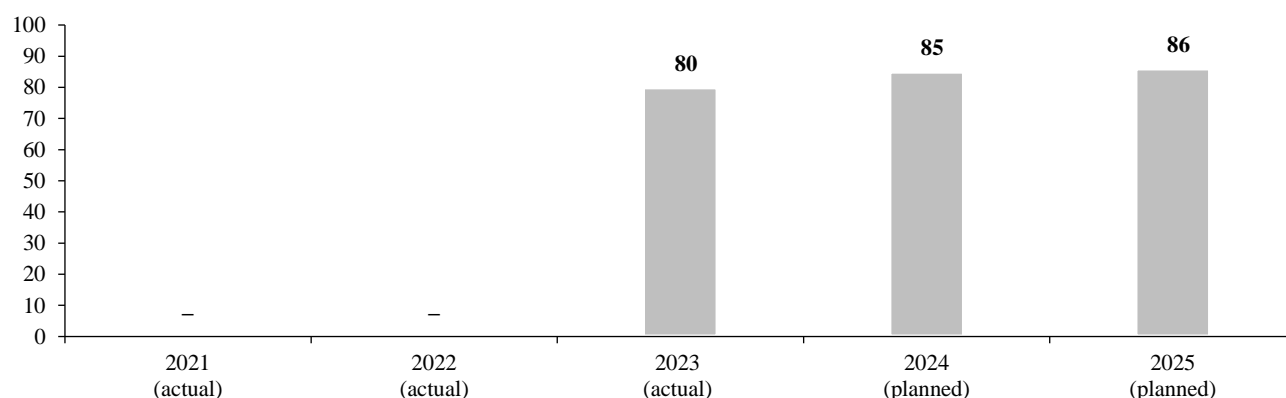
Lessons learned and planned change

- 27.38 The lesson for the subprogramme was that, as the humanitarian system continues to adapt to complex challenges, it must respond to the needs and priorities of affected people and support local actors more effectively and efficiently, to enable them to lead responses and reinforce resilience. In applying the lesson, the subprogramme will work with country offices to support the structured and consistent participation of local and national actors in humanitarian coordination mechanisms.
- 27.39 Expected progress towards the objective is presented in the performance measure below (see figure 27.II).

Figure 27.II

Performance measure: countries with local and national actors participating in humanitarian coordination mechanisms^a

(Percentage)



^a Baseline for 2023 is based on most recent data collected through the annual coordination survey.

Deliverables

- 27.40 Table 27.9 lists all deliverables of the subprogramme.

Table 27.9

Subprogramme 2: deliverables for the period 2023–2025 by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	4	5	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	4	3	3
Substantive services for meetings (number of three-hour meetings)	2	2	2	2
3. High-level meetings and side events of the General Assembly on the provision of international assistance to countries affected by humanitarian emergencies	2	2	2	2
B. Generation and transfer of knowledge				
Seminars, workshops, and training events (number of days)	2	1	–	1
4. Workshops on international humanitarian law and other emerging issues for resident coordinators/humanitarian coordinators	2	1	–	1
C. Substantive deliverables				
Consultation, advice and advocacy: briefings to the Security Council on specific complex emergency situations; informal consultations with more than 50 Member States on specific emergency situations and the financing of humanitarian requirements; consolidated inter-agency appeals for more than 60 countries and regions affected by humanitarian emergencies; consultations with humanitarian organizations in more than 60 countries on operations, policies and coordination arrangements; and consultations with Member States, regional organizations and the private sector on common humanitarian action.				
Databases and substantive digital materials: monitoring mechanisms in support of operational partners (e.g., financial tracking systems).				
D. Communication deliverables				
Outreach programmes, special events and information materials: meetings and special events on specific complex emergency situations; quarterly donor briefings on humanitarian financing; the Central Emergency Response Fund annual report; consolidated annual report on country-based pooled funds; and Global Humanitarian Overview.				
Digital platforms and multimedia content: Central Emergency Response Fund data hub.				
E. Enabling deliverables				
Administration: grant delivery allocations to United Nations humanitarian agencies and the International Organization for Migration from the Central Emergency Response Fund for new and protracted emergencies; allocation of grants from the country-based pool funds; and monitoring the humanitarian relief consignments of the United Nations humanitarian agencies and their implementing partners.				

Subprogramme 3

Emergency support services

Objective

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

Strategy

- 27.42 To contribute to the objective, the subprogramme will:
- (a) Provide effective and well-coordinated operational response support to disaster-affected States and continue to coordinate and support humanitarian actors to prepare for, plan, deliver and monitor the humanitarian response through the humanitarian programme cycle;

- (b) Strengthen the capacities of Member State mechanisms for emergency response through the management of various technical response services, including the United Nations Disaster Assessment and Coordination Team mechanism, the International Search and Rescue Advisory Group system, the environmental emergency response mechanism of the Joint Environment Unit of the United Nations Environment Programme and the Office for the Coordination of Humanitarian Affairs, as well as through the provision of training, guidance and technical support, including a continued focus on effective facilitation and functioning of inter-cluster coordination groups and their associated subgroups, and on the role and capacity of local responders;
- (c) Promote collaboration with various partner organizations, including the private sector, through the Connecting Business initiative, which is managed jointly by the Office and the United Nations Development Programme, and United Nations humanitarian civil-military coordination and humanitarian negotiation services; and by continuing to conduct courses and training sessions and meeting regularly with partners through focal points in regional and country offices;
- (d) Standardize and improve operational procedures for international urban search and rescue teams through the International Search and Rescue Advisory Group and activate and coordinate rapid response coordination platforms, such as the virtual On-Site Operations Coordination Centre and the Global Disaster Alert and Response Coordination System, as well as provide near real-time alerts on natural disasters around the world and tools to facilitate response coordination.

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

- (a) Enhanced response capacity of local, regional and international responders for natural disasters;
- (b) More efficient and timely mobilization and deployment of emergency response services;
- (c) Improved effectiveness and prioritization of preparedness and response of the national emergency management authorities in disaster-prone countries, ensuring that assistance and protection reach the people who need it most;
- (d) More effective operational engagement by humanitarian organizations with both local and international private sectors before, during and after emergencies. This will ensure that private sector contributions are well coordinated and recognized and that humanitarian interventions contribute to longer-term development goals.

Programme performance in 2023

Member States are enabled to provide rapid response to sudden-onset and complex emergencies

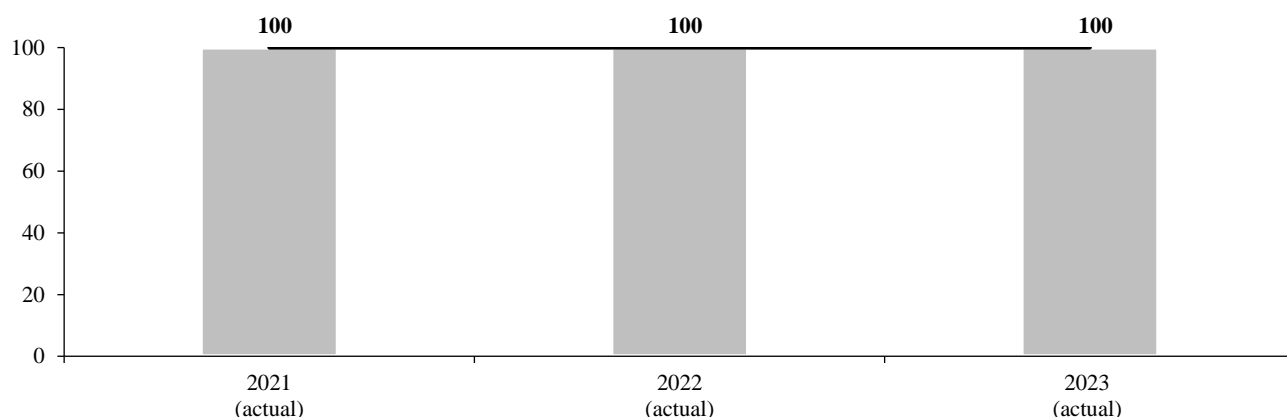
- 27.44 In 2023, the subprogramme responded to sudden-onset and complex emergencies and supported emergency preparedness in nine countries: Cabo Verde, Chile, Ghana, Libya, Morocco, Peru, the Syrian Arab Republic, Türkiye and Zambia, through the utilization of its United Nations Disaster Assessment and Coordination teams and systems.
- 27.45 Following the devastating earthquakes in Türkiye in February 2023, the United Nations Disaster Assessment and Coordination system promptly deployed a team of more than 100 experts to provide support to the Government and the United Nations system. This has been the largest United Nations Disaster Assessment and Coordination deployment to date. The International Search and Rescue Advisory Group coordinated its largest search and rescue mission to date, mobilizing 87 per cent of the Group's classified teams globally, to respond to the earthquakes in the Syrian Arab Republic and Türkiye. The deployment, comprising more than 12,000 responders from 90 countries resulted in the rescue of more than 300 people.
- 27.46 In addition, at the request of the affected Government for assistance, the United Nations Environment Programme and Joint Environment Unit responded to environmental emergencies arising from sudden-onset and complex emergencies, including in the Democratic Republic of the Congo, Mauritius and Ukraine.

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

Figure 27.III

Performance measure: United Nations Disaster Assessment and Coordination teams mobilized and dispatched to the affected country within 48 hours of receiving a request for international assistance (annual)

(Percentage)



Planned results for 2025

Result 1: crisis-affected people received emergency humanitarian assistance in the immediate aftermath of a catastrophe

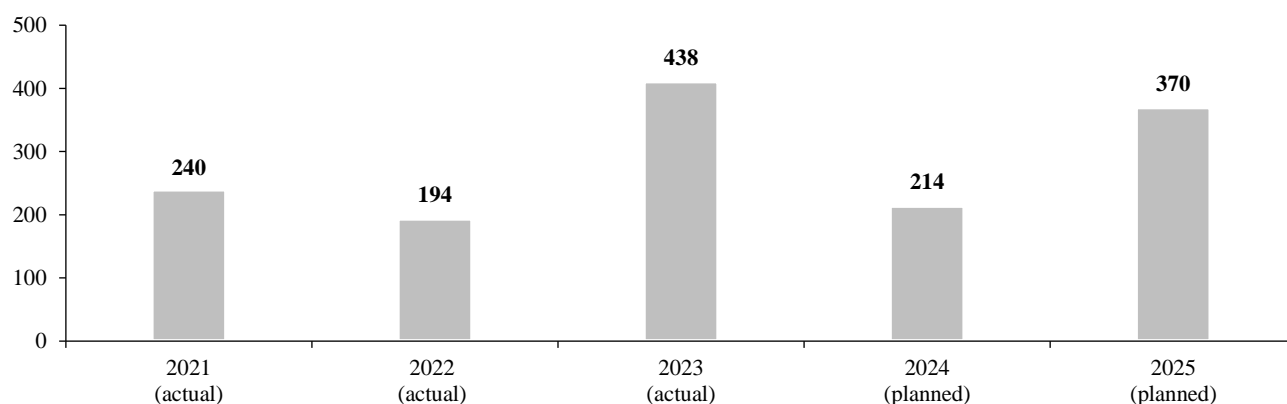
Programme performance in 2023 and target for 2025

27.48 The subprogramme's work contributed to 438 emergency responders equipped with the skills and capacity to deploy and respond to sudden-onset emergencies, which exceeded the planned target of 110 emergency responders.

27.49 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 27.IV).

Figure 27.IV

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



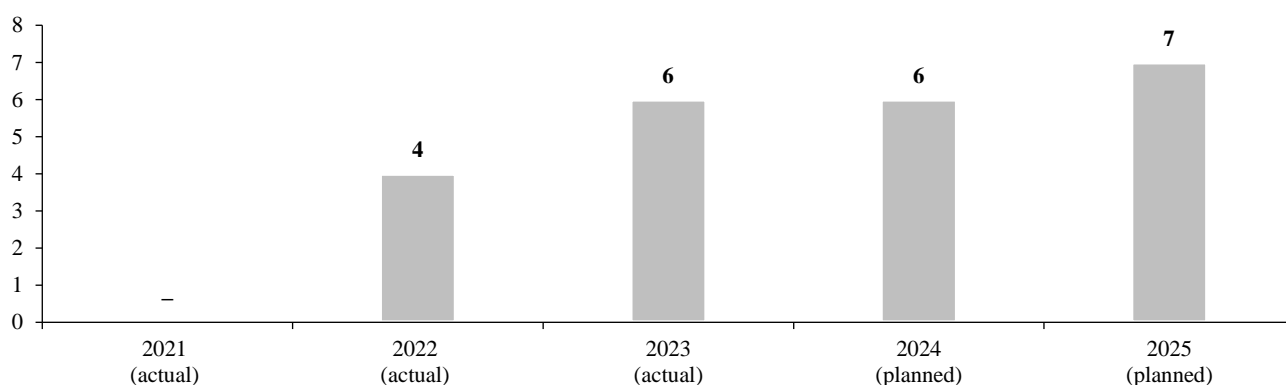
Result 2: engagement of all actors to improve access for the most vulnerable to humanitarian assistance and protection

Programme performance in 2023 and target for 2025

- 27.50 The subprogramme's work contributed to improved access for the most vulnerable to humanitarian assistance and protection through engagement and negotiation with relevant actors and stakeholders to help to ease access constraints in six contexts, which exceeded the planned target of five contexts.
- 27.51 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 27.V).

Figure 27.V

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



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

Proposed programme plan for 2025

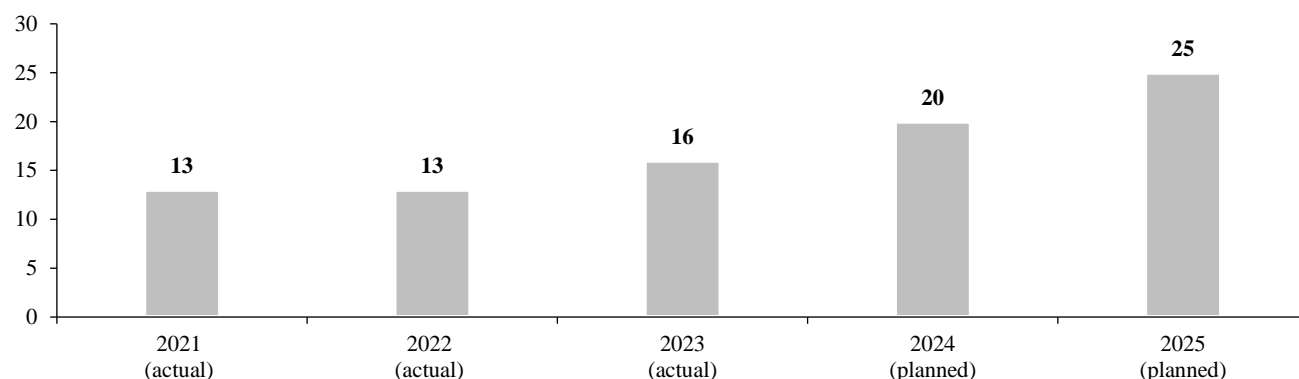
- 27.52 As the world continues to see more severe and frequent disasters, the crucial role that the private sector plays in disaster management has become more apparent. The Connecting Business initiative engages the private sector strategically before, during and after emergencies, increasing the scale and effectiveness of the response and recovery in a coordinated manner. Since the initiative's launch at the World Humanitarian Summit in May 2016, its member networks have responded to 132 crises, mobilized \$91 million and assisted more than 23 million people in need.

Lessons learned and planned change

- 27.53 The lesson for the subprogramme was that a global network of private sector humanitarian partners was more effectively established and administered by staff based in the applicable regions rather than centrally, given that the development of relationships to support public-private collaboration often depended on local knowledge. In applying the lesson, the subprogramme will strengthen the regional offices' capacity to identify new private sector partners, improve local coordination and establish additional local private sector networks.
- 27.54 Expected progress towards the objective is presented in the performance measure below (see figure 27.VI).

Figure 27.VI

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



Deliverables

27.55 Table 27.10 lists all deliverables of the subprogramme.

Table 27.10

Subprogramme 3: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	5	5	5	4
1. On the interoperability of response tools and procedures	1	1	1	1
2. On response capacity-building	4	4	4	3
Seminars, workshops, and training events (number of days)	55	156	55	139
3. Training events on various response services and field coordination (e.g., United Nations Disaster Assessment and Coordination Team; United Nations humanitarian civil-military coordination; emergency response to disasters, natural hazards and adverse effects of climate change; environmental emergencies; International Search and Rescue Advisory Group classification and reclassification exercises; and humanitarian programme cycle) at the regional and international levels	55	156	55	139
Humanitarian assistance missions (number of missions)	13	31	13	17
4. United Nations humanitarian civil-military coordination support missions	6	21	6	10
5. United Nations Disaster Assessment and Coordination Team missions (subject to occurrence of disasters and at the request of disaster-affected governments or humanitarian country teams)	7	10	7	7
C. Substantive deliverables				
Consultation, advice, and advocacy: diplomacy and engagement with Member States and key stakeholders to facilitate humanitarian access; and advisory services to 70 key stakeholders and Member States on rapid response coordination, including United Nations humanitarian civil-military coordination and integrating environmental considerations into humanitarian response.				
Databases and substantive digital materials: guidance, tools and handbooks on humanitarian coordination response services; electronic tools relating to rapid response and humanitarian coordination; and roster for humanitarian coordinators and operational partners.				
D. Communication deliverables				
Outreach programmes, special events and information materials: annual partnership and outreach events, and special meetings to facilitate collaboration and interoperability among 2,500 stakeholders, including humanitarian responders, governments, donors, military, civil society and the private sector; and guidance materials on emergency response services annually.				
Digital platforms and multimedia content: websites for technical humanitarian response services and private sector contribution trackers.				

Subprogramme 4

Humanitarian emergency information and advocacy

Objective

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

Strategy

- 27.57 To contribute to the objective, the subprogramme will:
- (a) Intensify its efforts to raise public awareness of international humanitarian law through targeted communications, clear and accessible messages and proactive media engagement;
 - (b) Produce and improve its analytical information products, including digital products and services.
- 27.58 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 unhindered access to humanitarian assistance;
 - (b) Improved humanitarian decisions based on more timely and accurate information on humanitarian crises, including intersectoral analysis of the humanitarian situation and its severity and needs.

Programme performance in 2023

Humanitarian actors provide more timely and tailored support to countries in need

- 27.59 In a humanitarian emergency, it is crucial to ensure that the humanitarian community has access to relevant information. This facilitates a comprehensive understanding of the situation and supports informed decision-making, which are essential for effective response efforts. In 2023, the subprogramme completed the transition of the Office's humanitarian coordination platform from HumanitarianResponse.info to ReliefWeb Response, a new specialized digital service launched in 2022 to provide an authoritative source of information in new and existing humanitarian operations. The platform is integrated strongly with existing ReliefWeb services and leverages ReliefWeb content management expertise and technology to ensure that humanitarians can share, find and reuse critical information quickly and efficiently. Humanitarian partners on the ground can upload and moderate content to match the needs of the humanitarian or emergency response in the country. At the end of 2023, the platform contained live operations, with humanitarian actors able to utilize the platform to provide more efficient, responsive and targeted humanitarian assistance.

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

Table 27.11

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
—	—	ReliefWeb Response facilitates situational understanding and decision-making, with 18.1 million users in 56 humanitarian operations

Planned results for 2025

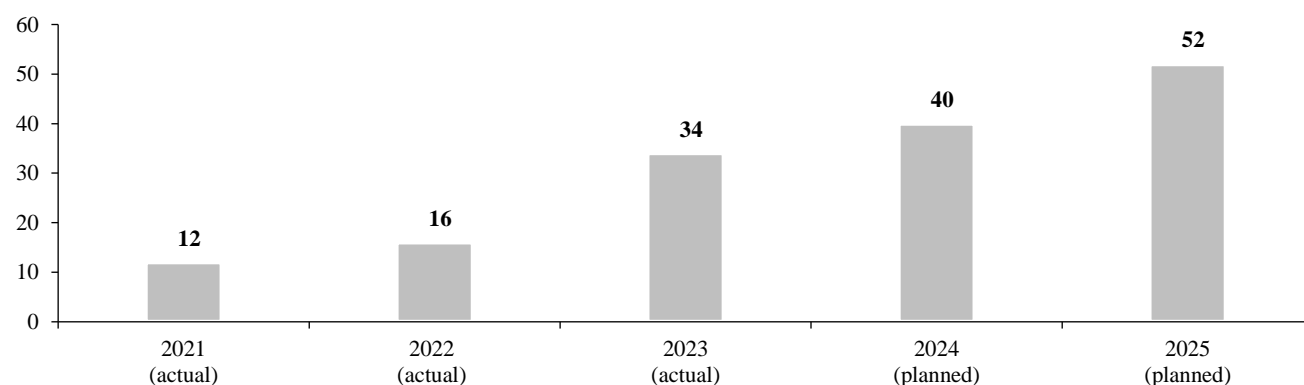
Result 1: strengthened disaster risk analysis for humanitarian response

Programme performance in 2023 and target for 2025

- 27.61 The subprogramme's work contributed to 34 countries with strengthened risk analysis capacities for humanitarian response, which did not meet the planned target of 38 countries. The target was not met owing to the time required for assessing and integrating new anticipatory approaches and early warning and early action systems into operations.
- 27.62 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 27.VII).

Figure 27.VII

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



Result 2: strengthened advocacy for an adequate response to humanitarian situations

Programme performance in 2023 and target for 2025

- 27.63 The subprogramme's work contributed to strengthening advocacy for adequate response to humanitarian crises, with \$5 billion pledged through high-level pledging conferences on the Horn of Africa, the Sudan and Yemen, which met the planned target.
- 27.64 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 27.12).

Table 27.12

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
\$6 billion pledged through the virtual high-level pledging event for the humanitarian situation in Yemen and the fifth Brussels Conference on Supporting the Future of Syria and the Region	\$9.9 billion pledged through the sixth Brussels Conference on Supporting the Future of Syria and the Region, the Ukraine flash appeal and the high-level pledging conference on Afghanistan	\$5 billion pledged through high-level pledging conferences on the Horn of Africa, the Sudan and Yemen	Pledges enable adequate response to humanitarian situations	Pledges enable adequate response to humanitarian situations

Result 3: reliable network and connectivity services for humanitarian responders

Proposed programme plan for 2025

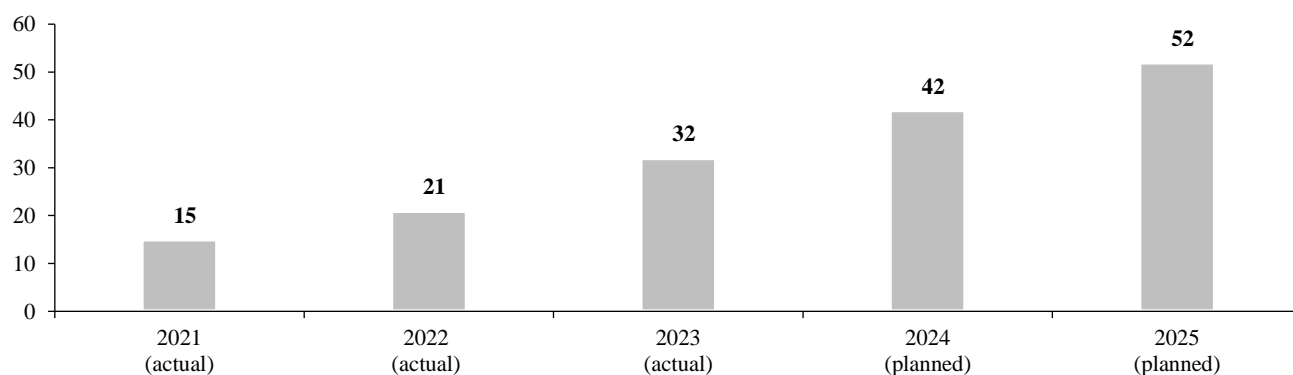
- 27.65 Having reliable network and connectivity services is vital for successful humanitarian action. In crisis situations, efficient communication and information exchange are key to assessing needs, coordinating assistance and delivering timely responses. Reliable connectivity ensures that humanitarian workers can maintain contact with one other and with affected communities, gain access to and share critical data, and manage resources effectively. The subprogramme operates in locations classified as hard-to-reach areas. Such areas have difficulties in gaining access to stable and reliable Internet connectivity, as well as personnel to support its ICT infrastructure, and stable power supply.

Lessons learned and planned change

- 27.66 The lesson for the subprogramme was the importance of identifying suitable approaches for the locations lacking proper ICT infrastructure. The subprogramme evaluated various approaches to ensure adequate connectivity through a pilot programme in emergency contexts. In applying the lesson, the subprogramme will provide tailored and ready-to-deploy kits for connectivity in such locations. This stock is composed of mainly quick-to-deploy kits for Internet access through satellite and solar panel systems for an independent power source. Using solar power or generators will help to ensure connectivity, notwithstanding disruptions in power supply within a country.
- 27.67 Expected progress towards the objective is presented in the performance measure below (see figure 27.VIII).

Figure 27.VIII

Performance measure: number of quick-to-deploy kits used by humanitarian responders in crises-affected locations (cumulative)



Deliverables

- 27.68 Table 27.13 lists all deliverables of the subprogramme.

Table 27.13

Subprogramme 4: deliverables for 2025, by category and subcategory*Category and subcategory***C. Substantive deliverables**

Advocacy: shared public advocacy with humanitarian partners, including a humanitarian advocacy and communications group to strengthen consistency in messaging.

Databases and substantive digital materials: field guides, maps and other reference information for more than 1,000 humanitarian operational partners; and information management, shared data standards for information exchange in the humanitarian community, databases and electronic tools, including the International Search and Rescue Advisory Group urban search and rescue directory and common risk and vulnerability assessment methodologies and tools.

D. Communication deliverables

Outreach programmes, special events and information materials: information materials on coordination of humanitarian action; and World Humanitarian Day campaign on protection of humanitarian workers.

External and media relations: daily media updates to United Nations accredited correspondents through the noon briefing in New York and twice-weekly Palais des Nations briefings in Geneva; at least 12 on-the-record and background media briefings for global media outlets and two dozen interviews to advocate assistance for people caught in humanitarian crises, to reach decision-making audiences in donor countries and countries with humanitarian situations; and comprehensive communications for the launch of the Global Humanitarian Overview (annual consolidated appeals), in support of the Central Emergency Response Fund, and of pledging conferences for large humanitarian crises.

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

E. Enabling deliverables

Information and communications technology: global information and communications technology and product support for collaboration services; and information and communications technology for emergency response and business continuity services, business intelligence and data analysis services.

B. Proposed post and non-post resource requirements for 2025

Overview

- 27.69 Pursuant to paragraph 20 of General Assembly resolution [77/262](#), the Office carried out a spending review as part of its proposed budget exercise for 2025. With the engagement of all programme managers, a review was carried out for each subprogramme and component of the Office, including an in-depth analysis of the most recent post complement and functional profiles and non-post resource requirements and distribution, with a view to determining the optimal level and distribution of resources required to implement the mandates of the Office and to achieve results.
- 27.70 Over the past five years, the Office's continuing¹ regular budget resources (amounting to an annual average of \$14.7 million) represented 5 per cent of the Office's overall budgetary requirements. The remaining 95 per cent was funded from voluntary contributions (amounting to an annual average of \$328.5 million). With regard to posts, the Office has maintained 71 established regular budget-funded posts (1 Under-Secretary-General, 1 Assistant Secretary-General, 3 D-2, 3 D-1, 11 P-5, 16 P-4, 14 P-3, 5 P-2/1, 2 General Service (Principal level) and 15 General Service (Other level)) over the past five years, which, on average, represent 3 per cent of the Office's staffing capacity, with the remaining 97 per cent (an annual average of 2,137 posts) funded from extrabudgetary resources.
- 27.71 The majority of the Office's continuing regular budget resources fall under posts (89 per cent) and non-post resources account for the remaining 11 per cent. A review of the Office's 71 posts, including its current distribution, in which the majority (56 posts) support the Office's programme of work, indicated that the current level and distribution continued to be required. Accordingly, no changes are proposed to the current complement of approved posts for 2024.
- 27.72 With regard to non-post resources, the spending review resulted in a redistribution of resources across various objects of expenditure, under the programme support component, as follows:
- (a) Redeployment of \$30,000 from general operating expenses (\$15,000) and furniture and equipment (\$15,000) to contractual services to cover the costs of upgrading staff skills to enhance the work of the Office in support of Member States. Areas of training would include strengthening awareness on misinformation, disinformation and hate, building modern data and digital expertise to improve data collection, governance and digitally enable solutions, instilling strategic foresight and behavioural science to navigate change and make better choices and decisions, and managing staff health and well-being in stressful work settings. Taking into account prior expenditure experience, resources from general operating expenditure under communications (\$8,000) and miscellaneous services (\$7,000) and furniture and equipment under office automation equipment (\$15,000) would be redeployed to contractual services under training and retraining (\$30,000) to fund the above training activities;
 - (b) Redeployment of \$195,400 from general operating expenditure to contractual services to reflect the posting of expenditure relating to communications under contractual services, which resulted in overexpenditure under contractual services for the past three years.
- 27.73 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 27.14 to 27.16.

¹ Regular budget resources of a continuing nature that are not time-bound. In the context of the Office, the spending review excluded resources to support the Black Sea Initiative, the United Nations Monitoring Mechanism for the Syrian Arab Republic and for Ebola prevention that were time-bound.

Table 27.14

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Posts	14 131.9	14 209.4	–	–	–	–	–	–	14 209.4
Other staff costs	3 837.7	6 8769.9	(6 575.3)	–	(1 336.5)	(5 238.8)	(76.3)	(76.3)	1 631.1
Hospitality	–	6.3	(3.4)	–	–	(3.4)	(54.0)	(54.0)	2.9
Consultants	–	54.1	(54.1)	–	–	(54.1)	(100.0)	(100.0)	–
Travel of staff	560.5	644.8	(394.9)	–	(198.4)	(196.5)	(30.5)	(30.5)	448.3
Contractual services	359.3	306.9	(146.5)	–	262.4	115.9	37.8	37.8	422.8
General operating expenses	258.0	420.6	(158.8)	–	(91.1)	(249.9)	(59.4)	(59.4)	170.7
Supplies and materials	21.0	72.1	(66.9)	–	62.5	(4.4)	(6.1)	(6.1)	67.7
Furniture and equipment	28.3	256.8	(226.1)	–	(15.0)	(241.1)	(93.9)	(93.9)	15.7
Grants and contributions	2 704.2	4 294.9	(3 458.5)	–	–	(3 458.5)	(80.5)	(80.5)	836.4
Other	(1.0)	–	–	–	–	–	–	–	–
Total	21 899.9	27 135.8	(11 084.5)	–	(1 753.7)	(9 330.8)	(34.4)	(34.4)	17 805.0

Table 27.15

Overall: proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	71	1 USG, 1 ASG, 3 D-2, 3 D-1, 11 P-5, 16 P-4, 14 P-3, 5 P-2/1, 2 GS (PL), 15 GS (OL)
Post changes	–	–
Proposed for 2025	71	1 USG, 1 ASG, 3 D-2, 3 D-1, 11 P-5, 16 P-4, 14 P-3, 5 P-2/1, 2 GS (PL), 15 GS (OL)

Table 27.16

Overall: proposed posts by category and grade

(Number of posts)

Category and grade	Changes				Total	2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other		
Professional and higher						
USG	1	–	–	–	–	1
ASG	1	–	–	–	–	1
D-2	3	–	–	–	–	3
D-1	3	–	–	–	–	3

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); USG, Under-Secretary-General.

Part VI Humanitarian assistance

Category and grade	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
P-5	11	—	—	—	—	11
P-4	16	—	—	—	—	16
P-3	14	—	—	—	—	15
P-2/1	5	—	—	—	—	5
Subtotal	54	—	—	—	—	54
General Service and related						
GS (PL)	2	—	—	—	—	2
GS (OL)	15	—	—	—	—	15
Subtotal	17	—	—	—	—	17
Total	71	—	—	—	—	71

27.74 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 27.17 to 27.19 and figure 27.IX.

27.75 As shown in tables 27.17 (1) and 27.18 (1), the overall resources proposed for 2025 amount to \$17,805,000 before recosting, reflecting a net decrease of \$9,330,800 (or 34.4 per cent) compared with the approved budget for 2024. Resource changes result from other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 27.17

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

(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	Changes						2025 estimate (before recosting)	
	2023 expenditure	2024 approved	Technical adjustments	New/ expanded mandates	Other	Total		Percentage
A. Executive direction and management								
1. Executive direction and management	1 960.1	2 026.1	—	—	—	—	—	2 026.1
2. United Nations Monitoring Mechanism for the Syrian Arab Republic	1 929.2	2 447.0	(2 447.0)	—	—	(2 447.0)	(100.0)	—
3. Black Sea Initiative support office	4 738.0	8 637.5	(8 637.5)	—	—	(8 637.5)	(100.0)	—
Subtotal, A	8 627.3	13 110.6	—	—	—	(11 084.5)	(84.5)	2 026.1
B. Programme of work								
1. Policy and analysis	609.1	696.3	—	—	—	—	—	696.3
2. Coordination of humanitarian action and emergency response	5 800.8	6 127.3	—	—	1 753.7	1 753.7	28.6	7 881.0
3. Emergency support services	3 229.1	3 484.0	—	—	—	—	—	3 484.0

Section 27 Humanitarian assistance

Component/subprogramme	Changes							2025 estimate (before recosting)
	2023 expenditure	2024 approved	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
4. Humanitarian emergency information and advocacy	2 010.5	1 899.1	–	–	–	–	–	1 899.1
Subtotal, B	11 649.5	12 206.7	–	–	1 753.7	1 753.7	14.4	13 960.4
C. Programme support	1 623.1	1 818.5	–	–	–	–	–	1 818.5
Subtotal, 1	21 899.9	27 135.8	(11 084.5)	–	1 753.7	(9 330.8)	(34.4)	17 805.0

(2) Extrabudgetary

Component/subprogramme	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
A. Executive direction and management	5 229.8	3 774.6	5 335.8	141	9 110.4
B. Programme of work					
1. Policy and analysis	1 124.2	1 842.2	–	–	1 842.2
2. Coordination of humanitarian action and emergency response ^a	266 568.6	276 500.8	–	–	276 500.8
3. Emergency support services	24 900.0	27 091.9	–	–	27 091.9
4. Humanitarian emergency information and advocacy	18 086.5	20 896.1	–	–	20 896.1
Subtotal, B	310 679.3	326 331.0	–	–	326 331.0
C. Programme support	27 504.5	30 783.3	(5 335.8)	(17.0)	25 447.5
Subtotal, 2	343 413.6	360 888.9	–	–	360 888.9
Total (1+2)	365 313.5	388 024.7	(9 330.8)	(2.4)	378 693.9

^a Excludes resources 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. The 2023 expenditure amounted to \$2.9 billion and the estimates for 2024 and 2025 amount to \$3.6 billion and \$3.7 billion, respectively.

Table 27.18

Overall: proposed posts for 2025 by source of funding, component and subprogramme

(Number of posts)

(1) Regular budget

Component/subprogramme	Changes				2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	
A. Executive direction and management	8	–	–	–	8
B. Programme of work					
1. Policy and analysis	3	–	–	–	3
2. Coordination of humanitarian action and emergency response	26	–	–	–	26

Part VI Humanitarian assistance

Component/subprogramme	2024 approved	Changes				2025 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
3. Emergency support services	17	—	—	—	—	17
4. Humanitarian emergency information and advocacy	10	—	—	—	—	10
Subtotal, B	56	—	—	—	—	56
C. Programme support	7	—	—	—	—	7
Subtotal, 1	71	—	—	—	—	71

(2) Extrabudgetary

Component/subprogramme	2024 estimate	Change	2025 estimate
A. Executive direction and management	13	22	35
B. Programme of work			
1. Policy and analysis	5	—	5
2. Coordination of humanitarian action and emergency response	1 942	—	1 942
3. Emergency support services	96	—	96
4. Humanitarian emergency information and advocacy	75	—	75
Subtotal, B	2 118	—	2 118
C. Programme support	113	(21)	92
Subtotal, 2	2 244	1	2 245
Total (1+2)	2 315	1	2 316

Table 27.19

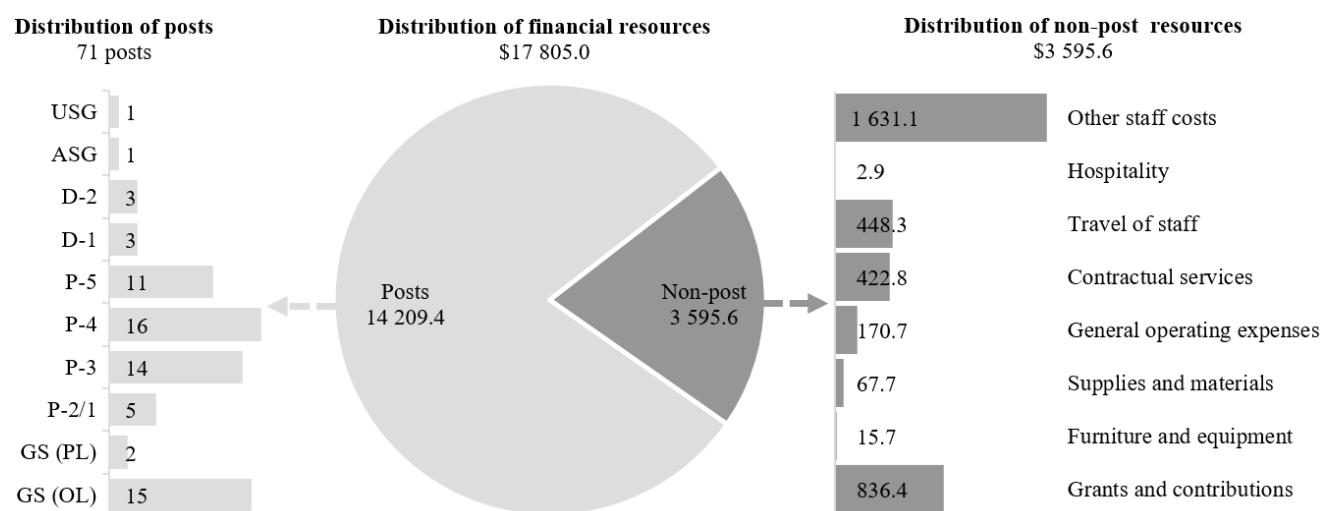
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	14 132.0	14 209.4	—	—	—	—	—	14 209.4
Non-post	7 767.9	12 926.4	(11 084.5)	—	1 753.7	(9 330.8)	(72.2)	3 595.6
Total	21 899.9	27 135.8	(11 084.5)	—	1 753.7	(9 330.8)	(34.4)	17 805.0
Post resources by category								
Professional and higher		54	—	—	—	—	—	54
General Service and related		17	—	—	—	—	—	17
Total		71	—	—	—	—	—	71

Figure 27.IX
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

27.76 As shown in table 27.17 (1), resource changes reflect a net decrease of \$9,330,800. as follows:

Technical adjustments

- (a) **Executive direction and management (decrease of \$11,084,500).** The proposed decrease reflects:
- (i) The decrease of \$2,447,000 relating to the removal of all requirements to support the United Nations Monitoring Mechanism for the Syrian Arab Republic, following the non-renewal of the mandate by the Security Council beyond 10 July 2023. The amounts fall under other staff costs (\$2,107,600), travel of staff (\$132,500), contractual services (\$13,800), general operating expenses (\$99,900), supplies and materials (\$31,500) and furniture and equipment (\$61,700);
 - (ii) The decrease of \$8,637,500 relating to the removal of all requirements to support the Black Sea Initiative support office, following the non-renewal of the Initiative beyond 17 July 2023. The amounts fall under other staff costs (\$4,467,700), hospitality (\$3,400), consultants (\$54,100), travel of staff (\$262,400), contractual services (\$132,700), general operating expenses (\$58,900), supplies and materials (\$35,400), furniture and equipment (\$164,400) and grants and contributions (\$3,458,500).

Other changes

- 27.77 (a) **Subprogramme 2, Coordination of humanitarian action and emergency response (increase of \$1,753,700).** The increase of \$1,753,700 relates to requirements for the monitoring of all humanitarian relief consignments of the United Nations humanitarian agencies and their implementing partners to the north-west of the Syrian Arab Republic. The requirements take into account the continued requirements for the monitoring of all humanitarian relief consignments as supported by the General Assembly in its resolution 78/222. The requirements would provide for:

- (i) Other staff costs: the increase of \$1,336,500 would cover the costs of 10 general temporary positions and 3 United Nations Volunteers that would undertake the monitoring of all humanitarian relief consignments of the United Nations humanitarian agencies and their implementing partners to the north-west of the Syrian Arab Republic. The 13 positions include 1 Humanitarian Affairs Officer (P-4), 1 Humanitarian Affairs Liaison Officer (P-4), 1 Humanitarian Affairs Officer (P-3), 2 Associate Humanitarian Affairs (Inspection) Officers (P-2), 1 Senior Liaison Officer (National Professional Officer), 1 Administrative Associate (Local level), 3 Drivers (Local level) and 3 Associate Inspection Officers (International United Nations Volunteer);
- (ii) Travel of staff: the increase of \$198,400 would provide for travel of staff within the region to conduct coordination meetings with the Government of Türkiye, the monitoring of cross-border operations, and consultations with Headquarters and other stakeholders on the implementation of the mandate;
- (iii) Contractual services: the increase of \$37,000 would provide for translation and interpretation services, software licence fees, car rentals, conference event management and public information production costs;
- (iv) General operating expenses: the increase of \$119,300 would provide for communications and information technology services and the rental of furniture and equipment to support the operations;
- (v) Supplies and materials: the increase of \$62,500 would provide for operational equipment supplies, including maps and flags, public information, and stationery and office supplies.

Extrabudgetary resources

- 27.78 As reflected in tables 27.17 (2) and 27.18 (2), extrabudgetary resources (including in-kind) amount to \$360,888,900. The resources would complement regular budget resources and would be used mainly to provide for 2,245 posts (36 D-1, 100 P-5, 290 P-4, 333 P-3, 28 P-2, 664 National Professional Officer, 8 General Service (Principal level), 101 General Service (Other level) and 685 (Local level)) and non-post resources, and would be used mainly to support the coordination and delivery of humanitarian assistance.
- 27.79 The extrabudgetary resources under the present section are subject to the oversight of the Office, which has delegated authority from the Secretary-General.

Executive direction and management

- 27.80 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 and the Office of the Assistant Secretary-General and Deputy Emergency Relief Coordinator. The Office of the Under-Secretary-General oversees the Internally Displaced Persons Unit, the Strategic Communication Branch and the climate team. The Office of the Assistant Secretary-General oversees the new planning and performance branch (which includes the activities of the Evaluation and Oversight Section, the People and Culture Section and the Strategic Planning, Performance Monitoring and Risk Management Section), the Policy Branch, the Operations and Advocacy Division, the Coordination Division, the Information Management Branch, the Executive Office, the Gender Unit, the Regional, Field and Disaster Response Adviser offices and the Financing and Partnerships Division.

- 27.81 The overall responsibilities of the executive direction and management component include the following:
- (a) Provide overall direction, management and policy guidance to the offices in New York and Geneva and in the field, including leadership in the coordination of the overall response of the international community to disasters and humanitarian emergencies;
 - (b) Undertake humanitarian diplomacy with Governments of affected countries, including the facilitation of access to emergency areas for the rapid delivery of humanitarian assistance;
 - (c) Provide oversight of the humanitarian coordination leadership in the field, as well as management of the field operations;
 - (d) Lead on the humanitarian finances and resource mobilization functions, manage the emergency services on behalf of the United Nations system and coordinate with Member States, donors and partners;
 - (e) Facilitate the work of the Inter-Agency Standing Committee in relation to policy development and advocacy in the humanitarian sector;
 - (f) Act as the main adviser to the Secretary-General on humanitarian issues and cooperate closely with other United Nations offices in the planning and coordination of United Nations humanitarian assistance activities in crisis situations;
 - (g) 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;
 - (h) Interact with Member States, intergovernmental organizations, non-governmental organizations 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;
 - (i) Serve as Chair of the Inter-Agency Standing Committee Working Group and act on behalf of the Emergency Relief Coordinator in his/her absence;
 - (j) Provide strategic advice on issues relating to internally displaced persons and engage with relevant partners to drive the implementation of the Secretary General's action agenda on internal displacement, including through membership in the Steering Group on Internal Displacement Solutions and co-chairing of the GP2.0 multi-stakeholder global platform on internal displacement;
 - (k) Manage and coordinate internal evaluations of the Office for the Coordination of Humanitarian Affairs and inter-agency evaluations, provide secretariat services and chair the Inter-agency Humanitarian Evaluation steering group and coordinate external oversight to ensure organization compliance with audits and evaluation recommendations;
 - (l) Coordinate and lead the work of the Office on gender equality in humanitarian action and the response to gender-based violence in emergencies, strengthen capacities and provide technical guidance, support and training on gender, including through the gender community of practice, influence improved gender analysis and support the Office's work on integrating a gender perspective into every stage of the humanitarian programme cycle;
 - (m) Foster a kind and respectful organizational culture, through strategic and meaningful efforts in diversity and inclusion, learning and staff development and welfare;
 - (n) Provide guidance on and oversee the strategic planning and prioritization of activities of the offices at Headquarters and in the field, organizational risk management, business continuity planning and performance monitoring.
- 27.82 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability

information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Office is integrating environmental management practices into its operations. As part of its environmental management system, the Office is developing an environment and climate action strategy, a policy and an information and analysis dashboard. Country-level initiatives include waste management processes that promote recycling, reduction in the use of single-use plastics and continuous guidance to countries on conducting environmental impact assessments in humanitarian action and integrating environmental and climate considerations into programming.

- 27.83 In 2025, the Office will systematically measure and report on environmental performance through the implementation of its environmental management system. The Office will map its programmatic and operational environmental impacts, work to reduce adverse environmental impacts and maintain climate neutrality through a variety of initiatives. Such initiatives include increasing its use of videoconference and remote meeting options, consistently reviewing its vehicle fleet to ensure that replacements are made only if required and moving to shared facilities when safe, practical and in line with the humanitarian principles, in order to reduce its environmental footprint.
- 27.84 Information on the timely submission of documentation and advance booking for air travel is reflected in table 27.20. Managers are asked to implement preventive and corrective measures. Compliance rates are monitored and statistics and trends are distributed to managers on a quarterly basis. In 2025, the Office will continue to implement measures to improve the compliance rate for air tickets, including: (a) advance planning and nomination of travellers; (b) onboarding of staff in advance with contingencies in place (e.g., advance request for visas); and (c) undertaking communication to staff and managers to raise awareness of the requirement. In 2023, the Office continued to submit nearly all its documents within the prescribed timelines.

Table 27.20

Compliance rate

(Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Timely submission of documentation	100	100	98	100	100
Air tickets purchased at least two weeks before the commencement of travel	16	21.7	26	100	100

- 27.85 The proposed regular budget resources for 2025 amount to \$2,026,100 and reflect a decrease of \$11,084,500 compared with the approved budget for 2024. The proposed change is explained in paragraph 27.76 (a) above. Additional details on the distribution of the proposed resources for 2025 are reflected in table 27.21 and figure 27.X.

Table 27.21

Executive direction and management: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

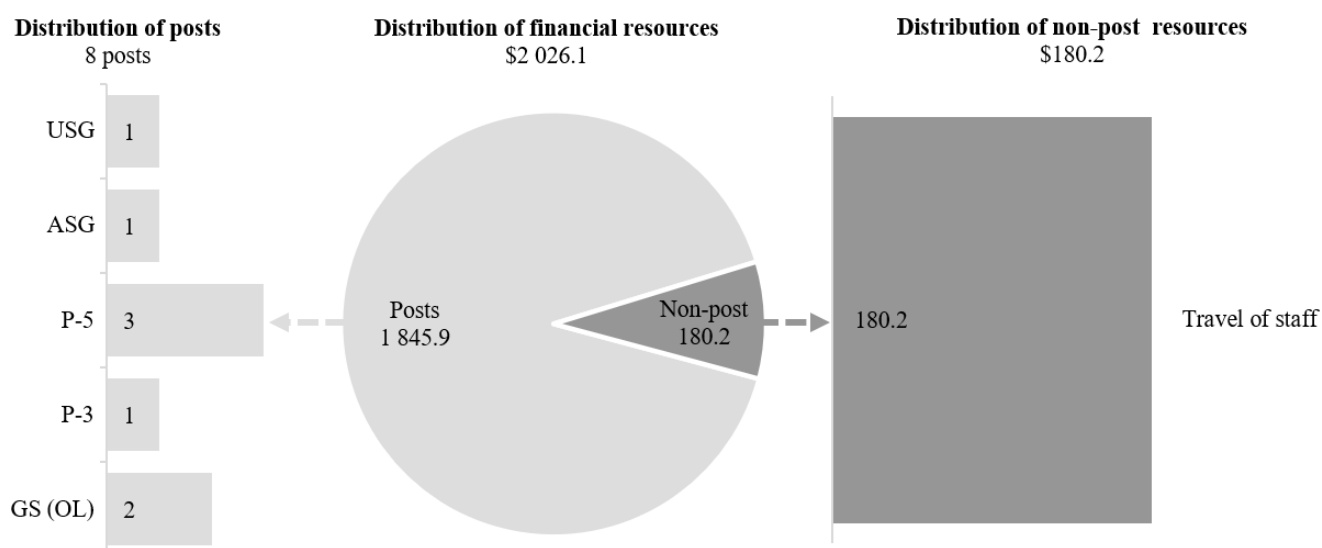
	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	1 801.4	1 845.9	–	–	–	–	–	1 845.9
Non-post	6 825.9	11 264.7	(11 084.5)	–	–	(11 084.5)	(98.4)	180.2
Total	8 627.3	13 110.6	–	–	–	(11 084.5)	(84.5)	2 026.1

	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Post resources by category								
Professional and higher		6	—	—	—	—	—	6
General Service and related		2	—	—	—	—	—	2
Total		8	—	—	—	—	—	8

Figure 27.X

Executive direction and management: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)

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

- 27.86 The proposed regular budget resources for 2025 amount to \$696,300 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 27.22 and figure 27.XI.

Table 27.22

Subprogramme 1: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	609.1	696.3	—	—	—	—	—	696.3
Total	609.1	696.3	—	—	—	—	—	696.3

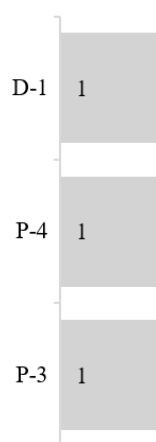
	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Post resources by category								
Professional and higher		3	—	—	—	—	—	3
Total		3	—	—	—	—	—	3

Figure 27.XI

Subprogramme 1: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)

Distribution of posts
3 posts



Subprogramme 2
Coordination of humanitarian action and emergency response

27.87 The proposed regular budget resources for 2025 amount to \$7,881,000 and reflect an increase of \$1,753,700 compared with the approved budget for 2024. The proposed increase is explained in paragraph 27.77 (a) above. Additional details on the distribution of the proposed resources for 2025 are reflected in table 27.23 and figure 27.XII.

Table 27.23

Subprogramme 2: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

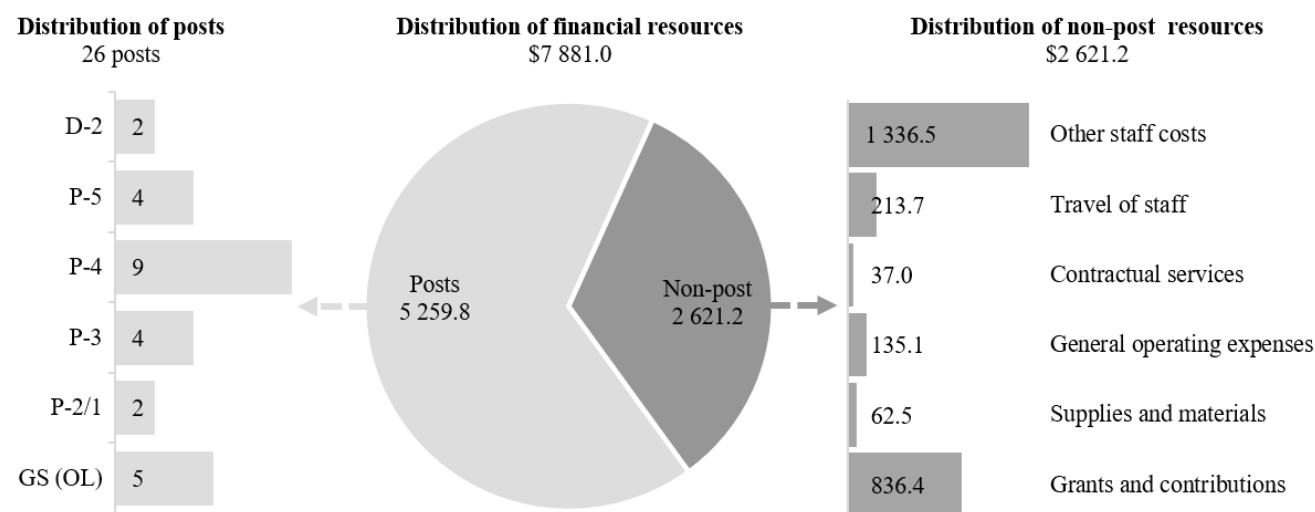
	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	5 425.0	5 259.8	—	—	—	—	—	5 259.8
Non-post	375.8	867.5	—	—	1 753.7	1 753.7	202.0	2 621.2
Total	5 800.8	6 127.3	—	—	1 753.7	1 753.7	28.6	7 881.0

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Post resources by category								
Professional and higher		21	—	—	—	—	—	21
General Service and related		5	—	—	—	—	—	5
Total		26	—	—	—	—	—	26

Figure 27.XII

Subprogramme 2: distribution of proposed resources for 2025 (before recosting)

((Number of posts/thousands of United States dollars))


**Subprogramme 3
Emergency support services**

27.88 The proposed regular budget resources for 2025 amount to \$3,484,000 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 27.24 and figure 27.XIII.

Table 27.24

Subprogramme 3: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

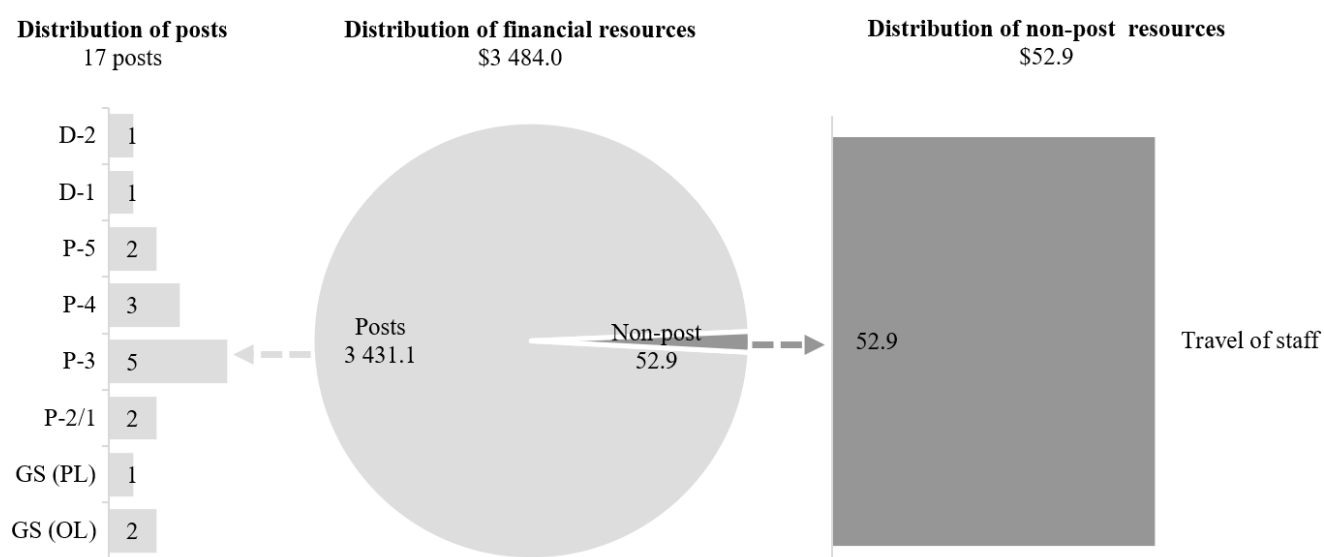
	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	3 194.6	3 431.1	—	—	—	—	—	3 431.1
Non-post	34.4	52.9	—	—	—	—	—	52.9
Total	3 229.1	3 484.0	—	—	—	—	—	3 484.0

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Post resources by category								
Professional and higher		14	—	—	—	—	—	14
General Service and related		3	—	—	—	—	—	3
Total		17	—	—	—	—	—	17

Figure 27.XIII

Subprogramme 3: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)


Subprogramme 4
Humanitarian emergency information and advocacy

27.89 The proposed regular budget resources for 2025 amount to \$1,899,100 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 27.25 and figure 27.XIV.

Table 27.25

Subprogramme 4: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

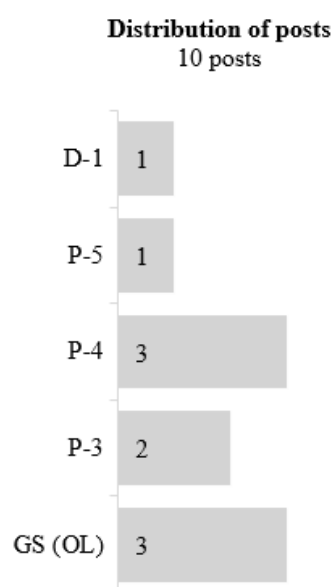
	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	2 010.5	1 899.1	—	—	—	—	—	1 899.1
Total	2 010.5	1 899.1	—	—	—	—	—	1 899.1

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Post resources by category								
Professional and higher		7	—	—	—	—	—	7
General Service and related		3	—	—	—	—	—	3
Total		10	—	—	—	—	—	10

Figure 27.XIV

Subprogramme 4: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Programme support

- 27.90 The programme support component comprises the Executive Office, the Human Resources Section, the Procurement, Asset Management and Logistics Section, the Legal and Travel Units and the Budget and Finance Section.
- 27.91 The main responsibilities of the programme support component include: (a) overseeing the financial, human resources, procurement of goods and services and general administrative aspects of the Office and providing guidance on administrative matters; (b) supporting senior management in formulating policies and instructions, including financial management, workforce planning and staff rostering; (c) coordinating departmental programme budgets and presentations to legislative bodies; (d) continuing to focus on workforce and succession planning, as well as career and staff development, in line with the human resources strategy and the staff strategy; (e) improving financial monitoring and projections of funding requirements for future budgets, managing and effectively utilizing resources, capturing and sharing field information and ensuring the accurate and timely reporting of financial transactions; and (f) focusing on enhancing the service orientation and client focus of administrative support under programme support.
- 27.92 The proposed regular budget resources for 2025 amount to \$1,818,500 and reflect cost-neutral changes that result from the spending review as explained in paragraph 27.72 above. Additional

details on the distribution of the proposed resources for 2025 are reflected in table 27.26 and figure 27.XV.

Table 27.26

Programme support: evolution of financial and post resources

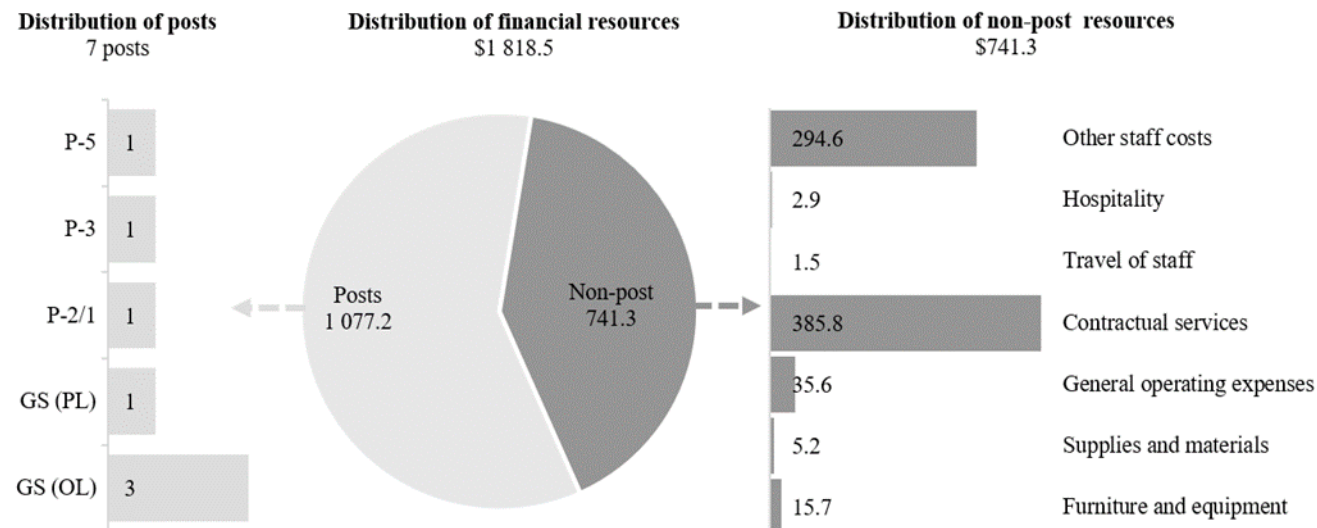
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total	Percentage		
Financial resources by main category of expenditure									
Posts	1 091.4	1 077.2	—	—	—	—	—	1 077.2	
Non-post	531.8	741.3	—	—	—	—	—	741.3	
Total	1 623.1	1 818.5	—	—	—	—	—	1 818.5	
Post resources by category									
Professional and higher		3	—	—	—	—	—	3	
General Service and related		4	—	—	—	—	—	4	
Total		7	—	—	—	—	—	7	

Figure 27.XV

Programme support: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



II. United Nations Office for Disaster Risk Reduction

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 27.93 The United Nations Office for Disaster Risk Reduction is the focal point in the United Nations system for the coordination of disaster reduction and ensuring synergies among the disaster reduction activities of the United Nations system and regional organizations and activities in socioeconomic and humanitarian fields. It provides a data-driven and people-centred approach to supporting Governments and stakeholders in identifying, reporting on and reducing existing and emerging disaster risks, with the aim of ensuring that no one is left behind in implementing the Sendai Framework for Disaster Risk Reduction 2015–2030. The mandate derives from the priorities established in General Assembly resolutions and decisions, including resolutions [42/169](#), [54/219](#), [56/195](#) and [77/164](#), as well as the Sendai Declaration and the Sendai Framework adopted by the Assembly in its resolution [69/283](#).
- 27.94 The General Assembly, in its resolution [69/283](#), tasked the Office with supporting the implementation, follow-up and review of the Sendai Framework. The Assembly, in its resolution [77/289](#), adopted the political declaration of the high-level meeting on the midterm review of the Sendai Framework for Disaster Risk Reduction 2015–2030, which reaffirmed the importance of effective implementation of the Sendai Framework. The Office's programme plan aligns with the outcomes of the midterm review of the implementation of the Sendai Framework. To implement its mandate, in line with its strategic framework for the period 2022–2025, the Office supports regional, national and local implementation of the Sendai Framework, strengthens global monitoring and analysis of disaster risk, catalyses action for risk reduction and resilience by countries and stakeholders, and promotes effective risk communication, advocacy and knowledge management.

Programme of work

Objective

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

Strategy and external factors for 2025

- 27.96 To contribute to the objective, the Office will:
- (a) Provide guidance to Member States and stakeholders on implementing the Sendai Framework and accelerating the implementation of disaster risk reduction action through the production and dissemination of knowledge resources and best practices and the provision of capacity development and assistance at the regional, national and local levels;
 - (b) Work closely with Member States and stakeholders to follow up on General Assembly resolution [77/289](#) on the political declaration of the high-level meeting on the midterm review of the Sendai Framework for Disaster Risk Reduction 2015–2030, with a strengthened focus on the four priority areas identified by Member States;

- (c) Provide support to Member States for reporting on the global targets of the Sendai Framework and for the related indicators of the Sustainable Development Goals using the Framework monitoring system;
- (d) Co-lead the Early Warnings for All initiative, together with the World Meteorological Organization, and lead on the planning and implementation of the initiative's pillar 1 focusing on risk knowledge and management, in line with target (g) of the Sendai Framework;
- (e) Support Member States and other development stakeholders in strengthening the integration of climate change and disaster risk reduction into relevant strategies and policies across and within sectors, including by delivering evidence-based advocacy initiatives with clear calls to action to invest in disaster risk reduction and climate change adaptation and raise public awareness on the importance of such initiatives;
- (f) Work with practitioners and experts around the world to strengthen awareness and understanding of existing and emerging disaster risks, including the impacts of climate change, biodiversity loss, environmental degradation and unplanned and rapid urbanization, as well as technological hazards and risks, and assist local and national governments and regional organizations in applying new risk information and analysis in their decision-making;
- (g) Advise Member States in identifying gaps in public spending on disaster risk reduction and ensuring that disaster risk reduction is mainstreamed into public budgeting, financial planning, expenditure, investment and procurement processes in all relevant sectors and at all levels of government, and that integrated national financing frameworks are risk-informed;
- (h) Support Member States in strengthening disaster risk reduction policies and programmes in the least developed countries, landlocked developing countries, small island developing States and in humanitarian contexts, through the provision of focused assistance in overcoming the challenges, constraints and gaps that they continue to face.

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

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

27.98 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:

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

27.99 With regard to cooperation with other entities at the global, regional, national and local levels, the Office will organize the eighth session of the Global Platform for Disaster Risk Reduction, in Switzerland in 2025. The Platform will provide Member States and non-State actors a global forum

for assessing and discussing progress on and challenges in the implementation of the Sendai Framework. It is expected to provide an important platform for taking stock of progress made in implementing the recommendations of the midterm review document.

- 27.100 It is recognized in the Sendai Framework that, while States have the overall responsibility for reducing disaster risk, it is a shared responsibility between Governments and relevant stakeholders. Therefore, cooperation with stakeholders, including science and academia, the media, the private sector and civil society, will support an all-of-society approach to disaster risk reduction. The Office will support private sector coordination efforts with national and local governments and strengthening micro-, small and medium-sized enterprises' resilience to disasters. The Office will continue to work through the Office's stakeholder engagement mechanism and other region-specific mechanisms to promote inclusive and coherent implementation of the Sendai Framework and risk-informed development that leaves no one behind. The Office will also emphasize cooperation at the local level by promoting disaster resilience-building in cities.
- 27.101 With regard to inter-agency coordination and liaison, as Chair of the Senior Leadership Group on Disaster Risk Reduction for Resilience and as co-lead of the Early Warnings for All initiative, the Office will align efforts and promote synergies within the United Nations system on interventions relating to disaster risk reduction and early warning systems. It will strengthen collaboration across disaster risk reduction, development and humanitarian planning, taking into account climate change information. At the technical level, the Office will strengthen coordination within the United Nations system by convening the United Nations Disaster Risk Reduction Focal Points' Group and leading the risk knowledge and management pillar of the Early Warnings for All executive action plan for the period 2023–2027. The Office will further contribute to the Climate Risk and Early Warning Systems initiative, a mechanism that funds the least developed countries and small island developing States for risk-informed early warning services, implemented jointly with the World Meteorological Organization and the World Bank. In accordance with General Assembly decision 78/546, the Office will also host the secretariat for the Santiago network for averting, minimizing and addressing loss and damage associated with the adverse effects of climate change.
- 27.102 The Office integrates a gender perspective into its operational activities, deliverables and results, as appropriate. In line with the Sendai Framework, the Office will work to promote the full, equal and effective participation and leadership of women in the design, management, resourcing and implementation of gender-sensitive disaster risk reduction policies, plans and programmes, and enable Governments to better incorporate a gender perspective into national risk reduction strategies, early warning systems, climate adaptation and resilience-building.
- 27.103 Noting the United Nations Disability Inclusion Strategy and recognizing that disasters and the consequent disruption to physical, social, economic and environmental networks and support systems disproportionately affect persons living with disabilities and their families, the Office will increase advocacy on disability-inclusive disaster risk reduction and ensure the participation of persons with disability stakeholder groups in processes that set the global and regional disaster risk reduction agendas, with the active involvement of its regional offices. The Office will support States parties' efforts to implement the Convention on the Rights of Persons with Disabilities. Emphasis will be placed on supporting Member States in ensuring that persons living with disabilities and their needs are included in the implementation of the Sendai Framework and its expected results, goal and targets, including through the availability of disaggregated data.

Evaluation activities

- 27.104 An evaluation of the Sendai Framework monitor, conducted by the Office and completed in 2023, has guided the proposed programme plan for 2025.
- 27.105 In response to the results of the evaluation referenced above, the Office will enhance and strengthen the disaster data network with a focus on official disaster statistics, including through the operationalization of a new tracking system for hazardous events and disaster loss and damage. The

system will expand data availability, access and the user interface and further strengthen coordination at the national and local levels. Emphasis will be placed on generating and disseminating data disaggregated by sex, age, income, disability and hazard types. The Office will continue to support national Governments in better reporting and applying the collected data for policy development and implementation.

- 27.106 An evaluation to be conducted by the Office on the Making Cities Resilient 2030 programme is planned for 2025.

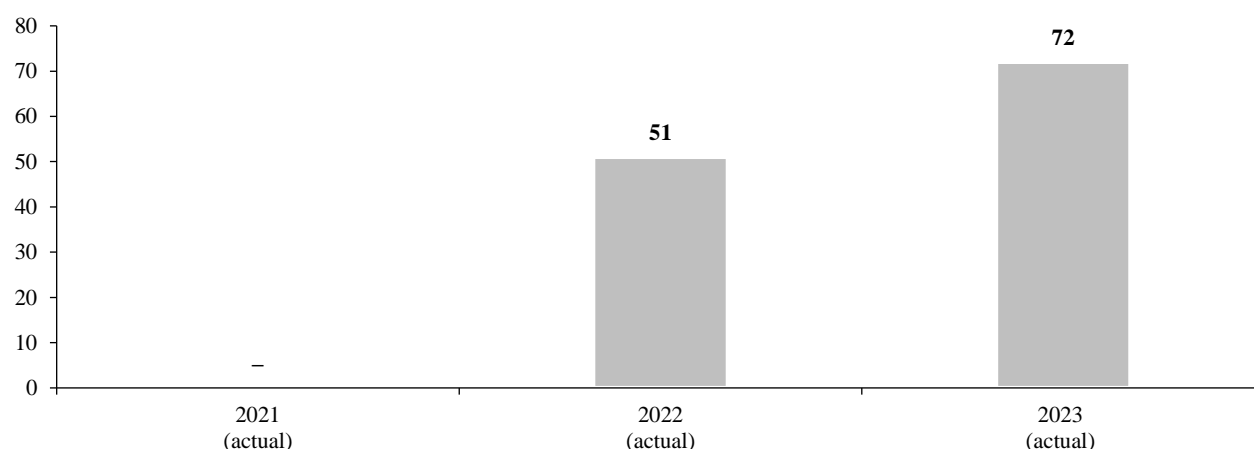
Programme performance in 2023

Member States and stakeholders reaffirm their commitment to the full implementation of the Sendai Framework towards disaster risk reduction

- 27.107 Member States and stakeholders conducted the midterm review of the implementation of the Sendai Framework for Disaster Risk Reduction 2015–2030 and took stock of progress made and challenges faced during the first seven years of the implementation of the Sendai Framework. The Office provided guidance and identified key thematic areas for the review. It also formulated important questions to guide the review and identified relevant partners and stakeholders for global, regional and national consultations, taking into consideration relevant thematic and emerging issues. Throughout 2022 and 2023, Member and observer States produced 72 voluntary national reports. The review also drew from 7 regional reports, 14 thematic studies, contributions from 28 United Nations system entities, interventions from 7 additional United Nations entities through the Senior Leadership Group on Disaster Risk Reduction for Resilience and contributions from 25 major groups, organizations associated with stakeholder engagement mechanisms or observers to the General Assembly. These contributions are an indication of Member States' and other stakeholders' increased commitment to accelerating the implementation of the Sendai Framework. Furthermore, by providing insights into the implementation of the Sendai Framework in varied national contexts, the reports contributed to shaping the overall midterm review and its resulting recommendations.
- 27.108 The General Assembly, in its resolution [77/289](#), adopted the political declaration of the high-level meeting on the midterm review of the Sendai Framework for Disaster Risk Reduction 2015–2030, which, among others, contains calls for Member States and stakeholders to promote a disaster risk-informed approach to sustainable development at the local, national, regional and global levels and to accelerate progress on integrating disaster risk reduction into policies, programmes and investment at all levels.
- 27.109 Progress towards the objective is presented in the performance measure below (see figure 27.XVI).

Figure 27.XVI

Performance measure: number of voluntary national reports on the implementation of the Sendai Framework produced by Member and observer States (cumulative)



Planned results for 2025

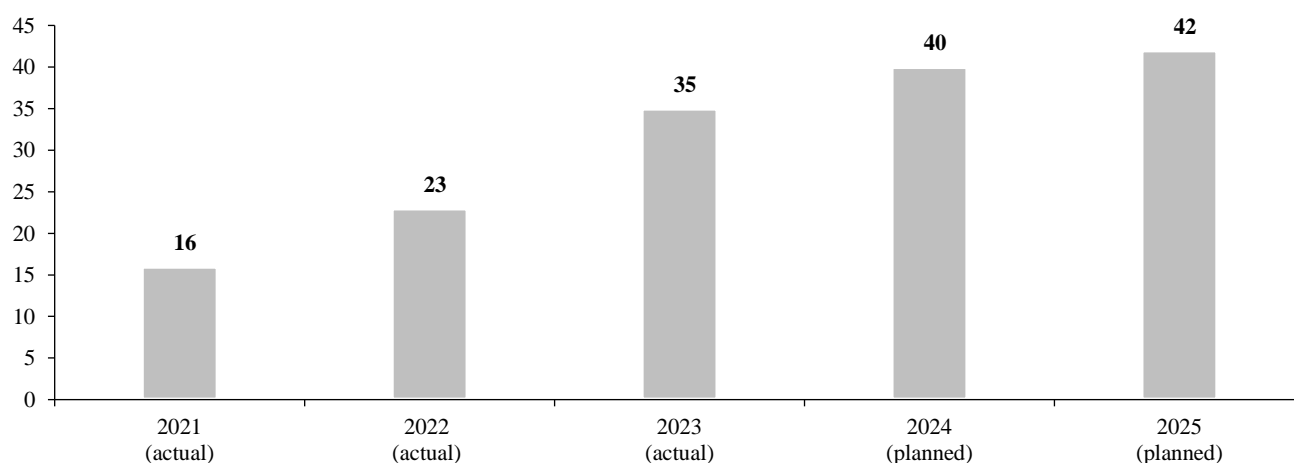
Result 1: national policymakers integrated innovation, good practices and evidence-based risk reduction into their decision-making processes

Programme performance in 2023 and target for 2025

- 27.110 The subprogramme's work contributed to 35 countries integrating climate change data and analysis to develop and implement disaster risk reduction strategies and plans, which did not meet the planned target of 40 countries. The target was not met owing to the need for further intersectoral coordination to integrate climate change data and analysis into disaster risk reduction strategies.
- 27.111 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 27.XVII).

Figure 27.XVII

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



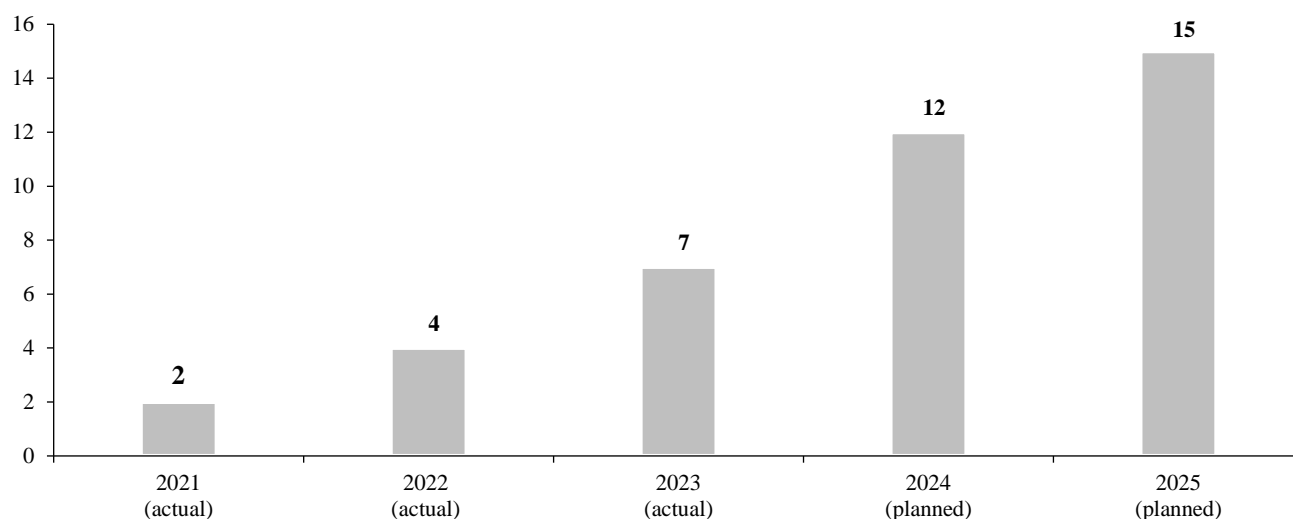
Result 2: accelerated achievement of the Sendai Framework with countries using relevant information and analysis to reduce risks and inform development decisions

Programme performance in 2023 and target for 2025

- 27.112 The subprogramme's work contributed to seven countries developing multi-hazard risk profiles, which did not meet the planned target of eight countries. The target was not met owing to delays experienced in one target country.
- 27.113 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 27.XVIII).

Figure 27.XVIII

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



Result 3: strengthened inclusive multi-hazard early warning systems that reach the most vulnerable

Proposed programme plan for 2025

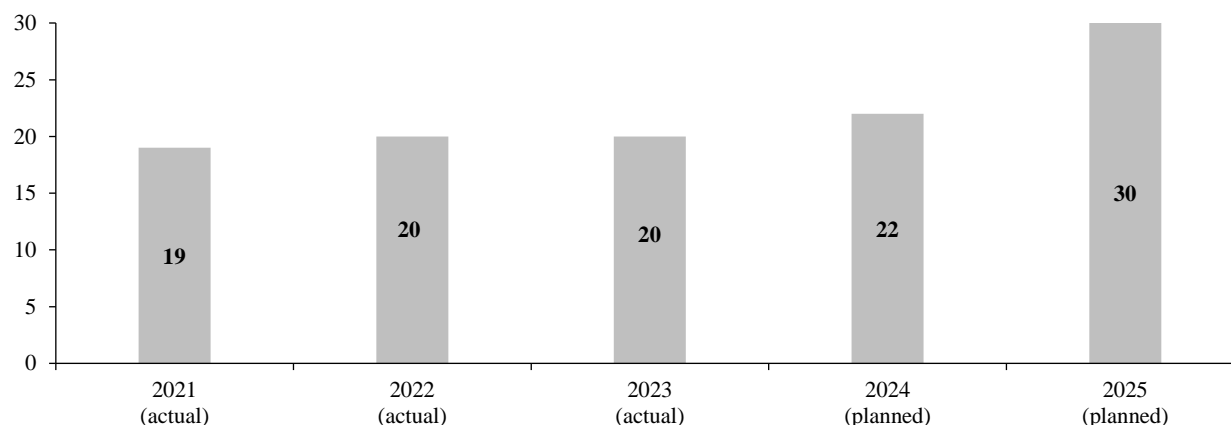
- 27.114 People-centred, multi-hazard and multisectoral forecasting and early warning systems help to minimize the impact of disasters on people, assets and livelihoods by triggering early action that is well prepared and tested. The General Assembly, in its resolution [77/289](#), expressed deep concern that coverage of and accessibility to multi-hazard early warning systems remained inadequate in all countries and emphasized the need to urgently extend the reach of multi-hazard early warning systems everywhere, especially in developing countries and in particular in least developed countries, small island developing States, landlocked developing countries and African countries.

Lessons learned and planned change

- 27.115 The lesson for the programme was the need to enhance Member States' risk knowledge and integrate it into inclusive, accessible and effective early warning systems, with a focus on small island developing States, least developed countries and landlocked developing countries. In applying the lesson, the programme will support activities focused on strengthening the production, access, dissemination and use of risk information, fostering stronger stakeholder coordination, promoting innovation and empowering decision makers and communities to understand, identify and respond to risks.
- 27.116 Expected progress towards the objective is presented in the performance measure below (see figure 27.XIX).

Figure 27.XIX

Performance measure: number of small island developing States, least developed countries and landlocked developing countries that have accessible, understandable, usable and relevant disaster risk information and assessment available to the people at the national and local levels^a



^a Based on national reporting against target G5 of the Sendai Framework monitor.

Legislative mandates

27.117 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

54/219	International Decade for Natural Disaster Reduction: successor arrangements	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
56/195; 64/200	International Strategy for Disaster Reduction		
69/283	Sendai Framework for Disaster Risk Reduction 2015–2030	76/258	Doha Programme of Action for Least Developed Countries
70/203	World Tsunami Awareness Day	77/29; 78/120	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
72/218; 73/231; 74/218; 75/216; 76/204; 77/164; 78/152	Disaster risk reduction	77/289	Political declaration of the high-level meeting on the midterm review of the Sendai Framework for Disaster Risk Reduction 2015–2030
74/3	Political declaration of the high-level meeting to review progress made in addressing the priorities of small island developing States through the implementation of the Small Island Developing States (SIDS) Accelerated Modalities of Action (SAMOA) Pathway	78/3	Political declaration of the General Assembly high-level Meeting on pandemic prevention, preparedness and response
74/4; 78/1	Political declaration of the high-level political forum on sustainable development convened under the auspices of the General Assembly		

Economic and Social Council resolutions and intergovernmental agreed conclusions

2018/14	Strategic Framework on Geospatial Information and Services for Disasters	priority theme “Achieving gender equality and the empowerment of all women and girls in the context of climate change, environmental and disaster risk reduction policies and programmes”
2022/8	Report of the Committee for Development Policy on its twenty-fourth session	
E/2022/27- E/CN.6/2022/16	Report of the Commission on the Status of Women on its sixty-sixth session, on the	

E/FFDF/2020/3; E/FFDF/2021/3; E/FFDF/2022/3; E/FFDF/2023/3	Follow-up and review of the financing for development outcomes and the means of implementation of the 2030 Agenda for Sustainable Development	high-level political forum on sustainable development, convened under the auspices of the Council, on the theme “Building back better from the coronavirus disease (COVID-19) while advancing the full implementation of the 2030 Agenda for Sustainable Development”
E/HLS/2022/1	Ministerial declaration of the high-level segment of the 2022 session of the Economic and Social Council and the 2022	

Deliverables

27.118 Table 27.27 lists all deliverables of the programme.

Table 27.27

Deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	1	1
1. Report to the General Assembly on the implementation of the Sendai Framework for Disaster Risk Reduction 2015–2030	1	1	1	1
2. Report of the midterm review of the Sendai Framework – main findings and recommendations	1	1	–	–
Substantive services for meetings (number of three-hour meetings)	8	20	2	2
3. Provision of substantive and technical support to General Assembly (Second Committee) resolution negotiations on disaster risk reduction (annual)	1	4	1	1
4. Provision of substantive and technical support to General Assembly negotiations on the political declaration of the midterm review of the Sendai Framework	1	7	–	–
5. Provision of substantive and technical support to General Assembly resolution negotiations on building global resilience through regional and interregional infrastructure connectivity	1	2	–	–
6. General Assembly plenary (Second Committee), agenda item on Sustainable development: disaster risk reduction	1	1	1	1
7. General Assembly plenary, high-level meeting on the midterm review of the Sendai Framework	4	6	–	–
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	30	33	35	30
8. National, regional, and interregional projects related to the implementation of the Sendai Framework	30	33	35	30
Seminars, workshops and training events (number of days)	330	345	330	150
9. Training events on disaster risk reduction planning and implementation and monitoring of the Sendai Framework for regional, national and local capacity development	330	345	330	150
Publications (number of publications)	4	4	3	5
10. Global Assessment Report on Disaster Risk Reduction and Global Assessment Report special reports	1	1	1	1
11. United Nations Office for Disaster Risk Reduction annual report	1	1	1	1
12. United Nations Office for Disaster Risk Reduction biennial work programme and strategic framework	1	1	–	2
13. United Nations Plan of Action on Disaster Risk Reduction for Resilience: Towards a Risk-informed and Integrated Approach to Sustainable Development (progress report)	1	1	1	1
Technical materials (number of materials)	22	23	23	23
14. On the monitoring and implementation of the Sendai Framework	15	15	15	15

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
15. On the application of risk knowledge	6	7	6	7
16. Technical contributions to outcome documents of the regional and global platforms	1	1	2	1

C. Substantive deliverables

Consultation, advice and advocacy: advocacy through high-level engagement of key audiences and decision makers; advice and support on risk information and analysis to 100 countries; advisory services for risk governance capacities of 18 regional and subregional intergovernmental organizations; and advocacy with and technical advice to Member States to integrate disaster risk reduction into intergovernmental deliberations and policy decisions at the General Assembly and the Economic and Social Council, including the coordination segment, the Commission on the Status of Women, the forum on financing for development follow-up and the high-level political forum for sustainable development, as well as into the United Nations Framework Convention on Climate Change.

Databases and substantive digital materials: the Sendai Framework monitor, used by 175 Member States for monitoring and reporting on progress against Framework targets and related Sustainable Development Goal targets and indicators; the Sendai Framework voluntary commitments online platform, with more than 175 voluntary commitments; and disaster loss databases complying with the Framework requirements, covering 120 countries and territories.

D. Communication deliverables

Outreach programmes, special events and informative materials: high-level global and regional meetings on disaster risk reduction; World Tsunami Awareness Day events; International Day for Disaster Reduction events; newsletters and notes verbales on Sendai Framework monitoring; communications campaigns on inclusive disaster risk reduction and the Early Warnings for All initiative; and increased capacity of media, institutional actors and communities to communicate about risk effectively.

External and media relations: press releases, op-eds and press coverage; and media briefings on community risk and reporting on disaster risk reduction.

Digital platforms and multimedia content: PreventionWeb, the online knowledge platform for disaster risk reduction; and web stories, posts and videos for social media.

B. Proposed post and non-post resource requirements for 2025

Overview

- 27.119 The United Nations Office for Disaster Risk Reduction carried out a spending review pursuant to paragraph 20 of General Assembly resolution [77/262](#) as part of its proposed budget formulation process for 2025. With the engagement of programme managers, the review included an analysis of the post and non-post resource types, with a view to optimizing the use of resources and drawing lessons learned towards effective and efficient mandate implementation. The regular budget post component provides for one D-1 post and the associated common services costs and, pursuant to Assembly resolution [52/12 B](#), a grant out to United Nations Development Programme to support operational activities for natural disaster mitigation, prevention and preparedness.
- 27.120 Over the past five years, the Office's regular budget resources (an annual average of \$1.4 million) represents 3 per cent of its overall budgetary requirements. The remaining 97 per cent is funded from voluntary contributions (an annual average of \$44.5 million). With regard to posts, the Office has maintained 1 D-1 post over the past five years, which, on average, represents 1 per cent of its staffing capacity, with the remaining 99 per cent (an annual average of 118 posts) funded from extrabudgetary resources.
- 27.121 The review highlighted the continued need for the D-1 post to lead the preparation of reports to intergovernmental bodies, the integration of disaster risk reduction policies through cooperation with the United Nations resident coordinator system and United Nations country teams, and the identification of opportunities for partnerships and coordination with and among key partners.
- 27.122 The review also considered the non-post resources that support the management and administration of operational activities relating to capacity-building for disaster mitigation, prevention and preparedness as mandated by the General Assembly in its resolution [52/12 B](#). No changes are proposed to the current arrangements following the outcome of the review.
- 27.123 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 27.28 to 27.30.

Table 27.28

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Posts	251.8	308.7	—	—	—	—	—	—	308.7
Contractual services	3.0	2.2	—	—	—	—	—	—	2.2
General operating expenses	13.5	16.6	—	—	—	—	—	—	16.6
Supplies and materials	—	0.4	—	—	—	—	—	—	0.4
Furniture and equipment	2.1	—	—	—	—	—	—	—	—
Grants and contributions	1 144.1	1 277.3	—	—	—	—	—	—	1 277.3
Total	1 414.5	1 605.2	—	—	—	—	—	—	1 605.2

Table 27.29

Overall: proposed posts and post changes for 2025

(Number of posts)

	<i>Number</i>	<i>Details</i>
Approved for 2024	1	D-1
Post changes	–	–
Proposed for 2025	1	D-1

Table 27.30

Overall: proposed posts by category and grade

(Number of posts)

Category and grade	Changes				Total	2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other		
Professional and higher						
D-1	1	—	—	—	—	1
Total	1	—	—	—	—	1

27.124 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 27.31 to 27.33 and figure 27.XX.

27.125 As shown in tables 27.31 (1) and 27.32 (1), the overall resources proposed for 2025 amount to \$1,605,200 before recosting, reflecting no change compared with the approved budget for 2024. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 27.31

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

(Thousands of United States dollars)

(1) *Regular budget*

<i>Component/subprogramme</i>	<i>2023 expenditure</i>	<i>2024 approved</i>	<i>Changes</i>				<i>2025 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	
Programme of work	1 414.5	1 605.2	–	–	–	–	1 605.2
Subtotal, 1	1 414.5	1 605.2	–	–	–	–	1 605.2

(2) *Extrabudgetary*

<i>Component/subprogramme</i>	<i>2023 expenditure</i>	<i>2024 estimate</i>	<i>Change</i>	<i>Percentage</i>	<i>2025 estimate</i>
Programme of work	50 144.1	65 514.3	(634.1)	(1.0)	64 880.2
Subtotal, 2	50 144.1	65 514.3	(634.1)	(1.0)	64 880.2
Total (1+2)	51 558.6	67 119.5	(634.1)	(1.0)	66 485.4

Table 27.32

Overall: proposed posts for 2025 by source of funding and component

(Number of posts)

(1) *Regular budget*

Component/subprogramme	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	1	—	—	—	—	1
Subtotal, 1	1	—	—	—	—	1

(2) *Extrabudgetary*

Component/subprogramme	2024 estimate	Change	2025 estimate
Programme of work	126	—	126
Subtotal, 2	126	—	126
Total (1+2)	127	—	127

Table 27.33

Overall: evolution of financial and post resources

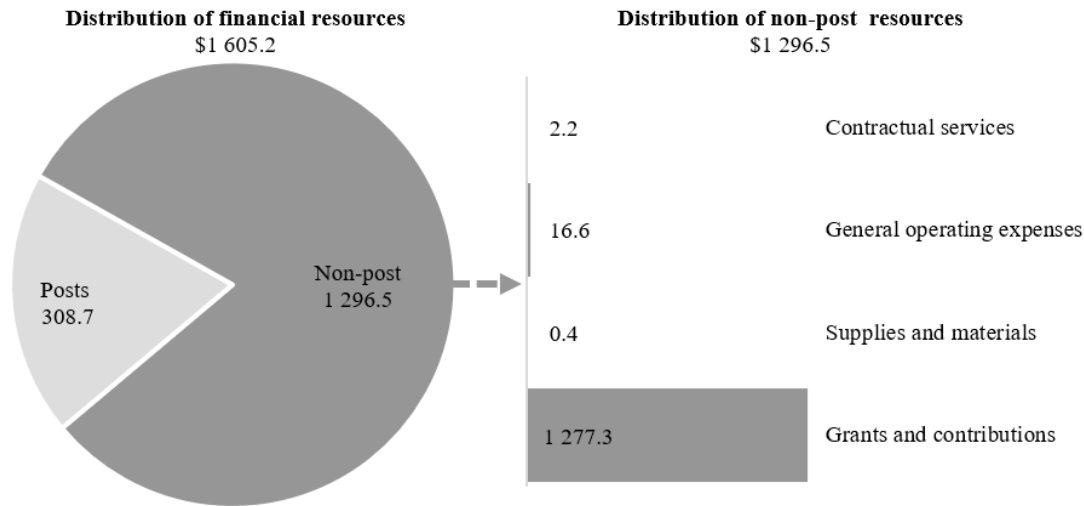
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	251.8	308.7	—	—	—	—	—	308.7
Non-post	1 162.7	1 296.5	—	—	—	—	—	1 296.5
Total	1 414.5	1 605.2	—	—	—	—	—	1 605.2
Post resources by category								
Professional and higher ^a		1	—	—	—	—	—	1
Total		1	—	—	—	—	—	1

^a One D-1 post.

Figure 27.XX
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

- 27.126 As reflected in tables 27.31 (2) and 27.32 (2), extrabudgetary resources amount to \$64,880,200. The resources would complement regular budget resources and would be used to provide for 126 posts (1 Assistant Secretary-General, 1 D-2, 3 D-1, 12 P-5, 30 P-4, 35 P-3, 2 P-2, 10 National Professional Officer, 2 General Service (Principal level) and 30 General Service (Other level)) and non-post resources to support the implementation, follow-up and review of the Sendai Framework for Disaster Risk Reduction 2015–2030 and to provide technical assistance, capacity development, coordination and policy guidance on the implementation of the Sendai Framework at the global, regional, national and local levels.
- 27.127 The extrabudgetary resources under the present section are subject to the oversight of the Special Representative of the Secretary-General for Disaster Risk Reduction, who has delegated authority from the Secretary-General.

Annex I

Organizational structure and post distribution for 2025

Three charts showing the organizational structure of the Office for the Coordination of Humanitarian Affairs are presented below. Chart A reproduces the approved organizational structure for 2024, as contained in document [A/78/6 \(Sect. 27\)](#). Charts B and C present the proposed organizational structure for 2025 for the Office for the Coordination of Humanitarian Affairs and the United Nations Office for Disaster Risk Reduction, respectively.

Justification for the proposed changes

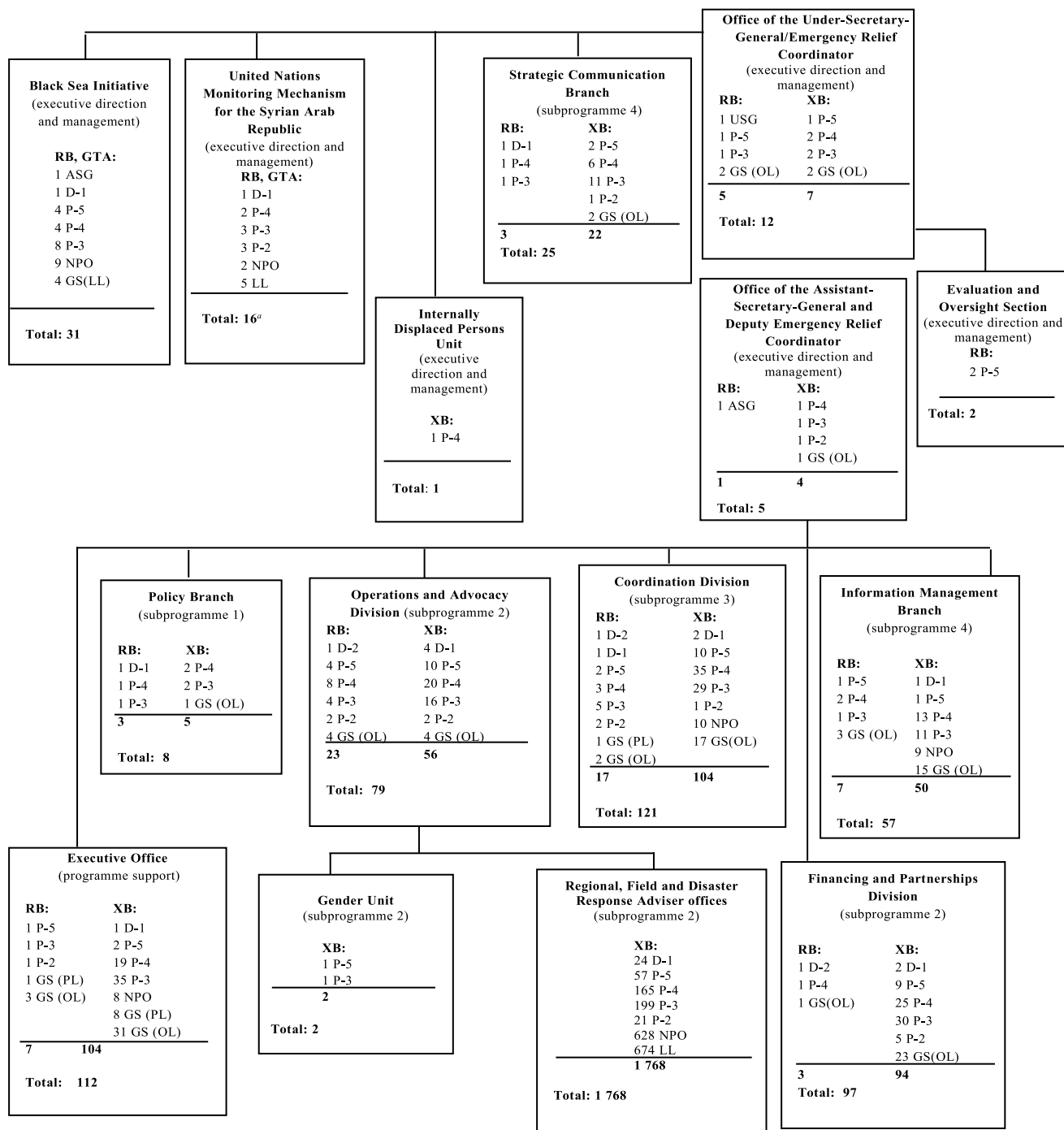
Executive direction and management. The organizational chart reflects the removal of the Black Sea Initiative support office and the United Nations Monitoring Mechanism for the Syrian Arab Republic, as explained in paragraphs 27.76 and 277 above.

Planning and performance branch. With increasing levels of need and crisis complexity globally, the Office for the Coordination of Humanitarian Affairs is supporting Member States through the coordination of humanitarian responses in more than 30 countries. The lives of nearly 300 million people depend on the timeliness and effectiveness of these responses. It is therefore crucial that the Office remain visibly accountable and focused on learning and results.

The Office for the Coordination of Humanitarian Affairs plans to create a new planning and performance branch under executive direction and management, which would incorporate the performance monitoring, evaluation, oversight and learning functions and would include existing regular budget-funded posts and the redeployment of extrabudgetary funded posts from the Executive Office. This would ensure an independent line of strategic management for those functions to strengthen the Office's executive direction and governance.

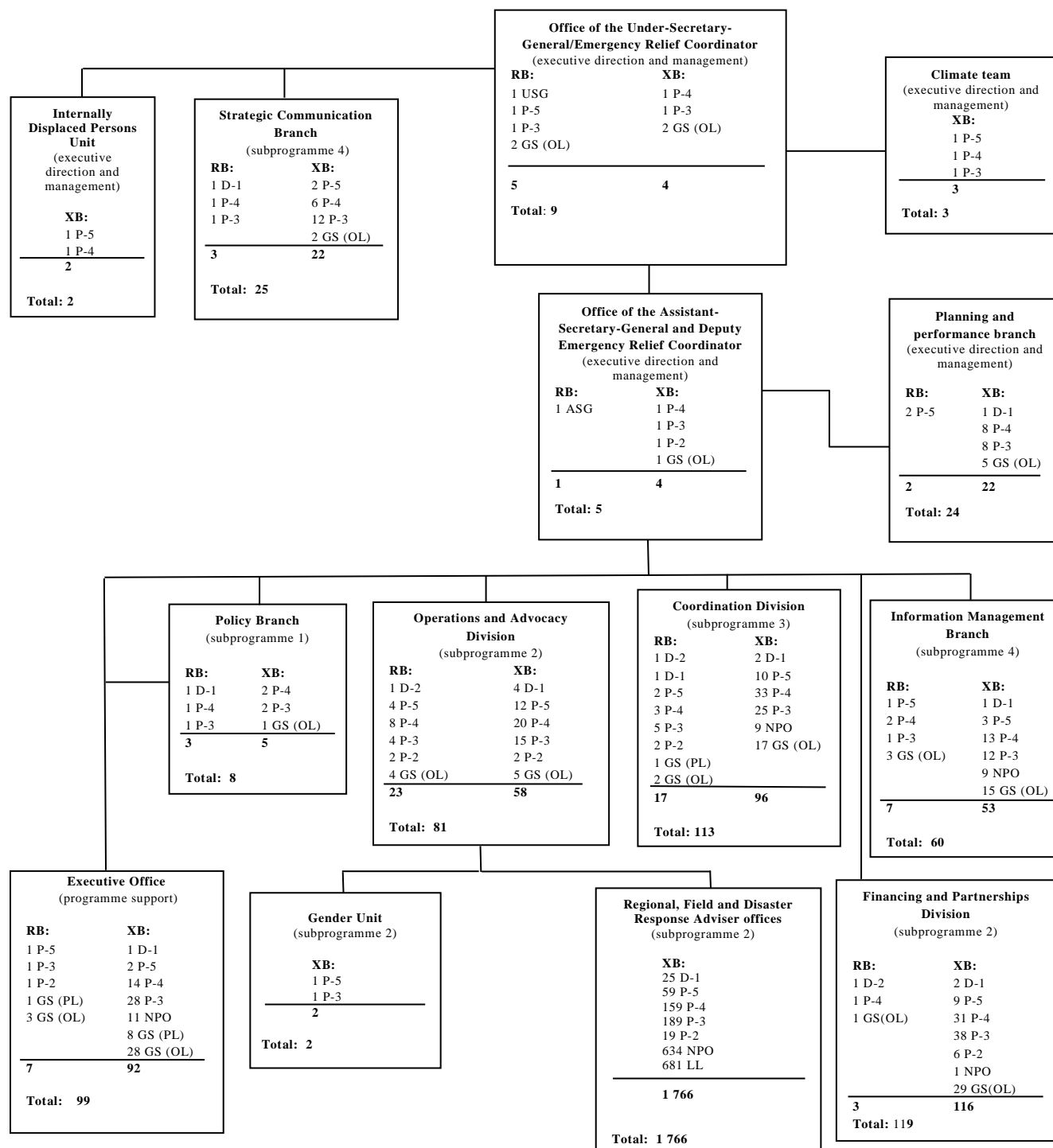
Climate team. the Office plans to create a climate team to catalyse, coordinate and support the delivery by the Office for the Coordination of Humanitarian Affairs of its commitments in the strategic plan relating to climate change, with a focus on three priority areas: finance, advocacy and operations. The climate team would, among others, support the development of humanitarian financing instruments that enable a timely and adequate response to climate-related crises and promote investment to build climate resilience in contexts of high humanitarian need. In order to facilitate its role in bringing together various functions within the Office, the reporting line of the climate team is to the Office of the Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator.

A. Office of the Coordination of Humanitarian Affairs: approved organizational structure and post distribution for 2024

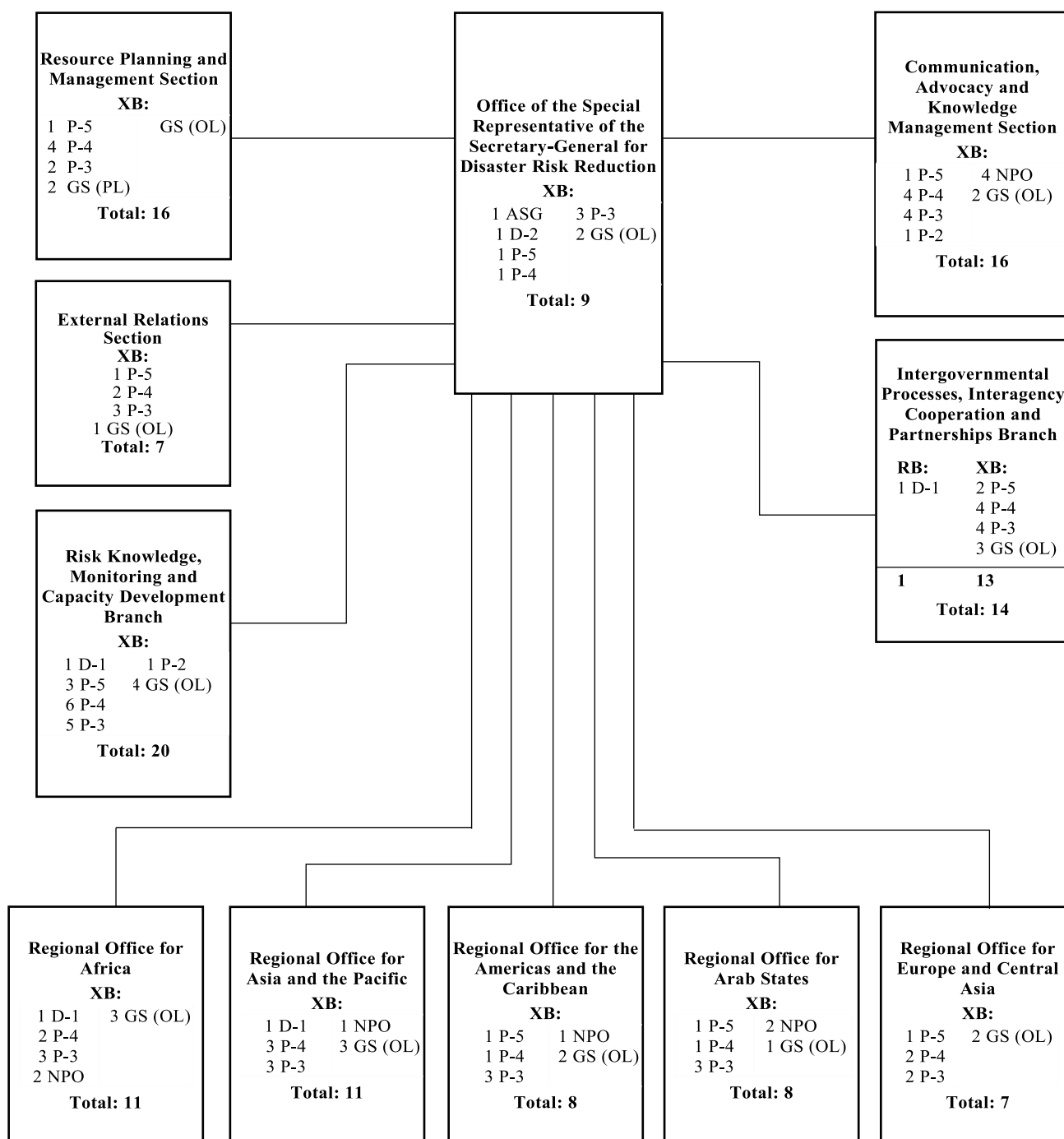


^a Excluding three United Nations Volunteers.

B. Office of the Coordination of Humanitarian Affairs: proposed organizational structure and post distribution for 2025



C. United Nations Office for Disaster Risk Reduction: organizational structure and post distribution for 2025



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

Annex II

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

(Thousands of United States dollars/number of posts)

	Regular budget			Extrabudgetary			Total		
	2024 appropriation	2025 estimate (before recosting)	Variance	2024 estimate	2025 estimate	Variance	2024 estimate	2025 estimate	Variance
Financial resources									
Office for the Coordination of Humanitarian Affairs	27 135.8	17 805.0	(9 330.8)	360 888.9	360 888.9	–	388 024.7	378 693.9	(9 330.8)
United Nations Office for Disaster Risk Reduction	1 605.2	1 605.2	–	65 514.3	64 880.2	(634.1)	67 119.5	66 485.4	(634.1)
Total, Section 27	28 741.0	19 410.2	(9 330.8)	426 403.2	425 769.1	(634.1)	455 144.2	445 179.3	(9 964.9)
Post resources									
Office for the Coordination of Humanitarian Affairs	71	71	–	2 244	2 245	1	2 315	2 316	1
United Nations Office for Disaster Risk Reduction	1	1	–	126	126	–	127	127	–
Total, Section 27	72	72	–	2 370	2 371	1	2 442	2 443	1