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Section 25

International protection, durable solutions and assistance to refugees

Programme 21

International protection, durable solutions and assistance to refugees

Contents

	<i>Page</i>
Foreword.	3
A. Proposed programme plan for 2021 and programme performance for 2019**	4
B. Proposed post and non-post resource requirements for 2021***	16
Annexes	
I. Organizational structure and post distribution for 2021	22
II. Summary of follow-up action taken to implement relevant recommendations of the oversight bodies	23

* [A/75/50](#).

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

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



Foreword

Forced displacement owing to conflict, violence and persecution continues to rise, with the number of people of concern to the Office of the United Nations High Commissioner for Refugees (UNHCR) reaching an estimated 79.4 million by the end of 2019. Tackling this complex phenomenon and addressing its root causes will continue to present significant challenges in 2021 and beyond.

The global compact on refugees, affirmed by the General Assembly in its resolution [73/151](#) in December 2018, established a new set of arrangements in support of a comprehensive refugee response model. These are aimed at reinforcing the efforts of refugee-hosting countries to uphold asylum, through more substantial and sustained international support to bolster educational systems, health facilities, infrastructure and the economies of affected countries, and build the resilience of host communities. Looking ahead to 2021, UNHCR will continue to orient its engagement to play a catalytic role in mobilizing international efforts to drive the application of the new model, including through the engagement of development actors and private sector support.

The first Global Refugee Forum, held in December 2019, was a milestone in this respect. There was broad participation in the event, including by States, international organizations, humanitarian and development partners, international financial institutions, the private sector, civil society, academic institutions and refugee representatives. More than 1,000 pledges and contributions were made to support the application of the global compact on refugees. In 2021, UNHCR will forge new partnerships to expand inclusion of refugees and other people of concern and to work to support the implementation of the commitments made at the Forum. As UNHCR looks to the future, these must be rapidly translated into concrete outcomes.

The new organizational design and way of working of UNHCR, in place as of 2020, will better position it to protect persons of concern, work with others to find solutions, and address future challenges and opportunities. Through the new decentralized model, UNHCR will work to respond to crises more rapidly and flexibly, and leverage partnership opportunities. This will provide more contextualized and consistent support to country operations, including the ability to review and readjust the approach as necessary, translate global priorities into regional and country-specific strategies and foster greater programmatic integrity and value for money. UNHCR will also continue to invest in improving and streamlining systems and processes, creating space for innovation, improving evidence-based planning and increasing efficiencies, in line with its Grand Bargain commitments and as an active participant in broader United Nations reform efforts. UNHCR will continue to strengthen its risk management culture and efforts to prevent and respond to misconduct, including sexual exploitation and abuse, and sexual harassment.

There is growing recognition of the linkages between climate change, disasters and displacement. UNHCR will continue to help steer the legal and normative debate in this area and support Governments to provide protection-based responses. At the same time, it will continue to reduce the environmental impact of refugee crises.

In 2021, the protection environment is likely to remain complex and troubling, with refugees the casualties of polarized political debates. The challenges will not go away, and the global compact on refugees will not provide all the answers. It is, nonetheless, a powerful tool to address the trends related to massive global displacement and spur international action that offers feasible solutions, in a true spirit of solidarity and responsibility-sharing.

(Signed) **Filippo Grandi**
United Nations High Commissioner for Refugees

A. Proposed programme plan for 2021 and programme performance for 2019

Overall orientation

Mandates and background

- 25.1 The Office of the United Nations High Commissioner for Refugees (UNHCR) is responsible for leading and coordinating international action for the protection of refugees and solutions to their plight. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolution 319A (IV), by which the Assembly established the Office, and resolution 428 (V), which sets out its statute. In addition, the mandate of the High Commissioner is embedded in international law, in particular international treaty law, notably the Convention relating to the Status of Refugees, of 1951, and the Protocol thereto, of 1967. UNHCR also has responsibilities for stateless persons, pursuant to paragraph 6 (A) (ii) of the statute and article I (A) (2) of the 1951 Convention, with regard to refugees who are stateless, as well as articles 11 and 20 of the Convention on the Reduction of Statelessness, of 1961. Over the years, the mandate of UNHCR has been extended to other groups through various General Assembly resolutions. It provides protection and assistance to internally displaced persons, working in cooperation with the Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator and in the context of the collaborative response of the United Nations system, as well as with the consent of the State concerned.
- 25.2 While the final figures for 2019 are not yet available, the total population of concern to UNHCR was approaching an estimated 79.4 million at the end of 2019. This represents an increase compared with 2018, when the total population of concern was 74.8 million. In 2021, the number of persons of concern will depend on the resolution of or increase in the number of conflicts.
- 25.3 In support of States, UNHCR will work closely with intergovernmental organizations, international organizations and national and international non-governmental organizations in implementing the programme. It is committed to the principle of participation of persons of concern, believing that refugees and others who benefit from the programme's activities should be consulted regarding decisions which affect their lives. The Office will seek opportunities to resolve complex and protracted displacement situations that require comprehensive, and often regional, approaches through voluntary return and, where appropriate and feasible, through local integration and resettlement. UNHCR will also work with partners to ensure that durable solutions to displacement form part of broader development and peacebuilding agendas. The programme will also include expanding the availability and impact of educational opportunities for people of concern (refugees, asylum seekers, returnees, and stateless and internally displaced persons), facilitating access to and inclusion in formal economies and developing holistic settlements, which is expected to further improve the living conditions and protection of and solutions for persons of concern.
- 25.4 Since the adoption of the global compact on refugees, UNHCR has begun to assess the skills, capacities and new ways of working needed to deliver protection and assistance to refugees and displaced communities. The compact has the potential to transform the way the international community responds to refugee movements. The first Global Refugee Forum, held in December 2019, offered a unique opportunity to showcase, and further galvanize, innovative and tangible ways to support the countries affected by large and protracted refugee situations, applying the principles of solidarity and equitable burden- and responsibility-sharing in practice, and build opportunities for millions of uprooted people and host communities worldwide.
- 25.5 The Office will pursue its path of the organizational reform in order to be able to implement its 2017–2021 strategic directions in a more effective, efficient and accountable manner. The reform was implemented in tandem with a revision of the systems and processes of UNHCR to ensure that regions and operations benefit from greater delegation of authority, together with clearly articulated accountabilities, while increasing their ability to operate in a flexible manner in complex operational environments. A range of measures were under way at the end of 2019 to ensure that the new regional

bureaux were fully staffed and operational by January 2020, with improved systems, processes and technical capacity to support a new and decentralized way of working. To ensure the success of the reform, targeted initiatives were organized to make sure the workforce of UNHCR was fully up to date on the organization's code of conduct and other important policies.

- 25.6 While the resettlement landscape has witnessed important progress during the past few years, less than 5 per cent of the 1.4 million refugees considered by UNHCR to be in need were resettled in 2019. Simultaneously, although there have been efforts to increase opportunities for complementary pathways for refugees, their potential to offer solutions on the scale that today's context demands has not been fully realized. The new three-year strategy for the period 2019–2021 on resettlement and complementary pathways is aimed at helping to address these challenges.
- 25.7 The interrelated challenges of climate change, disasters and displacement are growing and will need to be addressed by the international community. In the coming period, the Office will continue to explore and seek to highlight the relevant legal frameworks and protection gaps that may result from climate- and disaster-driven displacement. It will help steer the legal and normative debate and support Governments to provide protection-based responses, where appropriate. At the same time, UNHCR will continue to reduce the environmental impact of refugee crises through the use of renewable energy, reforestation projects and the promotion of clean fuels and technology for cooking, guided by the Office's global strategy for sustainable energy for the period 2019–2024, as well as the environmental policy for the United Nations Secretariat ([ST/SGB/2019/7](#)).
- 25.8 UNHCR will remain actively engaged in the Inter-Agency Standing Committee, including the work of the Emergency Directors Group, which provides concrete support to operations, and the Operational Policy and Advocacy Group, which drives the Committee's strategic policy work. The engagement of a broad range of actors, including those beyond the traditional humanitarian sphere, is critical to mobilizing effective responses and pursuing solutions to forced displacement and statelessness. This means not only strengthening existing partnerships, but also pursuing new ones that can help foster innovative approaches to protection and assistance. Practicing "new ways of working", particularly through strengthened humanitarian development cooperation, will remain an area of focus in 2021.
- 25.9 The impetus for the internal change process of UNHCR has been driven, in part, by developments in a rapidly evolving international context in which the need for a more comprehensive, predictable and equitable international response to large refugee movements has become clear. The change process is designed to better position the Office to protect and assist populations of concern, work with others to promote solutions, address future challenges and take advantage of emerging opportunities. The transformation encompasses multiple areas of work across the following eight pillars: (a) decentralization and regionalization, (b) results-based management, (c) people management and human resources, (d) data and digitalization, (e) United Nations reform, (f) business processes and systems, (g) risk management and (h) the global compact on refugees.

Programme of work

International protection, durable solutions and assistance to refugees

Objective

- 25.10 The objective, to which this programme contributes, is to ensure international protection to refugees and other persons of concern to UNHCR and to achieve durable solutions to their problems in cooperation with States and other organizations without discrimination, and taking age, gender and diversity into consideration.

Strategy

- 25.11 To contribute to ensuring international protection to refugees and other persons of concern to UNHCR, and to achieve durable solutions to their problems in cooperation with States and other organizations without discrimination, and taking age, gender and diversity into consideration, the Office will encourage States to ensure the protection of refugees and others of concern in accordance with the Convention relating to the Status of Refugees, of 1951, and the Protocol thereto, of 1967, as well as to regional refugee instruments and complementary forms of protection, including on the basis of human rights law. The 1951 Convention, together with the 1967 Protocol and regional instruments, has continued to demonstrate its relevance in ensuring international protection for persons fleeing a wide range of sociopolitical crises. UNHCR intervened in 22 court cases in 12 different jurisdictions in 2018 to support the full and effective application of the 1951 Convention and other relevant instruments. The Office will continue to issue protection considerations, eligibility guidelines and positions like it did for South Sudan (April 2019), Iraq and the Bolivarian Republic of Venezuela (May 2019). UNHCR urged States to take into account the progressive development of international human rights law in interpreting and applying relevant refugee instruments.
- 25.12 It will also continue to promote proper reception conditions, the fair treatment of protection claims and international cooperation on sharing responsibility. Ensuring adequate reception arrangements remains a challenge for the States receiving large numbers of new arrivals. UNHCR will continue to work with national and local authorities to strengthen and expand reception facilities, support alternatives to camps and transition accommodation and cash programmes to national institutions, as appropriate. UNHCR welcomed ongoing efforts by some States to end the detention of refugees and asylum seekers or to pilot alternatives to detention, in line with the Beyond Detention strategy of UNHCR. The promotion and dissemination of refugee law and protection principles, in particular through the training of government officials and staff of non-governmental agencies, will be another means of achieving the stated objective. The Office will continue to build partnerships and promote collaboration on refugee protection within the framework of the refugee coordination model. It will promote the protection of internally displaced persons and its engagement will be based on the relevant General Assembly resolution, namely resolution [70/165](#), on the protection of and assistance to internally displaced persons, and undertaken in close collaboration with other entities and agencies concerned. The Office will continue to advocate for the prevention and reduction of statelessness, as well as the protection of stateless persons, by promoting the accession by States to the relevant international instruments and working with States to facilitate the acquisition, reacquisition or confirmation of nationality by stateless persons, which is expected to result in some 100,000 individuals acquiring nationality or having it confirmed.
- 25.13 Furthermore, the Office, supported by Member States, seeks to contribute to the objectives of the 2030 Agenda for Sustainable Development. For example, in support of Sustainable Development Goal 4 on education, the programme will work to promote equitable and sustainable inclusion in national educational systems of people of concern through partnership, collaborative learning, capacity development, innovation, evidence and growth, including through *Refugee Education 2030: A Strategy for Refugee Inclusion*. This is intended to provide inspiration and guidance for a wide spectrum of stakeholders, which is expected to result in the inclusion of refugee children in equitable quality education. Past results in this area include improved enrolment rates of primary school-age refugee children, with the percentage enrolled rising to 61 per cent in 2018. UNHCR facilitated this improvement through the recruitment and training of teachers, the construction and rehabilitation of classrooms and the payment of school fees and allowances to refugee children to allow them to enrol and remain in primary school throughout the year.

External factors for 2021

- 25.14 With regard to the external factors, the overall plan for 2021 is based on the following planning assumptions:

- (a) Security conditions in the affected countries will allow UNHCR to carry out its programmes, despite increasing risks linked to the presence of armed groups and violence against humanitarian workers, and humanitarian access will be ensured, enabling the Office to respond to the most urgent protection and assistance needs;
 - (b) Continued ownership by the international community and the willingness of States and relevant stakeholders will contribute to and support the implementation of the global compact on refugees;
 - (c) The narrowing of asylum space in some countries, with increasingly restrictive admission and asylum policies towards refugees and asylum seekers, will continue to require enhanced protection responses;
 - (d) Significant funding gaps in voluntary contributions may continue to hamper the operational scope and assistance provided, particularly if there is no increase in resources commensurate with the increased needs of persons of concern.
- 25.15 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. Through its updated age, gender and diversity policy, in 2018 the Office renewed its existing commitments to an age, gender and diversity approach, accountability to affected people, and gender equality, and established mandatory core actions to help strengthen these commitments and increase accountability to persons of concern to the Office. To support roll-out and implementation of the policy and facilitate achievement of the core actions, the Office administered a global survey of all operations to understand how each one currently addresses the core actions related to accountability to affected people; integrates the age, gender and diversity policy into existing and new policies, guidance and training; and develops related tools to support policy implementation at the field level. The Office also undertook work to develop gender equality tools and to document promising practices in support of gender equality across the regions. Several operations, including in Afghanistan, Burundi, the Central African Republic, Chad, the Dominican Republic, Ethiopia, Georgia, India, Lebanon, Liberia, Libya, Mauritania, Pakistan, Panama, Rwanda, Senegal, the Syrian Arab Republic, Turkey, Yemen and Zambia, have taken steps to ensure equal representation of female refugees in their community leadership structures. Women and girls supported awareness-raising with regard to and advocacy for women's rights, established women's committees to foster mediation and conflict resolution within families and communities, were engaged in decision-making processes and management related to community issues and helped support the prevention of sexual and gender-based violence and respond to cases involving such violence or sexual exploitation and abuse.
- 25.16 With regard to cooperation with other entities, the engagement of a broad range of actors, including those beyond the traditional humanitarian sphere, is critical to mobilizing effective responses and pursuing solutions to forced displacement and statelessness. Work with national and international non-governmental organizations (NGOs) remains critical to providing humanitarian assistance. The annual NGO consultations in June 2019 brought together some 450 participants, representing 300 organizations from 87 countries. The first regional NGO consultations were held in Amman in June 2019. The Office updated its policy on programme support costs to partners and introduced overhead costs for national NGOs to enhance capacity, integrity, accountability and oversight to ensure more predictable planning, and rolled out multi-year partnership agreements in selected countries.
- 25.17 With regard to inter-agency coordination and liaison, the Office engaged in inter-agency forums, including with the Inter-Agency Standing Committee and the United Nations System Chief Executives Board for Coordination. The Office has continued to support the reform of the United Nations development system, which is aimed at ensuring more effective and efficient development support at the country level. UNHCR serves as co-chair of the Business Innovations Group, together with the World Food Programme (WFP), and has contributed to the design of the United Nations Sustainable Development Cooperation Framework. As of 30 June 2019, UNHCR had participated in 101 United Nations Development Assistance Framework processes in 2019, while actively

participating in the roll-out of the United Nations Sustainable Development Cooperation Framework and 19 humanitarian response plans.

Evaluation activities

- 25.18 The following evaluations completed in 2019 have guided the programme plan for 2021:
- (a) Evaluation by the Office of Internal Oversight Services of the Office of the United Nations High Commissioner for Refugees (March 2019) ([E/AC.51/2019/8](#)), which focused on the topic of public health programming;
 - (b) The following self-evaluations:
 - (i) Evaluation of UNHCR engagement with the private sector (2017–2019) (December 2019);
 - (ii) Evaluation of UNHCR data use and information management approaches (2017–March 2019) (November 2019);
 - (iii) “Sexual and gender-based violence response, risk mitigation and prevention in humanitarian crises: a synthesis of findings from evaluations of UNHCR operations 2019” (September 2019);
 - (iv) Evaluation of UNHCR engagement in humanitarian-development cooperation, a think piece on research phase 1 (November 2018–June 2019) (October 2019);
 - (v) Evaluative review of UNHCR policies and procedures on the prevention of and response to sexual exploitation and abuse (August 2018–April 2019) (June 2019);
 - (vi) Evaluation of UNHCR prevention of and response to sexual and gender-based violence in Brazil, focusing on the population of concern from the Bolivarian Republic of Venezuela (2017–2018) (December 2019);
 - (vii) Midterm evaluation of the UNHCR cash-based interventions capacity-building approach (2016–2019) (April 2019).
- 25.19 The findings of the evaluations referenced above have been considered for the programme plan for 2021.
- 25.20 The independent synthesis of the evaluations in relation to the prevention and mitigation of and response to sexual and gender-based violence in refugee populations in Brazil and Lebanon, as well as findings related to such violence from the multisector evaluations of UNHCR response to level 3 emergencies in Bangladesh and the Democratic Republic of the Congo, provides a number of good practices, emerging patterns and recurrent issues. UNHCR operations have demonstrated the ability to adapt the sexual and gender-based violence approach to different contexts. For example, the increased use of community-based networks and social media has shown positive results in the prevention of, as well as the response to, sexual and gender-based violence. Further, UNHCR was credited for supporting the inclusion of men and boys as survivors in the development of activities and programmes. The use of cash assistance to reduce the vulnerability of survivors showed positive results in different operations, and should further influence cash distribution in 2020 and 2021.
- 25.21 The ongoing evaluative review of private sector engagement examines how UNHCR can strategically engage with the private sector beyond fundraising purposes to bring benefits to refugees and other persons of concern. Preliminary analysis indicates that UNHCR has over 300 engagements with the private sector in 62 countries: some 30 per cent with local companies and 70 per cent with multinational corporations. In these engagements, UNHCR plays a diverse array of roles depending on the context, such as advocacy with the Government in partnership with the private sector, connecting persons of concern with markets and employment opportunities and providing incentives to the private sector to invest in refugee settlements. Such engagement provides a range of benefits, including improved economic inclusion and livelihood opportunities, a stronger voice for persons of concern and representation of needs and increased protection and services for persons of concern.

The evaluation identified organizational factors that enable, inhibit and affect the sustainability of such efforts, drawing on external benchmarking and making recommendations to the Office on how best to formulate partnerships.

25.22 The following evaluations are planned for 2021:

- (a) Multi-year evaluation of the implementation of the Office's 2018 policy on age, gender and diversity in Chad, Greece, Kenya, Mexico and Thailand (first report in September 2020 and second report in September 2021);
- (b) Multi-year evaluation of UNHCR engagement in humanitarian-development cooperation;
- (c) Evaluation of the pilot series of the Home Office of the United Kingdom of Great Britain and Northern Ireland on community engagement with regard to alternatives to detention.

Programme performance in 2019 against planned result

25.23 A planned result for 2019, which is refugees and others of concern are treated fairly and efficiently when seeking protection and receive adequate documentation, as referred to in the proposed programme budget for 2018–2019, was achieved, as evidenced by the increased percentage of refugees and asylum seekers who are registered on an individual basis. More specifically, 8.8 million individual persons of concern were enrolled, and their biometric information collected, by the Office in 69 operations worldwide. UNHCR continued to strengthen its identity management capability and expanded the coverage of its Population Registration and Identity Management EcoSystem (PRIMES), a suite of interoperable registration, identity management and case management tools and applications, which had been rolled out to 83 operations by the end of 2019. Individual registration and strengthening of the quality of registration data strengthened the Office's identity management capacity, with the aim of empowering refugees to access rights through the documentation provided.

Programme performance in 2019: meeting the basic needs of people of concern

- 25.24 In 2019, the Office and partners found themselves in a race against time to improve conditions for hundreds of thousands of Rohingya refugees in Bangladesh ahead of the monsoon season. More people were uprooted by recurrent conflict in the Central African Republic and the Democratic Republic of the Congo. The security and human rights situation significantly deteriorated in Burkina Faso, Cameroon, Mali, the Niger and Nigeria, leading to substantial displacement, in particular internally. Millions were exposed to hunger as the crisis in Yemen deepened. The conflict in the Syrian Arab Republic entered its ninth year, keeping millions of people displaced inside and outside of the country. A massive outflow from the Bolivarian Republic of Venezuela affected the entire region. Complex movements of refugees and migrants presented further challenges in Africa, the Mediterranean and elsewhere.
- 25.25 Over 4 million Venezuelans have left their country to date, according to data from the Governments of countries receiving them, making this among the world's biggest recent displacement crises. Over 750,000 asylum claims have been filed by Venezuelans worldwide, the majority in Latin American countries and the Caribbean. UNHCR stepped up its response and worked closely with host Governments and partners, particularly the International Organization for Migration, to support a coordinated and comprehensive approach to address the situation. The Office supported States in improving reception conditions and coordinating assistance, including shelter and cash grants for the most vulnerable.
- 25.26 The situation in the Democratic Republic of the Congo, with multiple conflicts affecting several parts of the country, led to an extraordinarily complex and challenging humanitarian situation. While the number of internally displaced persons has continued to rise, the country also hosts over half a

million refugees from neighbouring countries and continues to receive new arrivals from Burundi, the Central African Republic and South Sudan. In response, UNHCR and its partners provided protection and life-saving assistance to both refugees and internally displaced persons and support to returnees. The situation in South Sudan and neighbouring countries escalated into a humanitarian emergency. Nearly 2 million people are displaced within the country, while there are now over 2 million South Sudanese refugees in the region, mainly in Ethiopia, the Sudan and Uganda. Food insecurity and a lack of adequate education and health care presented challenges, particularly for women and children, who account for 83 per cent of the refugees. In addition to conducting needs assessments and providing assistance to the displaced, UNHCR worked with the South Sudanese authorities on measures to prevent statelessness.

- 25.27 Over the course of 2019, UNHCR and its partners responded to the needs of some 16.6 million displaced people affected by multiple and simultaneous emergencies worldwide. Core relief items worth over \$27 million were dispatched from seven strategically located global stockpiles, ensuring the capacity to respond to the needs of up to 600,000 displaced people around the world within 72 hours. UNHCR used its High Alert List for Emergency Preparedness (HALEP) early warning, risk monitoring analysis and preparedness system to review and oversee the levels of preparedness and capacity of country operations to respond to forced displacement emergencies. UNHCR strengthened its senior corporate emergency roster to boost its leadership and coordination capacities. As a result, the Office was able to respond rapidly and effectively to multiple and simultaneous requests for reinforcement, including in six new emergencies declared in 2019 for cyclone Idai (Malawi, Mozambique and Zimbabwe), internally displaced person response in Burkina Faso and the Democratic Republic of Congo (Ituri and North and South Kivu) and refugee response in Costa Rica, Iraq and the Niger. All these emergency declarations, except for the one relating to cyclone Idai, remain in effect, as does the emergency declaration for Guatemala from November 2018, which was exceptionally extended until April 2020. The situations in the Syrian Arab Republic and Yemen are covered by Inter-Agency Standing Committee system-wide level 3 emergency declarations.
- 25.28 The first Global Refugee Forum, a key benchmark to measure the implementation of the global compact on refugees, was held in Geneva in December 2019, with 3,000 participants joining the Forum. These included representatives of States, international organizations, NGOs, the private sector, cities, civil society and sports organizations, as well as faith actors, parliamentarians, academics and refugee representatives. There were more than 95 participants at the ministerial level or above, some 100 delegations from private sector and foundations, and well over 400 delegations from civil society. The richness and diversity of ideas that emerged led to promising results, with more than 840 pledges and contributions announced and 418 good practices submitted, and still more coming in. In this regard, important pledges were made towards long-term humanitarian-development needs. These have been uploaded to the digital platform for the global compact on refugees, which was launched at the Forum.
- 25.29 Work with national and international NGOs will also remain critical to the humanitarian efforts of UNHCR. According to provisional expenditure figures, in 2019, UNHCR disbursed \$1.25 billion to 900 national and international NGOs, reaching its Grand Bargain commitment of providing 25 per cent of its programme expenditures through local and national responders. In 2019, some \$664 million was provided to 915 local and national responders, including \$498 million to 709 NGO partners, the highest number of local and national partners recorded by UNHCR. In 2021, UNHCR will aim to maintain this positive trend.
- 25.30 The high-level segment on statelessness took place in October 2019 to mark the midway point of the global campaign to end statelessness within a decade (which uses the hashtag #IBELONG). In the lead-up to this event, a series of regional preparatory meetings were convened in collaboration with regional organizations to allow States and others to share good practices and discuss additional steps they could take to eradicate statelessness. Those meetings resulted in 358 pledges made at the high-level segment. The partnership between UNHCR and the World Bank resulted in establishing the Joint Data Centre in Copenhagen and implementing the international development assistance refugee and host community sub-window (IDA18). Collaboration deepened with other development actors

such as the Organization for Economic Cooperation and Development, the United Nations Development Programme and multilateral financial institutions, in particular the African Development Bank, the Islamic Development Bank and the Asian Development Bank.

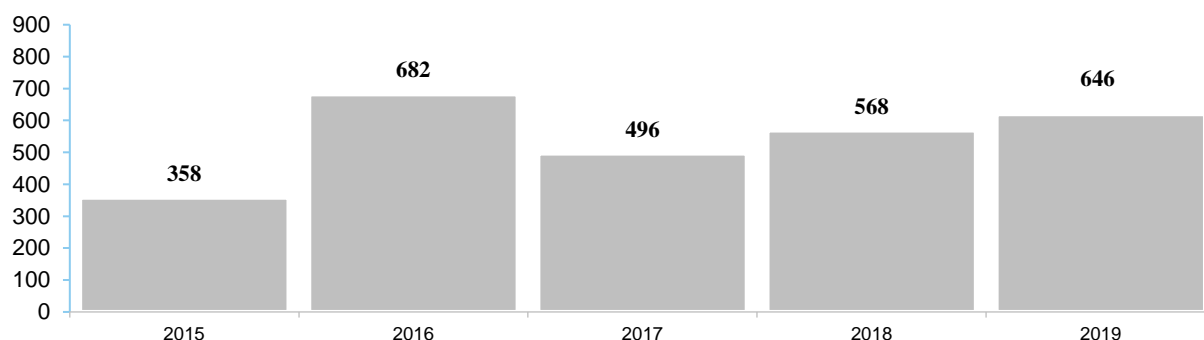
Progress towards the attainment of the objective, and performance measure

- 25.31 This work contributed to ensuring international protection of refugees and other persons of concern to UNHCR, and to achieving durable solutions to their problems in cooperation with States and other organizations without discrimination, and taking age, gender and diversity into consideration, as demonstrated by \$646 million cash assistance received in 2019 by some 4 million of the most vulnerable persons of concern, which was delivered by UNHCR, mainly in the form of multipurpose cash grants, allowing people of concern to meet essential needs and achieve durable solutions at all phases of displacement.
- 25.32 As shown in figure 25.I below, cash assistance has nearly doubled from the 2015 baseline and exceeds in-kind assistance and services.

Figure 25.I

Performance measure: cash received by people of concern

(Millions of United States dollars)



Planned results for 2021

Result 1: implementation of the global compact on refugees (result carried forward from 2020)

- 25.33 The Office will continue to support the implementation of the global compact on refugees, in line with its mandate and in close cooperation with States and other relevant stakeholders, and will advocate greater financial support for refugees and other persons of concern, as demonstrated by the performance measure for 2021 as outlined below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Table 25.1
Performance measure

2017	2018	2019	2020	2021
N/A	Affirmation of the global compact on refugees	Participation by States in the Global Refugee Forum to announce pledges and contributions of financial, material, technical or other kinds of support, as well as to share best practices to meet the objectives of the global compact on refugees	Contributions announced at the Global Refugee Forum and commencement of the implementation of pledges	Members States will, through a digital platform provided by UNHCR, share good practices and information on the implementation of pledges

Abbreviation: N/A, not applicable.

Result 2: emergency deployments in support of persons of concern

- 25.34 The programme will continue to provide assistance to people of concern and support to the global compact on refugees. The global compact contains a range of elements directly related to the programme's daily work, such as addressing the specific needs of persons of concern, preparedness and contingency planning, education and livelihoods. It is based on the recognition that protecting people who are forced to flee and supporting the countries that shelter them are shared international responsibilities that must be borne more equitably and predictably. Ensuring responsibility-sharing, particularly in the countries that have hosted the largest numbers of refugees for the longest time, is a gap in the international refugee protection regime that the global compact seeks to address. Its key target areas for improvement include easing pressures on host countries, enhancing refugee self-reliance, expanding access to third-country solutions and supporting conditions in countries of origin for return in safety and dignity. The global compact is firmly based on existing protection standards, but brings to bear new approaches, arrangements and resources which will result in a more predictable, effective and sustainable response. The compact will continue to be central to the Office's work, together with its partners, in the coming period.

Internal challenge and response

- 25.35 The challenge for UNHCR is to ensure that its systems and processes are fully adapted to the decentralized operating model, while working to achieve greater efficiency, transparency and accountability across the organization. The aim is to deliver field-driven and more efficient services to persons of concern. UNHCR will need to ensure consistent support for country operations, including the ability to adapt their programmes in the light of new challenges and opportunities, translate global priorities into regional and country-specific strategies and foster greater programmatic integrity and value for money in the field. This decentralized model is expected to be more responsive and adaptable to specific regional dynamics for enhanced efficiency and effectiveness of programme delivery. In response, the Office will work towards strengthening its ability to deliver protection and solutions for persons of concern in the most relevant and effective way.

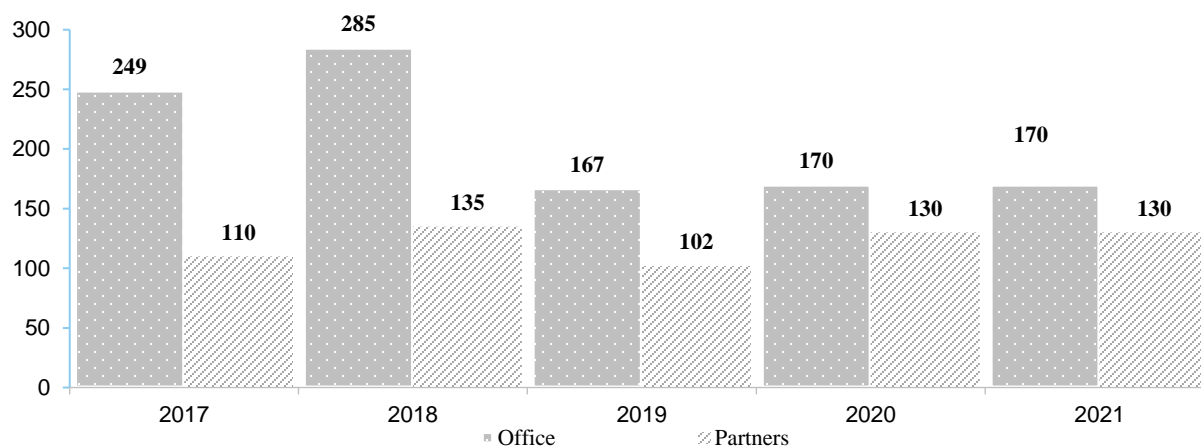
Expected progress towards the attainment of the objective, and performance measure

- 25.36 This work is expected to ensure international protection of refugees and other persons of concern to UNHCR, and to achieve durable solutions to their problems in cooperation with States and other organizations without discrimination, and taking age, gender and diversity into consideration, which

would be demonstrated by the increased number of staff (including partners) prepared for deployment to emergencies, as compared with 2019. Three hundred experts (170 UNHCR staff and 130 experts from emergency standby partners) will be ready for deployment in 2021, compared with 269 deployments in 2019 (167 through UNHCR emergency surge deployments and 102 external deployments by emergency standby partners). These deployments are expected to improve the emergency response and the delivery of shelter, water, sanitation and hygiene assistance and health support to persons of concern in emergency operations.

Figure 25.II

Performance measure: number of personnel deployed to respond to emergencies



Legislative mandates

25.37 The list below provides all mandates entrusted to the Office:

General Assembly resolutions

319A (IV)	Refugees and stateless persons	70/1	Transforming our world: the 2030 Agenda for Sustainable Development
428 (V)	Statute of the Office of the United Nations High Commissioner for Refugees	70/134	Assistance to refugees, returnees and displaced persons in Africa
538B (VI)	Assistance and protection of refugees	70/135	Office of the United Nations High Commissioner for Refugees
1166 (XII)	International assistance to refugees within the mandate of the United Nations High Commissioner for Refugees	70/165	Protection of and assistance to internally displaced persons
50/152	Office of the United Nations High Commissioner for Refugees		
58/153	Implementing actions proposed by the United Nations High Commissioner for Refugees to strengthen the capacity of his Office to carry out its mandate		

Conventions and conference declarations

Convention relating to the Status of Refugees, of 1951, and the Protocol thereto, of 1967

Convention relating to the Status of Stateless Persons, 1954

Convention on the Reduction of Statelessness, 1961

Organization of African Unity Convention Governing the Specific Aspects of Refugee Problems in Africa, 1969

Cartagena Declaration on Refugees, 1984

Convention on the Rights of the Child, 1989

San José Declaration on Refugees and Displaced Persons, 1994

African Union Convention for the Protection and Assistance of Internally Displaced Persons in Africa, 2009

Deliverables

25.38 Table 25.2 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.2

Deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	16	16	16	16
1. Report of the United Nations High Commissioner for Refugees to the General Assembly	1	1	1	1
2. Report of the Secretary-General to the General Assembly on assistance to refugees, returnees and displaced persons in Africa	1	1	1	1
3. Report of the Executive Committee of the Programme of the United Nations High Commissioner for Refugees to the General Assembly	1	1	1	1
4. Annual note on international protection to the Executive Committee of the Programme of the High Commissioner	1	1	1	1
5. Documents related to oversight issues, including UNHCR inspection and evaluation activities, submitted to the Executive Committee of the Programme of the High Commissioner	7	7	7	7
6. Reports of the Inter-Agency Standing Committee to the Executive Committee	4	4	4	4
7. Report to the General Assembly on the biennial programme budget of the Office of the United Nations High Commissioner for Refugees	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	19	47	19	19
8. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
9. Meetings of the Fifth Committee	1	1	1	1
10. Meetings of the Committee for Programme and Coordination	1	1	1	1
11. Meetings of the Executive Committee and Standing Committee	15	27	15	15
12. Meetings of the Ad Hoc Committee of the General Assembly for the Announcement of Voluntary Contributions to the Programme of the United Nations High Commissioner for Refugees	1	1	1	1
13. Global Refugee Forum and preparations	0	16	0	0
Documentation services for meetings (thousands of words)	228	234	228	228
14. Editing in English and translation into French of Executive Committee and Standing Committee documents	228	234	228	228
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	6	6	6	6
15. Annual field projects in cooperation with implementing partners on (a) promoting security from violence and exploitation, (b) supporting basic needs and essential services, (c) supporting community participation and self-management, (d) promoting a favourable protection environment, (e) promoting durable solutions and (f) promoting fair protection processes	6	6	6	6
Seminars, workshops and training events (number of days)	60	60	66	60
16. Training courses for government and implementing partners on emergency management, refugee law, protection and operations management	45	45	45	45
17. Seminars on programme areas for UNHCR implementing partners and government officials, including on the global compact on refugees.	15	15	21	15

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
Publications (number of publications)	6	6	6	6
18. Statistical Yearbook	1	1	1	1
19. Research papers on a range of protection-related themes	5	5	5	5
Technical materials (number of materials)	26	26	26	26
20. Documents and conference room papers for the Executive Committee and the Standing Committee	26	26	26	26

C. Substantive deliverables

Consultation, advice and advocacy: assistance to Governments on the establishment of national legal and administrative frameworks in line with protection standards.

Fact-finding, monitoring and investigation missions: fact-finding missions on Programme areas of concern and on the search for durable solutions; missions undertaken by senior management on protection issues relating to refugees and other persons of concern.

Humanitarian assistance missions: missions undertaken by senior management on issues relating to basic services and assistance provided to refugees and other persons of concern.

Direct service delivery: biometric registration provided for some 10 million individuals across 75 country operations; cash assistance amounting to \$588 million delivered to people of concern across all operations; refugee housing units provided for some 250,000 persons of concern in at least 40 countries; 1.9 million children enrolled in primary education, 182,900 students enrolled in lower and upper secondary education and 12,800 students received tertiary education scholarships; out of 1.44 million people in need of resettlement (representing 7 per cent of the global refugee population), some 70,000 refugees resettled through UNHCR; access to a sustainable source of electricity provided to 2.5 million people of concern.

D. Communication deliverables

Outreach programmes, special events and information materials: special annual events on (a) the international consultations with NGOs; (b) the High Commissioner's dialogue on protection challenges with States, academics, NGOs and other stakeholders; (c) World Refugee Day; and (d) the Nansen Refugee Award.

External and media relations: press conferences and briefings on the work of UNHCR and situations relating to refugees and others of concern; press campaigns on protection-related themes and issues.

Digital platforms and multimedia content: update and maintenance of www.unhcr.org on the work of the UNHCR and issues relating to refugees and others of concern; publication and update of public information on the work of UNHCR and issues relating to refugees and others of concern on social networks; update and maintenance of www.refworld.org.

B. Proposed post and non-post resource requirements for 2021

Overview

25.39 The proposed regular budget resources for 2021, including the breakdown of resource changes, as applicable, are reflected in tables 25.3 to 25.5.

Table 25.3

Financial resources by object of expenditure

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustment	New/ expanded mandates	Other changes	Total	Percentage			
Posts	661.9	670.5	—	—	—	—	—	670.5	19.3	689.8
Fellowships, grants and contributions ^a	42 665.9	39 428.4	—	—	—	—	—	39 428.4	276.0	39 704.4
Total	43 327.8	40 098.9	—	—	—	—	—	40 098.9	295.3	40 394.2

^a Includes the cost of 218 temporary posts (4 D-2, 14 D-1, 16 P-5, 38 P-4, 24 P-3, 9 P-2/1, 26 GS (PL) and 87 GS (OL)), as well as contractual services, general operating expenditure and contributions to joint United Nations activities, funded through grants and contributions from the regular budget.

Table 25.4

Post changes^a

	Number	Level
Approved for 2020	2	1 USG, 1 ASG
Proposed for 2021	2	1 USG, 1 ASG

^a No post changes are proposed for 2021.

Table 25.5

Post resources

Category	2020 approved	Changes				2021 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
USG	1	—	—	—	—	1
ASG	1	—	—	—	—	1
Total	2	—	—	—	—	2

25.40 Additional details on the distribution of resources is reflected in tables 25.6 to 25.8.

25.41 As reflected in tables 25.6 (1) and 25.7 (1), the overall resources proposed for 2021 amount to \$40,098,900 before recosting, reflecting no change in the resource level compared with the

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.

appropriation for 2020. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Extrabudgetary resources

- 25.42 As reflected in tables 25.6 (2) and 25.7 (2), overall extrabudgetary resources amounting to \$8,575,735,712 (including 14,431 posts) will be required to implement the programme in 2021. The resources are based on the biennial programme budget of UNHCR for the biennium 2020–2021 (A/AC.96/1191) approved by the Executive Committee of UNHCR at its plenary session in October 2019. Extrabudgetary resources represent 99.5 per cent of the total resources required to implement the overall programme of UNHCR, 100 per cent of the resources required for the programme of work and 96.3 per cent of those required to implement the programme support component.
- 25.43 Anticipated in-kind contributions with an estimated value of \$35,000,000 would provide for goods distributed to beneficiaries as well as premises, utilities, transport, and personnel provided on a no-cost basis.

Table 25.6

Evolution of financial resources by component and subprogramme

(Thousands of United States dollars)

(1) Regular budget

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustment	New/ expanded mandates	Other	Total	Percentage			
A. Executive direction and management	661.9	670.5	—	—	—	—	—	670.5	19.3	689.8
B. Programme of work	—	—	—	—	—	—	—	—	—	—
C. Programme support	42 665.9	39 428.4	—	—	—	—	—	39 428.4	276.0	39 704.4
Subtotal (1)	43 327.8	40 098.9	—	—	—	—	—	40 098.9	295.3	40 394.2

(2) Extrabudgetary

	2019 expenditure	2020 estimate	2021 estimate
A. Executive direction and management	—	—	—
B. Programme of work	3 539 999.8	7 623 250.9	7 545 217.3
C. Programme support	833 230.6	1 004 331.2	1 030 518.4
Subtotal (2)	4 373 230.4	8 627 582.1	8 575 735.7
Total	4 416 558.2	8 667 681.0	8 616 129.9

Table 25.7
Evolution of post resources by component and subprogramme

(1) Regular budget

	2020 approved	Changes				2021 proposed
		Technical adjustment	New/expanded mandates	Other	Total	
A. Executive direction and management	2	—	—	—	—	2
B. Programme of work	—	—	—	—	—	—
C. Programme support ^a	—	—	—	—	—	—
Subtotal (1)	2	—	—	—	—	2

^a Does not include 218 temporary posts funded from grants and contributions.

(2) Extrabudgetary

	2020 estimate	2021 estimate
A. Executive direction and management	—	—
B. Programme of work	6 759	6 704
C. Programme support	7 570	7 727
Subtotal (2)	14 329	14 431
Total	14 331	14 433

Table 25.8
Evolution of financial and post resources by category

(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	661.9	670.5	—	—	—	—	—	670.5
Fellowships, grants and contributions	42 665.9	39 428.4	—	—	—	—	—	39 428.4
Total	43 327.8	40 098.9	—	—	—	—	—	40 098.9
Post resources by category								
Professional and higher	2	2	—	—	—	—	—	2
General Service and related	—	—	—	—	—	—	—	—
Total	2	2	—	—	—	—	—	2

Executive direction and management

- 25.44 The High Commissioner (Under-Secretary-General), who is elected by the General Assembly on the nomination of the Secretary-General, provides the overall direction, supervision and management of activities. The functions of the High Commissioner are set out in the annex to the statute of UNHCR¹. In discharging these high-profile responsibilities, the High Commissioner is assisted by a Deputy High Commissioner (Assistant Secretary-General).
- 25.45 In accordance with the 2030 Agenda, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, UNHCR expanded its annual office environmental inventory (water and electricity consumption, waste production and greenhouse gas emissions) to 68 of its country operations (covering 101 offices). The global inventory has allowed UNHCR to calculate its total office emissions and offset them by procuring certified emission reductions from two wind power projects in India and for the first time ever achieve climate neutrality. Also, in 2019 UNHCR piloted the establishment of an environmental management system in its Jordan operation. The environmental management system is used to develop and implement the organization's environmental policy. Furthermore, a global project was initiated to introduce electricity metering in UNHCR offices around the world and to connect the meters to a global dashboard monitoring system, which will provide UNHCR with a baseline of electricity consumption against which the new measures aiming at optimizing electricity usage at the office level will be gauged.
- 25.46 In 2021, UNHCR will continue to reduce its carbon footprint by further developing its capacity to monitor its global environmental footprint and sustainability in its running of the offices. An in-depth analysis of its 2019 greenhouse gas emissions inventory will be done to embrace an organization-wide approach to carbon footprint reduction. Further training and support will be provided to country operations on environmental monitoring. Going forward, the aim is to expand the environmental management system pilot to other UNHCR operations to have full participation in the coming years. Finally, UNHCR is working on the establishment of an internal green revolving fund financed by interested donors to convert its offices from diesel to solar energy, where applicable.
- 25.47 Information on compliance regarding the timely submission of documentation and advance booking for air travel is reflected in table 25.9 below.
- 25.48 In 2019, the compliance rate with the 16-day rule was measured for the first time, at 19 per cent. While the nature of the organization's work often requires staff members to deploy at short notice to respond to urgent humanitarian needs, the low rate can also be explained by a new travel module having been rolled out only recently. It is expected that once the system reaches maturity and users become proficient in it, compliance rates will improve. UNHCR will deploy other measures to ensure higher compliance going forward. Raising awareness of the 16-day rule will be an area of focus. An updated travel policy will be issued to reinforce the need for compliance. Adherence to the rule will be reported regularly to all senior management and will be one of the key performance indicators tracked in a performance management dashboard currently under development. Travel request forms not in compliance with the 16-day rule will require justification by the traveller's supervisor. Finally, an in-depth analysis will be conducted during the first half of 2020 aimed at identifying and addressing bottlenecks in the workflow for official travel requests.

¹ General Assembly resolution 319 A (IV) of 3 December 1949 and 428 (V) 14 December 1950.

Table 25.9
Compliance rate
(Percentage)

	<i>Planned 2019</i>	<i>Actual 2019</i>	<i>Planned 2020</i>	<i>Planned 2021</i>
Timely submission of documentation	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	100	19	100	100

- 25.49 The proposed regular budget resources for 2021 amount to \$670,500 and reflect no change in the resource level compared with the appropriation for 2020. Additional details on the distribution of proposed resources for 2021 are reflected in table 25.10 below.

Table 25.10
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	661.9	670.5	—	—	—	—	—	670.5
Total	661.9	670.5	—	—	—	—	—	670.5
Post resources by category								
Professional and higher	2	2	—	—	—	—	—	2
Total	2	2	—	—	—	—	—	2

Programme of work

- 25.50 In accordance with article 20 of the statute of the Office, the Office of the High Commissioner shall be financed under the budget of the United Nations and, unless the General Assembly subsequently decides otherwise, no expenditure other than administrative expenditures relating to the functioning of UNHCR shall be borne by the regular budget of the United Nations and all other expenditures relating to the activities of the High Commissioner shall be financed by voluntary contributions. Accordingly, no regular budget resources are estimated under the programme of work component.
- 25.51 Extrabudgetary resources estimated at \$7,545,217,300, as reflected in table 25.6 (2), would provide for 6,704 posts and non-post requirements. The resources would provide for the requirements of field operations for implementing activities, projects and programmes in fulfilment of UNHCR mandates. Such work includes providing international protection for refugees and seeking permanent solutions to their plight. The programme of work of the Office is articulated around the following: a global refugee programme, a global statelessness programme, global reintegration projects and global internally displaced persons projects. For 2021, the largest budgetary requirements are for the global refugee programme followed by global internally displaced persons projects, global reintegration projects and the global statelessness programme.

Programme support

- 25.52 The programme support component includes the Executive Office and other divisions in UNHCR headquarters. These perform activities required to develop, formulate, direct and administer programmes, as well as programme evaluation and oversight. They also discharge functions related to information technology, financial management and administration.
- 25.53 The provision of funds towards programme support activities takes place in the form of a grant. The proposed regular budget resources for 2021 amount to \$39,428,400 and reflect no change in the resource level compared with the appropriation for 2020. The grant is expected to cover the equivalent of 218 posts in the management and administrative category and a part of the related non-post requirements, including contractual services and general operating expenses. Additional details are reflected in table 25.11 below.
- 25.54 The provision of funds to UNHCR for the administrative expenditures of the Office of the High Commissioner in the form of a grant rather than as post and non-post resources was initiated in the biennium 2002–2003 (see [A/56/6 \(Sect. 23\)](#), para. 23.20). The results of the review of the lump-sum arrangement and the lessons learned from the full three bienniums, namely 2002–2003, 2004–2005 and 2006–2007, were reported to the General Assembly at its sixty-third session in 2008 (see [A/63/537](#)). The Assembly, in section VII of its resolution [63/263](#), endorsed the maintenance of the lump-sum arrangement for the funding of UNHCR in future budget presentations of the proposed programme budget as recommended by the Advisory Committee on Administrative and Budgetary Questions (see [A/63/616](#), para. 10).
- 25.55 Extrabudgetary resources estimated at \$1,030,518,400 as reflected in table 25.6 (2) would cover 7,727 posts and non-post costs of the Office under programme support.

Table 25.11

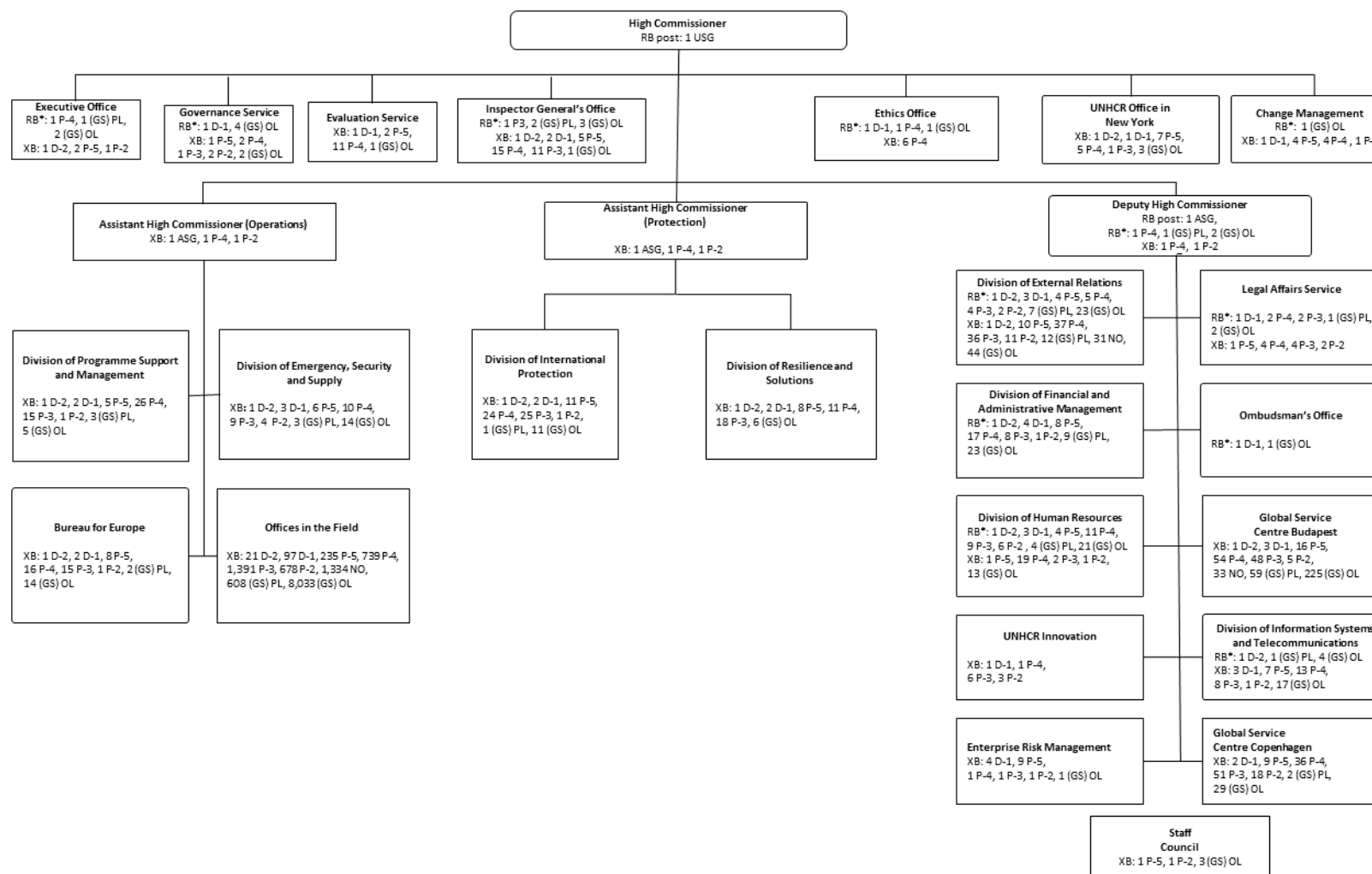
Programme support: evolution of financial and post resources

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Fellowships, grants and contributions	42 665.9	39 428.4	—	—	—	—	—	39 428.4
Total	42 665.9	39 428.4	—	—	—	—	—	39 428.4

Annex I

Organizational structure and post distribution for 2021



Note: “RB” indicates two posts funded under the regular budget; “RB*” indicates posts that are financed by the grant from the regular budget, shown under the regular budget heading for indicative purposes.

Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal Level); NPO, National Professional Officer; USG, Under-Secretary-General; XB, extrabudgetary resources.

Annex II

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

Brief description of the recommendation

Action taken to implement the recommendation

Report of the Advisory Committee on Administrative and Budgetary Questions (A/74/7)

In the budget proposal, it is indicated that the comprehensive refugee response framework, which reflects a strengthened commitment to international cooperation and responsibility-sharing, has been put into practice (A/74/6 (Sect. 25), para. 25.6). The Advisory Committee was informed, upon enquiry, that UNHCR aimed to reduce the layers of authority between its country operations and its headquarters, involving the relocation of offices from Geneva to new regional offices and a regional consolidation, which would strengthen the capacity of country operations.

The Advisory Committee recommends that the General Assembly request the Secretary-General to include further information thereon in the next budget submission (para. VI.20).

The proposed programme budget of UNHCR for 2020 (A/74/6 (Sect. 25)), to which this recommendation refers, was issued in May 2019. Since then, the High Commissioner has reported further on regionalization and decentralization. In particular, the report of the High Commissioner on the biennial programme budget 2020–2021 of the Office of the United Nations High Commissioner for Refugees (A/AC.96/1191), presented to the Advisory Committee on Administrative and Budgetary Questions on 17 September 2019 and approved by the Executive Committee of UNHCR the following October, provides additional information on the Office's decentralized model.

Authority previously exercised at headquarters is delegated to country representatives and regional bureau directors to enable faster decisions on the ground to deliver the High Commissioner's strategic directions and further the objectives of the global compact on refugees in their respective regions within dynamic operational contexts. The model involves the (a) relocation of regional bureaux from headquarters to seven new and reprofiled regional bureaux located in the field in their respective regions, (b) consolidation of a number of regional structures into the new regional bureaux and (c) strengthening of several country operations, including through the establishment of multi-country offices, where a representative may be accredited to more than one country in which UNHCR maintains only a national presence or lacks any presence at all.

The seven regional bureaux cover a wide spectrum of functions. These include setting regional strategies, managing performance and compliance, identifying and monitoring emerging issues and risks, providing technical support to country operations for enhanced planning programming and protection, elaborating regional protection targets, and monitoring and supporting the protection mandate of UNHCR at the country level, ensuring that each region remains coherent with the Office's global strategic areas of concern.

As of 1 January 2020, the new regional bureaux have become operational and the old bureaux at headquarters have been discontinued. Guidelines and

Brief description of the recommendation

Action taken to implement the recommendation

procedures on new roles, accountabilities and authorities of the regional bureaux and divisions of country offices have been issued.

With additional authorities devolved to the country level and regional platforms, the role of headquarters divisions will focus on providing policy guidance and ensuring consistency among regional bureaux. As autonomous local decision-making in the field is strengthened, global coherence and institutional management at the central level are key. Essential headquarters functions will continue to be provided in respect of legal and policy guidance; establishing and updating standards for protection assistance and solutions; improving planning, programming, budgeting, monitoring and reporting to ensure that resources better align with results planned; and managing engagement with institutional partners and other stakeholders at the central level.

Report of the Advisory Committee on Administrative and Budgetary Questions ([A/72/7](#))

The Advisory Committee reiterates its previous recommendation that the budget presentation contain a justification on the use of regular budget contributions, in particular of the portion intended for the lump-sum grant, including details of the composition and functional roles of the 218 posts, as well as of related non-post resources (para. VI.28).

Information on the grant agreement is provided in paragraphs 25.53 and 25.54.

Additional information on the requirements funded through the grant, including on posts and functions, is provided in the supplementary information to this fascicle.