



大会

Distr.: General
30 August 2021
Chinese
Original: English/French

高级专员方案执行委员会

第七十二届会议

2021 年 10 月 4 日至 8 日，日内瓦

临时议程项目 6

审议并通过 2022 年度方案预算

联合国难民事务高级专员公署 2022 年度方案预算¹

高级专员的报告

概要

本报告介绍了联合国难民事务高级专员办事处 2022 年区域方案、总部和全球方案的合并预算需求，数额为 89.937 亿美元，反映了该年基于需求的业务计划。报告还审查了截至 6 月 30 日的 2021 年本期方案预算 91.523 亿美元。这是高级专员方案执行委员会(执行委员会)在 2020 年 10 月第七十一届全体会议上核准的 86.158 亿美元的 2021 年订正方案预算与 5.365 亿美元的 2021 年补充预算之和，以满足与 2019 冠状病毒病(COVID-19)大流行和埃塞俄比亚紧急状况有关的特殊社会经济需求和保护需求。

高级专员根据可用资金的情况，批准拨款以执行方案和项目。

本文件说明规划框架，描述预算方法和结构，对以往和本期执行情况进行分析，着重介绍关键举措，并概述 2022 年预算和人力需求。附件提供背景资料，以及关于行政、财务和方案事项的一般性决定草案，供执行委员会审议和通过。

年度方案预算符合执行委员会第七十一届全体会议批准的经修订的《难民事务高级专员经管的自愿基金财务细则》(A/AC.96/503/Rev.11)，² 自 2022 年 1 月 1 日起生效。

¹ 根据 A/71/12/Add.1 号文件第 19 段所载决定，本文件不遵循正式文件的标准提交模式，无需同时分发。

² 见 A/AC.96/1209，第 13 段。



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术语

| | |
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| 2021 年订正预算 | 执行委员会 2020 年 10 月第七十一届会议核准的 2021 年订正预算 |
| 2021 年当前预算 | 高级专员于 2021 年 6 月 30 日调整的 2021 年预算 |
| 2022 年拟议预算 | 提交执行委员会 2021 年 10 月第七十二届会议核准的 2022 年预算 |

注：除非另有说明，本文件图表中的金额均以千美元为单位，并四舍五入至最接近的千位数。
由于四舍五入，各金额相加可能与总额不符。

一. 2022 年拟议预算

A. 引言

1. 联合国难民事务高级专员公署(难民署)的任务规定载于大会第 319(IV)和 428(V)号决议,第 428(V)号决议列有《难民署章程》。难民署的职责包括为难民提供国际保护,为难民寻找永久解决办法。³
2. 执行委员会依照大会第 1166(XII)号决议和经济及社会理事会第 672(XXV)号决议通过的委员会职权规定,审查和核准难民署的方案和预算。执行委员会作为大会附属机构运作,其报告作为高级专员年度报告的增编提交大会。
3. 通过其《章程》、其后的大会决议和执行委员会的结论,难民署对回返者(A/RES/40/118)以及无国籍人和有可能成为无国籍人的人(A/RES/50/152)负有责任。⁴大会还授权难民署在某些情况下向境内流离失所者提供人道主义援助和保护(A/RES/48/116)。
4. 伙伴关系对难民署至关重要,难民署与包括区域和国际组织、发展伙伴和金融机构、非政府组织和私营部门在内的广大行为体开展合作。难民署还致力于通过参与式评估,在影响到关注人员生活的决定方面,考虑到他们的意见。通过采用年龄、性别和多样化方法,难民署力求确保所有其所关注的人员平等享有其权利。
5. 难民署的工作还遵循《难民问题全球契约》。大会在 2018 年 12 月确认(A/RES/73/151),《难民问题全球契约》是一个更可预测和更公平的负担和责任分担框架,其中认识到,不开展国际合作,就无法可持续地解决难民局势。其目的是减轻收容国的压力,提高难民的自力更生能力,扩大第三国解决办法,并支持在来源国创造有利于安全和有尊严地回返的条件。
6. 2022 年拟议方案预算应与联合国 2022 年拟议方案预算第六编(人权和人道主义事务)第 25 款(对难民的国际保护、持久解决和援助)一并解读。⁵2022 年方案预算经执行委员会核准后,将发出全球筹资呼吁。在执行期间,高级专员可再加补充预算,补充预算的资金须再作呼吁筹集。

B. 规划框架

1. 预算方法

7. 难民署的规划和预算编制方法基于对关注人员的人道主义需求和保护需求的全面评估。以需求为基础的计划是通过参与式办法,与行动一级的各利益攸关方协商制定的。考虑了若干因素:预计人数和人口流动;难民署在 12 个月规划年内执行方案活动的的能力,无论通过合作伙伴执行还是直接执行;有无其他行为

³ 难民署根据 1951 年《关于难民地位的公约》第三十五条和 1967 年《议定书》负有监督责任。一些区域文书也与此有关。

⁴ 这项职责依据的是 1954 年《关于无国籍人地位的公约》和 1961 年《减少无国籍状态公约》。

⁵ 见 A/76/6 (Sect.25)。

体参与及参与的程度；特定政治背景和环境背景及安全形势；基础设施所需资本投资；取得预定结果的最具成本效益的方式；难民署在机构间应对流离失所问题中的参与程度和责任。规划假设依据的是被认为最可能发生的情境。

8. 方案预算反映了难民署新的全球成果框架，该框架采用了简化和更加灵活的成果结构，能够进行多年规划。框架得到了 COMPASS 系统的支持，该系统是一个新的规划、预算编制、监测和报告系统，也是难民署业务转型方案的核心组成部分。这一全球成果框架使各行动能够根据《难民问题全球契约》和可持续发展目标制定长期保护和解决战略。

2. 预算结构：预算构成部分、费用类别和全球成果框架

9. 拟议方案预算的结构和列报围绕以下三个要素：预算构成部分、费用类别和成果。

(a) 预算构成部分包括总部、全球方案和外地。总部反映了设在布达佩斯、哥本哈根、日内瓦和纽约的各司的工作，包括政策指导、行政支助以及对各行动的管理和方案协助。全球方案是在若干行动中实施的一系列广泛的集中管理或区域管理的技术活动。外地构成部分包括在各行动中开展的业务活动，以及七个区域局直接有益于和支持各行动的活动。

(b) 费用类别包括方案费用、方案支助费用以及管理和行政费用。方案费用是指行动一级和区域局发生的与活动、项目和方案直接相关的费用。所需方案支助费用用于制定、编制、指导、管理和评价方案，这些费用发生在总部和区域局以及各行动中。管理和行政费用是总部发生的费用，对本组织的行政领导、评价和监督、信息技术和行政等总体领导和管理至关重要。它们独立于方案活动的范围和水平。

(c) 按照难民署新的成果框架制订的成果包括影响领域、成果和扶持领域以及产出。影响领域是难民署各项工作的最终预期效果。它们是新预算结构的基础，表明了难民署保护、援助关注人员并为其寻找解决办法的任务将如何在预算年度得到落实。影响领域旨在：(一) 获得有利的保护环境(保护)；(二) 在安全环境中实现权利(协助)；(三) 增强社区权能并实现性别平等(增强权能)；(四) 安全解决方案(解决)。全球成果框架包括 16 个成果领域，代表了难民署的主要工作领域，表明了本组织对实现权利的贡献。其中一些成果领域促进可持续发展目标，使本组织能够展示其对《2030 年可持续发展议程》的贡献。此外，五个扶持领域概括了本组织与以下方面有关的工作和成果：资源调动、供应、监督、人力资源管理、政策管理、对理事机构的支持、信息技术、业务支持、学习和财务管理。产出，或难民署工作的直接成果/应交付产出，是针对具体情况，作为国别、区域和总部计划的一部分制定的，并在这些成果领域下汇总。核心指标跟踪成果和影响领域的进展，帮助难民署证实它如何正在改变关注人员的生活。

3. 关注人员

10. 表一.1 所示为 2020 年关注人员的人数以及 2021 年和 2022 年的年终预计人数。预测是基于区域局和各行动拟定的最新规划设想情况。它们反映了预期的情

况变化，并考虑到目前的人口规模、平均人口增长、预期流动和人口状况的变化。附件三提供了按关注人员类型、区域和年份列示的数目。

表一.1

2020-2022 年关注人员人数

| | (in thousands) | | |
|--|----------------|----------------|-------------------|
| | 2020 | 2021 | 2022 |
| <i>Persons of concern</i> | <i>Actual</i> | <i>Current</i> | <i>Projection</i> |
| Refugees ⁽¹⁾ | 20,650 | 21,014 | 21,793 |
| Asylum-seekers (pending cases) | 4,139 | 4,758 | 4,790 |
| Returnees (arrivals during year) | 251 | 1,343 | 740 |
| Persons under UNHCR's statelessness mandate ⁽²⁾ | 2,972 | 3,647 | 4,639 |
| Internally displaced persons (IDPs) | 48,557 | 50,053 | 52,164 |
| Returned IDPs (during year) | 3,184 | 4,237 | 3,977 |
| Others of concern ⁽³⁾ | 8,310 | 6,467 | 9,615 |
| Venezuelans displaced abroad | 3,856 | 4,337 | 4,859 |
| Total | 91,920 | 95,855 | 102,575 |

⁽¹⁾ Includes persons in refugee-like situations

⁽²⁾ In 2020, the figure excludes 1.2 million people who are also forcibly displaced (e.g. the Rohingya) to avoid double-counting.

⁽³⁾ From 2021, the figure for others of concern does not include host communities.

11. 截至 2020 年底，由于旷日持久的冲突和新冲突，关注人员人数增至 9 190 万人。预计到 2022 年，总数将增加 1 070 万，增幅为 12%。

12. 预计到 2022 年，所有人口类型都将增加，其中境内流离失所者增加最多(增加 360 万)，其次是无国籍人(增加 170 万)、其他关注人员(增加 130 万)和难民(增加 110 万)。

13. 由于刚果民主共和国和莫桑比克北部的局势，预计南部非洲的境内流离失所者增加最多。在亚洲和太平洋地区，预计的上升主要与阿富汗局势恶化有关。在西非和中非，萨赫勒地区的危机预计将导致更多人流离失所，而在东非、非洲之角和大湖区，埃塞俄比亚提格雷地区的人道主义危机仍将是流离失所的驱动因素。

14. 关于无国籍人，预计西非和中非的人数会更多，那里的民事登记和记录活动可能会使以前未被确认的人得到确认。在南部非洲，估计国籍立法框架的不足将导致无国籍状态的增加。

15. 关于其他关注人员，预计增长率最高的是美洲，主要是委内瑞拉玻利瓦尔共和国有保护需求的人。

16. 由于中美洲和墨西哥的局势，预计难民人数将会增加，主要是在美洲。在欧洲，预计将有新的难民和寻求庇护者通过地中海路线抵达。

17. 规划数字的区域趋势将在第二章 A 节中作进一步阐述。

C. 以往和本期执行情况分析

1. 全球一级以往执行情况

18. 表一.2 所示为 2011 年至 2020 年的最终预算、可用资金和支出。

表一.2

2011-2020 年预算、可用资金和支出

(in thousands of US dollars)

| | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|---|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| <u>Budget, funds available and expenditure</u> | | | | | | | | | | |
| Final budget | 3,821,708 | 4,255,607 | 5,335,374 | 6,569,754 | 7,232,409 | 7,509,703 | 7,962,857 | 8,220,453 | 8,635,927 | 9,131,348 |
| Funds available | 2,413,144 | 2,593,847 | 3,234,135 | 3,603,099 | 3,706,762 | 4,410,812 | 4,510,043 | 4,710,322 | 4,826,213 | 5,403,551 |
| Expenditure | 2,181,099 | 2,357,710 | 2,971,825 | 3,355,409 | 3,294,815 | 3,967,096 | 4,083,352 | 4,226,254 | 4,415,291 | 4,837,666 |
| <u>Analysis in percentage terms</u> | | | | | | | | | | |
| Funds available as % of budget | 63% | 61% | 61% | 55% | 51% | 59% | 57% | 57% | 56% | 59% |
| Funding gap | 37% | 39% | 39% | 45% | 49% | 41% | 43% | 43% | 44% | 41% |
| Expenditure as % of budget | 57% | 55% | 56% | 51% | 46% | 53% | 51% | 51% | 51% | 53% |
| Expenditure as % of funds available | 90% | 91% | 92% | 93% | 89% | 90% | 91% | 90% | 91% | 90% |

19. 2011 年至 2020 年期间，最终预算、可用资金和支出平均增长了 10%。需求与可用资金之间仍然存在巨大缺口，因为需求的增长速度高于供资增长速度。2020 年，供资缺口略有缩小，为 41%，而 2019 年为 44%。2019 年至 2020 年间，可用资金和支出分别增长了 12% 和 9.6%。2020 年的总支出为 48.377 亿美元，是有记录以来最高的。由于这占可用资金总额的 90%，表明难民署有能力执行可用资金，即使在 COVID-19 带来限制和挑战期间也是如此。在捐助方条件允许的情况下，预算年度未执行的资金结转至下一年，以确保业务的连续性。

20. 表一.3 为按支柱分列的 2020 年最终预算、可用资金和支出。2020 年期间，虽然预计疫情会对计划应交付产出产生重大影响，但预算执行没有受到影响，比率(以支出相对于可用资金衡量)为 90%。本组织采取灵活措施应对不断变化的业务环境，调整和优先安排救生活动，并调整其应对模式，以减轻疫情对关注人员的影响。由于难民署的分散结构，且各区域局更接近交付点，难民署能够迅速确定应对 COVID-19 紧急状况的所需资源，并适当地重新分配资源。在整个疫情期间，难民署能够“驻扎和交付”，并采取了健康和安全措施，以确保其工作人员的福祉，特别是偏远地区的工作人员。还为执行伙伴采取了简化措施，使它们能够迅速做出反应。

表一.3

2020 年预算、可用资金和支出——按支柱分列

(in thousands of US dollars)

| | Final budget | Funds available | Funds available as % of budget | Expenditure | Expenditure as % of budget | Expenditure as % of funds available |
|--|------------------|------------------|--------------------------------|------------------|----------------------------|-------------------------------------|
| Global refugee programme | 6,710,692 | 4,354,662 | 65% | 3,874,913 | 58% | 89% |
| Global stateless programme | 78,331 | 41,336 | 53% | 41,307 | 53% | 100% |
| Global reintegration projects | 608,162 | 213,679 | 35% | 211,749 | 35% | 99% |
| Global IDP projects | 1,324,207 | 747,525 | 56% | 700,714 | 53% | 94% |
| Subtotal programmed activities | 8,721,393 | 5,357,202 | 61% | 4,828,683 | 55% | 90% |
| Operational reserve | 395,409 | 10,000 | 3% | - | 0% | 0% |
| "New or additional activities – mandate-related" reserve | 2,547 | 20,000 | 785% | - | 0% | 0% |
| Junior Professional Officers | 12,000 | 16,349 | 136% | 8,983 | 75% | 55% |
| Total | 9,131,348 | 5,403,551 | 59% | 4,837,666 | 53% | 90% |

2. 区域一级以往执行情况

21. 表一.4 至一.10 所示为七个区域 2020 年的预算和支出。

表一.4

2020 年西非和中非区域预算、可用资金和支出——按支柱分列

(in thousands of US dollars)

| | <i>Final budget</i> | <i>Funds available</i> | <i>Funds available as % of budget</i> | <i>Expenditure</i> | <i>Expenditure as % of budget</i> | <i>Expenditure as % of funds available</i> |
|--------------------------------------|-------------------------|----------------------------|---|--------------------|---|--|
| Global refugee programme | 425,620 | 293,125 | 69% | 285,769 | 67% | 97% |
| Global stateless programme | 11,610 | 6,039 | 52% | 6,035 | 52% | 100% |
| Global reintegration projects | 41,048 | 22,891 | 56% | 22,891 | 56% | 100% |
| Global IDP projects | 186,729 | 130,300 | 70% | 127,755 | 68% | 98% |
| Total West and Central Africa | 665,007 | 452,354 | 68% | 442,450 | 67% | 98% |

22. 到 2020 年底，西非和中非约有 960 万关注人员，最终预算为 6.650 亿美元。在 4.524 亿美元的可用资金中，已执行 4.425 亿美元(即 98%)，占最终预算的 67%。面对整个地区持续的被迫流离失所，难民署继续提供救生保护和援助。15 多万人获得了应急住所，30 多万人获得了核心救济物品，120 多万人进行了生物识别登记。但是，资金不足导致需求仍未得到满足。在喀麦隆，64%的难民没有获得粮食援助，30%的难民无法获得安全饮用水，34%的难民生活在不符合标准的应急住所中。在尼日尔，估计有 12%的境内流离失所者因资金不足而没有登记，在萨赫勒地区，80%因暴力和 COVID-19 失学的流离失所儿童无法参加远程学习方案。

表一.5

2020 年东非和非洲之角及大湖区的预算、可用资金和支出——按支柱分列

(in thousands of US dollars)

| | <i>Final budget</i> | <i>Funds available</i> | <i>Funds available as % of budget</i> | <i>Expenditure</i> | <i>Expenditure as % of budget</i> | <i>Expenditure as % of funds available</i> |
|--|-------------------------|----------------------------|---|--------------------|---|--|
| Global refugee programme | 1,621,244 | 799,077 | 49% | 747,601 | 46% | 94% |
| Global stateless programme | 5,275 | 1,999 | 38% | 1,999 | 38% | 100% |
| Global reintegration projects | 143,554 | 32,455 | 23% | 31,157 | 22% | 96% |
| Global IDP projects | 131,765 | 88,079 | 67% | 82,547 | 63% | 94% |
| Total East and Horn of Africa & Great Lakes | 1,901,838 | 921,610 | 48% | 863,304 | 45% | 94% |

23. 在东非、非洲之角和大湖区，大约有 1 790 万关注人员，而 2020 年的最终预算为 19.018 亿美元。在 9.216 亿美元的可用资金中，已执行 8.633 亿美元(即 94%)，占预算的 45%。难民署支付了 3 020 万美元的现金援助，向大约 86.2 万个家庭提供了核心救济物品，并帮助 600 多万名关注人员获得保健服务。难民署为东道国政府提供了援助，包括受提格雷紧急状况影响的政府。应对基于性别的暴力被列为优先事项：约 1.26 万名幸存者接受了心理咨询。难民署加强了对 160 多万南苏

丹境内流离失所者的支持，并向埃塞俄比亚 40 万境内流离失所者提供了保护和援助。埃塞俄比亚和南苏丹等国的难民应急计划仍然资金不足。儿童保护活动也受到资金短缺的影响，在学校关闭期间，该地区只有 27% 的年轻难民和儿童能够参加远程学习方案。

表一.6

2020 年南部非洲区域预算、可用资金和支出——按支柱分列

(in thousands of US dollars)

| | <i>Final budget</i> | <i>Funds available</i> | <i>Funds available as % of budget</i> | <i>Expenditure</i> | <i>Expenditure as % of budget</i> | <i>Expenditure as % of funds available</i> |
|-------------------------------|-------------------------|----------------------------|---|--------------------|---|--|
| Global refugee programme | 247,011 | 135,401 | 55% | 134,122 | 54% | 99% |
| Global stateless programme | 9,410 | 3,898 | 41% | 3,897 | 41% | 100% |
| Global reintegration projects | 6,233 | 3,379 | 54% | 3,379 | 54% | 100% |
| Global IDP projects * | 62,057 | 64,386 | 104% | 58,094 | 94% | 90% |
| Total Southern Africa | 324,712 | 207,063 | 64% | 199,493 | 61% | 96% |

* Note: Funds as per cent of budget in respect to global IDP projects reflects the extent of tightly earmarked funds.

24. 在南部非洲区域，2020 年最终预算为 3.247 亿美元，关注人员人数约为 850 万。在 2.071 亿美元可用资金中，已执行 1.995 亿美元(即 96%)，占预算的 61%。难民署向大约 140 万难民、境内流离失所者和其他受紧急状况和长期流离失所影响的人提供了保护。约 25 万人获得了现金援助，以减轻 COVID-19 的影响，其中包括南非的城市难民和赞比亚的难民营难民，以及刚果共和国、刚果民主共和国、马拉维和莫桑比克的难民、境内流离失所者和其他关注人员。难民署支持几个国家发起的无国籍数据收集倡议。在刚果民主共和国东部局势恶化后，为收容所增拨了资金，惠及超过 17.5 万人。然而，资金不足导致该国只有 25% 的性别暴力幸存者获得医疗服务，15% 受益于法律援助。在整个南部非洲地区，在与 COVID-19 有关的学校关闭期间，只有 3% 的难民儿童能够参加远程学习方案。斯威士兰和纳米比亚缺乏农业和生计资金，因而阻碍了对难民自力更生的支持，而在赞比亚，大多数难民居住在条件简陋的收容所中。

表一.7

2020 年中东和北非区域预算、可用资金和支出——按支柱分列

(in thousands of US dollars)

| | <i>Final budget</i> | <i>Funds available</i> | <i>Funds available as % of budget</i> | <i>Expenditure</i> | <i>Expenditure as % of budget</i> | <i>Expenditure as % of funds available</i> |
|---|-------------------------|----------------------------|---|--------------------|---|--|
| Global refugee programme | 1,680,562 | 924,126 | 55% | 893,311 | 53% | 97% |
| Global stateless programme | 2,320 | 1,592 | 69% | 1,592 | 69% | 100% |
| Global reintegration projects | 317,833 | 102,846 | 32% | 102,610 | 32% | 100% |
| Global IDP projects | 812,650 | 383,608 | 47% | 355,374 | 44% | 93% |
| Total Middle East and North Africa | 2,813,365 | 1,412,172 | 50% | 1,352,888 | 48% | 96% |

25. 在中东和北非，2020 年最终预算为 28.134 亿美元，关注人员人数达到 1 580 万。在 14.122 亿美元可用资金中，已执行 96%，占预算的 48%。670 多万叙利亚

人仍然在国内流离失所，550 万难民被收容在埃及、伊拉克、约旦和黎巴嫩。难民署支持将叙利亚难民纳入公共卫生系统。在整个区域，有 520 万人受益于社区外联服务，260 万妇女和女孩获得了保护服务。该组织向 460 万人发放了 4.225 亿美元的现金援助。2020 年，该地区出生的叙利亚难民儿童中没有身份证件的比例降至 1%。在也门，超过 66% 的人需要人道主义援助，包括大约 100 万境内流离失所者和大约 17.76 万名难民和寻求庇护者。

表一.8

2020 年亚洲及太平洋区域预算、可用资金和支出——按支柱分列

(in thousands of US dollars)

| | <i>Final budget</i> | <i>Funds available</i> | <i>Funds available as % of budget</i> | <i>Expenditure</i> | <i>Expenditure as % of budget</i> | <i>Expenditure as % of funds available</i> |
|-----------------------------------|-------------------------|----------------------------|---|--------------------|---|--|
| Global refugee programme | 626,146 | 356,502 | 57% | 343,296 | 55% | 96% |
| Global stateless programme | 33,537 | 17,917 | 53% | 17,908 | 53% | 100% |
| Global reintegration projects | 99,257 | 51,898 | 52% | 51,502 | 52% | 99% |
| Global IDP projects | 49,310 | 31,460 | 64% | 30,235 | 61% | 96% |
| Total Asia and the Pacific | 808,249 | 457,777 | 57% | 442,940 | 55% | 97% |

26. 在亚洲及太平洋，2020 年最终预算为 8.082 亿美元，约有 980 万关注人员。在 4.578 亿美元可用资金中，已执行 4.429 亿美元(即 97%)，占预算的 55%。难民署采取以地区为基础的办法，为阿富汗境内流离失所者人口寻找解决方案，这类人口已增至 290 万。难民署调动了对回返和重返社会优先领域的投资，援助了 90 多万人。在伊朗伊斯兰共和国和巴基斯坦，难民署及其合作伙伴通过引导对国家公共服务提供系统的投资和为难民提供证件，支持包容性政策。在整个区域，近 150 万难民和其他关注人员获得了基本保健。难民署努力减少和防止无国籍状态，支持法律和政策改革，解决了塔吉克斯坦和乌兹别克斯坦的 3.26 万起案件。然而，资金不足导致水和卫生、住房、教育和保健领域的需求未得到满足。在阿富汗，获得教育、医疗保健和社区基础设施的机会受到影响，而缅甸的许多境内流离失所者继续住在不符合标准的收容所。在孟加拉国，由于缺乏资金，科克斯巴扎尔区的供水升级没有实施。在印度、印度尼西亚、马来西亚、尼泊尔和泰国，难民署向少数需要救生紧急援助的人提供了现金援助。

表一.9

2020 年欧洲区域预算、可用资金和支出——按支柱分列

(in thousands of US dollars)

| | <i>Final budget</i> | <i>Funds available</i> | <i>Funds available as % of budget</i> | <i>Expenditure</i> | <i>Expenditure as % of budget</i> | <i>Expenditure as % of funds available</i> |
|-------------------------------|-------------------------|----------------------------|---|--------------------|---|--|
| Global refugee programme | 793,298 | 520,580 | 66% | 484,245 | 61% | 93% |
| Global stateless programme | 9,846 | 6,881 | 70% | 6,866 | 70% | 100% |
| Global reintegration projects | 237 | 210 | 89% | 210 | 89% | 100% |
| Global IDP projects | 28,288 | 17,801 | 63% | 17,801 | 63% | 100% |
| Total Europe | 831,669 | 545,471 | 66% | 509,121 | 61% | 93% |

27. 在欧洲, 2020 年约有 1 200 万关注人员, 最终预算为 8.317 亿美元。在 5.455 亿美元可用资金中, 已执行 5.091 亿美元(即 93%), 占需求的 61%。在整个 COVID-19 大流行期间, 难民署倡导将关注人员纳入国家卫生应对措施、疫苗接种运动和社会保护计划。现金援助有所扩大, 惠及约 50 万人。在难民署的倡导下, 通过法律或在实践中确保需要国际保护的人能够入境的国家数目有所增加。总共有 6.62 万人获得了关于难民地位确定程序的信息, 同样多的人还获得了法律援助。在塞浦路斯、希腊、意大利、马耳他和西班牙, 难民署帮助改善了接待设施的生活条件, 使大约 13.06 万人受益。

表一.10

2020 年美洲区域的预算、可用资金和支出——按支柱分列

(in thousands of US dollars)

| | <i>Final budget</i> | <i>Funds available</i> | <i>Funds available as % of budget</i> | <i>Expenditure</i> | <i>Expenditure as % of budget</i> | <i>Expenditure as % of funds available</i> |
|-------------------------------|-------------------------|----------------------------|---|--------------------|---|--|
| Global refugee programme | 552,096 | 322,943 | 58% | 288,912 | 52% | 89% |
| Global stateless programme | 6,333 | 3,011 | 48% | 3,011 | 48% | 100% |
| Global reintegration projects | - | - | 0% | - | 0% | 0% |
| Global IDP projects | 53,409 | 31,707 | 59% | 28,907 | 54% | 91% |
| Total Americas | 611,838 | 357,662 | 58% | 320,830 | 52% | 90% |

28. 在美洲, 2020 年最终预算为 6.118 亿美元, 大约有 1 840 万关注人员。在 3.577 亿美元可用资金中, 已执行 3.208 亿美元(即 90%), 占预算的 52%。难民署推动将关注人员纳入国家恢复计划和保护系统。受 COVID-19 经济影响的 7.5 万多人获得了生计支持, 37.4 万人获得了现金援助。为了保障获得庇护的机会, 难民署推广了创新方法, 远程登记和资格面谈因此增加。然而, 资金不足导致仍有需求得不到满足。在巴西, 启动赠款的分配受到影响, 在阿根廷、智利、哥伦比亚、哥斯达黎加和厄瓜多尔的边境和城市接待区, 现金援助和核心救济物品的提供也受到影响。支助不足导致委内瑞拉玻利瓦尔共和国难民婴儿、在其他国家的委内瑞拉父母的子女登记减少。在厄瓜多尔, 难民署无法提供基于性别的专门服务。

3. 本期执行情况——2021 年预算

29. 在 2019 年 10 月举行的第七十届全体会议上, 执行委员会根据 2019 年初评估的需求, 核准了 86.158 亿美元的 2021 年初始方案预算。⁶ 2020 年 10 月, 执行委员会第七十一届会议核准了相同数额的 2021 年订正年度预算。⁷

30. 截至 2021 年 6 月 30 日, 即本报告财务数据的截止日期, 2021 年当前预算为 91.523 亿美元, 由于两项补充预算, 增加了 5.365 亿美元(约 6%)。一项 4.548 亿美元的补充预算用于:(-) 减轻 COVID-19 造成的特殊的社会经济和保护影响; (二) 支持健康方面的关键需求; 无法纳入 2021 年全球呼吁主流的水、环境卫生和

⁶ 见 A/AC.96/1191。

⁷ 见 A/AC.96/1202。

个人卫生项目(水卫项目)以及收容所。需要 8 170 万美元的第二项补充预算来满足埃塞俄比亚紧急状况产生的需求。

31. 表一.11 所示为 2021 年订正预算和当前预算——按区域、全球方案和总部分列 2021 年当前预算所需经费最多的是中东和北非地区(30%)，其次是东非和非洲之角及五大湖地区(21%)。除南部非洲地区的预算需求为 4% 外，其他地区当前所需预算都在 8% 至 9% 的范围内。当前 2021 年全球方案和总部所需经费分别占所需经费总额的 6% 和 2%。差异包括：两个 2021 年补充预算的净影响；内部转拨，包括从业务准备金转拨；调整。

表一.11

2021 年订正预算和当前预算——按区域、全球方案和总部分列

| | <i>(in thousands of US dollars)</i> | | | | | |
|--|-------------------------------------|--------------|------------------|--------------|--------------------|-------------------|
| | 2021 budget | | | | Variance | |
| | Revised | | Current | | Current vs Revised | |
| | Amount | % over total | Amount | % over total | Amount | Percentage change |
| West and Central Africa | 689,184 | 8% | 724,691 | 8% | 35,507 | 5% |
| East and Horn of Africa & the Great Lakes | 1,706,085 | 20% | 1,881,135 | 21% | 175,050 | 10% |
| Southern Africa | 345,001 | 4% | 388,514 | 4% | 43,513 | 13% |
| Middle East and North Africa | 2,647,794 | 31% | 2,706,897 | 30% | 59,103 | 2% |
| Asia and the Pacific | 755,169 | 9% | 820,019 | 9% | 64,850 | 9% |
| Europe | 709,342 | 8% | 694,883 | 8% | (14,459) | -2% |
| Americas | 573,802 | 7% | 712,350 | 8% | 138,547 | 24% |
| Subtotal field | 7,426,378 | 86% | 7,928,488 | 87% | 502,110 | 7% |
| Global programmes | 519,218 | 6% | 554,133 | 6% | 34,915 | 7% |
| Headquarters | 220,253 | 3% | 222,298 | 2% | 2,045 | 1% |
| Subtotal programmed activities | 8,165,850 | 95% | 8,704,920 | 95% | 539,070 | 7% |
| Operational reserve | 417,985 | 5% | 415,391 | 5% | (2,594) | -1% |
| "New or additional activities – mandate-related" reserve | 20,000 | 0% | 20,000 | 0% | - | 0% |
| Junior Professional Officers | 12,000 | 0% | 12,000 | 0% | - | 0% |
| Total | 8,615,835 | 100% | 9,152,310 | 100% | 536,476 | 6% |

32. 下文表一.12 按支柱对 2021 年当前预算和订正预算进行了比较。2021 年最大的预算需要在支柱 1(全球难民方案)，其次是支柱 4(全球境内流离失所者项目)、支柱 3(全球重返社会项目)和支柱 2(全球无国籍方案)。差异栏反映了 2021 年补充预算、转拨和重新部署，突出显示了 2021 年订正预算在多大程度上进行了调整，以特别支持境内流离失所者。

表一.12

2021 年订正预算和当前预算——按支柱分列

| | <i>(in thousands of US dollars)</i> | | | | | |
|--|-------------------------------------|--------------|------------------|--------------|--------------------|-------------------|
| | 2021 budget | | | | Variance | |
| | Revised | | Current | | Current vs Revised | |
| | Amount | % over total | Amount | % over total | Amount | Percentage change |
| Global refugee programme | 6,144,601 | 71% | 6,544,898 | 72% | 400,297 | 7% |
| Global stateless programme | 84,594 | 1% | 82,617 | 1% | (1,977) | -2% |
| Global reintegration projects | 621,749 | 7% | 658,960 | 7% | 37,210 | 6% |
| Global IDP projects | 1,314,906 | 15% | 1,418,445 | 15% | 103,540 | 8% |
| Subtotal programmed activities | 8,165,850 | 95% | 8,704,920 | 95% | 539,070 | 7% |
| Operational reserve | 417,985 | 5% | 415,391 | 5% | (2,594) | -1% |
| "New or additional activities – mandate-related" reserve | 20,000 | 0% | 20,000 | 0% | - | 0% |
| Junior Professional Officers | 12,000 | 0% | 12,000 | 0% | - | 0% |
| Total | 8,615,835 | 100% | 9,152,310 | 100% | 536,476 | 6% |

33. 按区域、全球方案和总部分列的截至 6 月 30 日的 2021 年支出与 2020 年最终支出的对比情况见表一.13。

表一.13

2020 年和 2021 年支出——按区域、全球方案和总部分列

| <i>(in thousands of US dollars)</i> | | | | |
|---|-------------------------|-------------------------|--|-------------------------|
| | <i>2020 expenditure</i> | | <i>2021 expenditure (as at 30 June 2021)</i> | |
| | <i>Amount</i> | <i>% over total</i> | <i>Amount</i> | <i>% over total</i> |
| West and Central Africa | 442,450 | 9% | 176,633 | 9% |
| East and Horn of Africa & the Great Lakes | 863,304 | 18% | 413,212 | 20% |
| Southern Africa | 199,493 | 4% | 86,544 | 4% |
| Middle East and North Africa | 1,352,888 | 28% | 496,610 | 24% |
| Asia and the Pacific | 442,940 | 9% | 177,980 | 9% |
| Europe | 509,121 | 11% | 208,049 | 10% |
| Americas | 320,830 | 7% | 169,907 | 8% |
| Subtotal field | 4,131,026 | 85% | 1,728,935 | 84% |
| Global programmes | 486,250 | 10% | 218,936 | 11% |
| Headquarters | 211,407 | 4% | 114,765 | 6% |
| Subtotal programmed activities | 4,828,683 | 100% | 2,062,637 | 100% |
| Junior Professional Officers | 8,983 | 0% | 4,566 | 0% |
| Total | 4,837,666 | 100% | 2,067,202 | 100% |

D. 关键举措

34. 自 2017 年以来，难民署参与了全球转型进程，以更好地为关注人员提供保护、包容和解决方案。本节概述了难民署已经进行并延续到 2022 年的重大改革和战略投资。难民署努力下放权力和改进工作方式，以使决策和权力更接近交付点，以此加强这些举措。这些举措反映了难民署在联合国发展系统重要改革中的参与、对数据和数字化的战略投资以及本组织风险管理能力的提高。最后，它们加强了改进的方案规划、预算编制和报告，以便对关注人员产生更大的影响和更好的结果。

1. 难民问题全球契约和全球难民论坛

35. 尽管 COVID-19 大流行肆虐，但在难民问题全球论坛会议和无国籍问题高级别会议上做出的承诺取得了进展。在某些情况下，认捐得到调整或加快，以支持应对疫情。

36. 难民署 2022 年的重点将是为东道国兑现承诺提供技术、物质和资金支持。《难民问题全球契约》将被纳入支持难民署工作的关键进程的主流，这些工作包括成果管理和报告以及能力建设。

2. 境内流离失所者工作

37. 境内流离失所者状况的规模和复杂性继续增加，难民署的参与在业务交付和协调领导方面都有所扩大。2016 年，难民署致力于更加果断和可预测地与境内流离失所者接触，并引入了若干内部变革。经修订的境内流离失所者政策重申了难民署在境内流离失所情况下的承诺，这是世界各地行动的一个组成部分。

38. 2020 年，发起了一项倡议，支持难民署各行动执行政策承诺，特别是在以下方面：(一) 应急准备和反应；(二) 机构间协调和影响；(三) 寻求解决办法；(四) 加强

规划和方案编制；(五) 收集准确、全面和高质量的数据，以促进更好的保护和解决结果。这些变革涉及难民署应对措施的所有方面。本组织进一步致力于通过联合国秘书长境内流离失所问题高级别小组的工作促进解决境内流离失所者问题。迄今取得的成就需要进一步巩固和增加资源。⁸ 2022 年拟议预算考虑到了全球境内流离失所者人数的预期增长。唯一的例外是中东和北非，那里的境内流离失所者人数预计将减少，以及欧洲，尽管预计 2021 年至 2022 年期间境内流离失所者人数将增加，但那里的活动将略有减少。

3. 无国籍

39. 正值世界纪念 1961 年《减少无国籍状态公约》60 周年之际，难民署结束无国籍状态的宣传进一步加强。如表一.1 所示，全球无国籍人数继续增加。2022 年，难民署将继续寻求与其他联合国实体和相关利益攸关方建立伙伴关系，以在结束无国籍状态运动的剩余时间里加强行动。⁹

40. 将制定关于全球无国籍状态数据的新指南，以改进高质量和国际可比的无国籍人口统计数据的收集和利用。难民署将鼓励和支持各国将问题纳入人口和住房普查，以便识别无国籍人，并根据本组织的“[2014-2024 年终止无国籍状态全球行动计划](#)”，开展有针对性的调查和研究。此外，难民署还将开发工具和出版物，强化提高认识活动，确保无国籍状态反映在其工作的其他领域。与 2021 年当前预算相比，无国籍人的总预算将增加 2 970 万美元，即 36%。¹⁰

4. 业务转型方案

41. 从 2020 年开始，难民署参与了协调和有重点的转型，以优化流程和系统，为关注人员提供更好的结果。这种转型越来越重要，因为当前的系统是在本组织以相对较小的预算在不太复杂的业务环境中应对数量少得多的关注人员及其需求时设计和推行的。业务转型方案将利用云技术支持一系列流程，包括规划、预算、报告、财务和供应链、人力资源、资源调动和管理、外部参与和合作伙伴项目管理。业务转型方案打算简化和精简程序，以确保难民署能够作为一个灵活、高效和创新的组织应对新出现的挑战。

42. 2021 年初，难民署推出了 COMPASS 系统，以改善多年期战略方案拟订、预算编制以及对方案对本组织关注人员影响的监测和报告。难民署的所有行动、区域局和总部各司和实体都使用 COMPASS 系统制定 2022 年战略、预算和成果链。

43. 为了更好地维持正在进行的转型努力，改革主任在转型和变革处的支持下，将帮助指导业务转型方案，并确保总部和各行动之间的一致性，以优化方案影响。业务转型方案执行委员会将进一步确保各变革流之间的一致性和协调性。由副高级专员担任主席的转型治理委员会对业务转型方案和其他转型举措进行治理、协调和排序。

⁸ 参见：EC/72/SC/CRP.14。

⁹ 见 <https://www.unhcr.org/ibelong/>。

¹⁰ 参见：表一.18 (第一章，E 节，“2022 年方案预算”)。

5 气候行动

44. 2021 年，难民署推出了第一个《气候行动战略框架》，框架概述了难民署以保护为中心应对气候紧急状况的总体范围。2022 年的一个关键优先事项将是制定区域背景和针对具体行动的行动计划。难民署还将提出保护因气候变化和灾害而流离失所者的解决方案。难民署将针对这项工作调整其“应急准备和反应政策”，简化准备机制，并将灾害风险和灾害反应纳入培训材料。难民署将利用替代筹资模式筹集额外资金，包括一个将难民社区与全球碳信用市场联系起来的项目，并支持各行动对水井进行太阳能改造。

45. 难民署制定了路线图，以确保其业务反应的可持续性，并在 2025 年前提高社区的复原力。计划开展的活动包括：(一) 在 2023 年底前确定可持续采购和实物支持；(二) 增加对个人卫生和家用用品的现金干预措施；(三) 支持减少环境足迹的无害环境住房和社区结构；(四) 推行减少碳排放的水卫项目相关方案；(五) 投资于能源方案，同时促进可再生能源的使用；(六) 将环境考虑纳入所有部门的主流。

46. 难民署继续致力于向流离失所人口提供更清洁、更安全的能源。在 2019 年难民问题全球论坛会议上，难民署发起了清洁能源挑战，以便到 2030 年为流离失所者和收容社区带来负担得起、可靠和可持续的能源。难民署力图改造其基础设施、车队和旅行，以最大限度地减少其环境足迹，实现可持续解决方案。

6. 数据和数字化

47. 难民署继续投资于数据和数字化。其“2020-2025 年数据转换战略”将难民署确立为提供难民、无国籍人和被迫流离失所数据方面的循证和可信赖的伙伴。难民署将与各区域局密切合作，通过其全球数据服务，加强其业务数据和分析。此外，难民署将继续与合作伙伴合作，通过世界银行-难民署被迫流离失所问题联合数据中心，支持收集和分析人口和社会经济数据。

48. 难民署正在制定一项统一的数字转型战略，该战略贯穿各领域，并以正确的赋能技术为基础，以实现两个战略目标：(一) 加强数字保护、包容和问责，帮助关注人员实现自力更生；(二) 转变难民署的工作方式，提高效率，分享知识，加强合作。该战略旨在加强与合作伙伴的合作，并与联合国系统的数字雄心保持一致。

7. 问责和监督

49. 难民署的风险管理 2.0 倡议极大地推进了难民署的风险文化——建立了更好地管理风险和机遇的人员、工具、政策和流程。在此基础上，作为难民署更广泛业务转型努力的一部分，正在最后确定一项五年战略，以提高难民署的风险成熟度，并指导其嵌入和加强风险管理的工作。

50. 监察主任办公室 2021-2026 年五年战略将通过加强调查和战略监督服务，指导专业和独立应对廉正关切。该办公室旨在完成成为难民署独立监督设想的现代化和改革，并协调独立监督机构的工作，以确保其效率和成效。

51. 2022 年将继续努力解决性剥削和性虐待以及性骚扰问题。难民署通过继续参与机构间常设委员会(高级专员作为倡导者发挥领导作用)、行政首长理事会(副高级专员领导相关工作队)的机构间活动，并通过建立社区参与和外联基金与当

地伙伴合作，推进其目标。难民署遵循经济合作与发展组织发展援助委员会关于性剥削和性虐待以及性骚扰的建议。

52. 难民署将确保有效和及时地应对工作场所的问题。为此，难民署完成了对致力于支持同事和营造和谐工作环境的实体的作用和职责的审查，并着手开展相关强化工作。这将加强这些实体之间的协调，并澄清它们的作用。难民署将加强对个别问题的后续行动，并向参与应对工作场所挑战的同事提供支持，重点是人员管理。

8. 联合国发展系统改革

53. 2022 年，难民署将继续参与联合国发展系统改革，其目标与难民署自身的许多转型举措相一致。关键方面，包括得到振兴的驻地协调员制度和区域平台，反映了难民署努力使决策和问责更接近交付点。改革的效率议程和可持续合作框架完全符合难民署的目标，即更有效地向关注人员交付成果。难民署将继续支持 COVID-19 即时社会经济应对框架。难民署还将继续共同主持非洲、欧洲以及拉丁美洲和加勒比地区的人员流动、流离失所和复原力联盟，并与联合国国家一级管理和问责框架保持一致，包括与其国别代表的考绩挂钩。

E. 2022 年方案预算

54. 2022 年方案预算是采用 COMPASS 系统编制的。表一.14 按预算构成部分——区域、全球方案和总部——概述了 2022 年拟议预算。预算总额为 89.937 亿美元，其中 85.540 亿美元用于全球方案活动，4.277 亿美元用于业务准备金，1 200 万美元用于初级专业干事基金。

55. 占预算份额的最大是中东和北非，占 27%，其次是东非和非洲之角以及大湖区，占 21%。三个区域——西部和中部非洲、亚洲及太平洋以及美洲——的预算份额相同，为 9%；之后是欧洲 7%，南部非洲 5%。全球方案和总部部分分别占拟议预算的 6%和 3%。

56. 根据难民署订正财务细则，自 2022 年 1 月起，业务准备金的数额相当于提交供批准的方案预算中拟议方案活动的 5%，而“与授权任务有关的新活动和追加活动”准备金被取消。

表一.14

2022 年拟议预算——按区域、全球方案和总部分列

| <i>(in thousands of US dollars)</i> | | |
|---|------------------|---------------------|
| | <i>Amount</i> | <i>% over total</i> |
| West and Central Africa | 824,260 | 9% |
| East and Horn of Africa & the Great Lakes | 1,880,186 | 21% |
| Southern Africa | 436,508 | 5% |
| Middle East and North Africa | 2,432,453 | 27% |
| Asia and the Pacific | 848,124 | 9% |
| Europe | 591,261 | 7% |
| Americas | 779,374 | 9% |
| Subtotal field | 7,792,167 | 87% |
| Global programmes | 520,803 | 6% |
| Headquarters | 241,038 | 3% |
| Subtotal programmed activities | 8,554,008 | 95% |
| Operational reserve | 427,700 | 5% |
| Junior Professional Officers | 12,000 | 0% |
| Total | 8,993,708 | 100% |

57. 表一.15 和一.16 分别按影响领域、成果和扶持领域列出拟议预算，并显示了跟踪和报告方案和预算执行情况的相应核心指标。还相应标出了与《难民问题全球契约》指标框架和可持续发展目标指标框架所用指标相匹配的指标。

表一.15

2022 年拟议预算——按影响领域分列

(in thousands of US dollars)

| <i>Impact area (IA)</i> | <i>Core indicators for impact areas</i> | <i>Amount</i> | <i>% over progr. activities</i> | <i>% over total</i> |
|--|---|------------------|---|-------------------------|
| Attaining favourable protection environments IA 1: Protect | Proportion of individuals seeking international protection who are able to access asylum procedures Proportion of persons of concern who are able to move freely within the country of habitual residence (GCR) Number of persons who are reported refouled per 10,000 | 1,990,854 | 23% | 22% |
| Realizing basic rights in safe environments IA 2: Assist | Proportion of persons of concern living below the national poverty line (GCR & SDG) Proportion of persons of concern residing in physically safe and secure settlements with access to basic facilities Proportion of persons of concern with access to health services (SDG) | 4,193,742 | 49% | 47% |
| Empowering communities and achieving gender equality IA 3: Empower | Proportion of persons of concern who have the right to decent work (GCR) Proportion of persons of concern enrolled in primary and secondary education (GCR & SDG) Proportion of persons of concern feeling safe walking alone in their neighborhood (SDG) | 1,372,077 | 16% | 15% |
| Securing solutions IA 4: Solve | Number of refugees who voluntarily return in safety and dignity to their country of origin (GCR) Number of persons of concern who departed on resettlement (GCR) Number of persons of concern who departed through complementary pathways Number of stateless persons for whom nationality is granted or confirmed Number of refugees for whom residency status is granted or confirmed | 997,335 | 12% | 11% |
| Subtotal programmes activities | | 8,554,008 | 100% | 95% |
| Operational reserve | | 427,700 | | 5% |
| Junior Professional Officers | | 12,000 | | 0% |
| Total | | 8,993,708 | | 100% |

- 影响领域 2(在安全环境中实现基本权利)为 42 亿美元，占拟议预算总额的 47%。除实现关注人员的基本权利外，这一影响领域还涉及改善他们的福祉和实现他们的经济权利。难民署利用影响领域 2 下的预算资源，力求减少生活在贫困线以下的人口比例，增加生活在安全和有保障住区中、拥有基本服务，包括保健的人口比例。影响领域 2 的预算份额很高，反映了向中东和北非的大量人口提供多用途现金援助的方案，以及向东非和非洲之角及大湖区以及亚洲及太平洋提供救生援助的方案。
- 影响领域 1(实现有利的保护环境)，占预算的第二大份额，近 20 亿美元，即 22%。预期的影响是，提高能利用庇护程序的人员的比例，增进行动

自由，减少驱回事件。由于计划在欧洲、美洲和南部非洲开展宣传和能力建设活动，这几个区域在影响领域 1 中的预算份额最高。

- 影响领域 3(增强社区权能和实现性别平等)，拟议预算为 14 亿美元，占总额的近 15%。预期的影响是，提高受关注儿童获得初等和中等教育的比例，扩大成年人实现工作权利的机会，让更多的人在自己社区感到安全。影响领域 3 的预算份额在亚洲及太平洋和欧洲最高，因为在这些区域中，关注人员依赖人道主义援助的低收入国家较少。
- 影响领域 4(确保解决方案)，将得到 10 亿美元的支持，占总预算的 11%。预期的影响是，增加自愿返回、前往重新安置地点或采取补充途径、以及获得居留身份的关注人员人数。影响领域 4 占预算份额最高的区域是美洲。

58. 如下表一.16 所示，成果领域是难民署对实现权利的贡献，占 2022 年拟议预算总额的 84%。

- 39 亿美元，即拟议预算总额的 43%，将用于通过满足当前需求，为改善生活做出贡献。这一数额是下列成果领域的合并预算：(成果领域 8)福祉和基本需求；(成果领域 9)可持续住房和住区；(成果领域 10)健康生活；(成果领域 11)教育；(成果领域 12)清洁水、环境卫生和个人卫生。
- 15 亿美元，即拟议预算总额的 17%，将用于支持相关改革，包括改善接待条件、法律身份和援助、行动自由以及防止人口贩运和走私等，这些均列于以下成果：(成果领域 1)入境、登记和证件；(成果领域 6)安全和诉诸司法；(成果领域 3)保护政策和法律；(成果领域 5)儿童保护；(成果领域 2)身份确定。
- 14 亿美元，占总预算的 15%，将用于支持以下成果领域：(成果领域 13)自力更生、经济包容和生计；(成果领域 7)社区参与和妇女赋权；(成果领域 4)预防和应对性别暴力。这些领域涉及改善关注人员的生计，以及建设以社区赋权和性别平等为基础的重支助、讲团结的社区。
- 7 亿美元，占预算的 8%，将用于维持以下成果：(成果领域 16)地方融合和其他地方解决方案；(成果领域 14)自愿遣返和可持续重返社会；(成果领域 15)重新安置和补充途径。这些成果涉及自愿回返和重返社会以及家庭团聚。

59. 关于影响领域和成果领域的区域详情，见第二章 A 节“外地”。

60. 扶持领域占 2022 年拟议预算总额的 11%，分配给业务支助和供应链以及外部参与和资源调动的份额最大，各占 4%。

表一.16

2022 年拟议预算——按成果和扶持领域分列

(in thousands of US dollars)

| <i>Outcome area (OA)</i> | <i>Core indicators</i> | <i>Amount</i> | <i>% over progr. activities</i> | <i>% over total</i> |
|---|---|---------------|---|-------------------------|
| Access to territory, registration and documentation OA 1 | Proportion of refugees and asylum-seekers registered on an individual basis Proportion of children under 5 years of age whose births have been registered with a civil authority [SDG 16.9.1 - Tier1] Proportion of persons of concern with legally recognized identity documents or credentials [GCR 4.2.2] | 499,847 | 6% | 6% |
| Status determination OA 2 | Average processing time (in days) from registration to first instance asylum decision (disaggregated by individual and group procedures) Proportion of individuals undergoing asylum procedures who have access to legal advice or representation Proportion of individuals undergoing asylum procedures who have access to an effective appeal mechanism after first instance rejection of their claim | 180,965 | 2% | 2% |
| Protection policy and law OA 3 | Extent national legal framework is in line with the 1951 Convention and/or its 1967 Protocol Extent national legal framework is in line with the 1961 Convention on the Reduction of Statelessness | 275,414 | 3% | 3% |
| Gender-based violence OA 4 | Proportion of persons of concern who know where to access available GBV services Proportion of persons of concern who do not accept violence against women Proportion of survivors who are satisfied with GBV case management services | 271,162 | 3% | 3% |
| Child protection OA 5 | Proportion of children at heightened risk who are supported by a best interest procedure Proportion of children who participate in community-based child protection programmes Proportion of individuals undergoing asylum procedures who have access to an effective appeal mechanism after first instance rejection of their claim | 207,426 | 2% | 2% |
| Safety and access to justice OA 6 | Number of persons of concern arrested or detained related to immigration control or legal status per 10,000 registered persons of concern | 351,066 | 4% | 4% |
| Community engagement and women's empowerment OA 7 | Proportion of persons of concern who have access to meaningful participation across all phases of the operation Proportion of persons of concern who have access to effective feedback and response mechanisms Proportion (and number) of active female participants on leadership/management structures | 506,866 | 6% | 6% |
| Well-being and basic needs OA 8 | Proportion of persons of concern in need that receive cash transfers or in-kind assistance Proportion of persons of concern with primary reliance on clean (cooking) fuels and technology [SDG 7.1.2 - Tier 1] | 1,872,692 | 22% | 21% |
| Sustainable housing and settlements OA 9 | Proportion of persons of concern living in habitable and affordable housing Proportion of persons of concern that have energy to ensure lighting | 739,115 | 9% | 8% |

| | | | | |
|---|---|------------------|-------------|-------------|
| Healthy lives OA 10 | Proportion of children aged 9 months to 5 years who have received measles vaccination | 580,922 | 7% | 6% |
| | Proportion of births attended by skilled health personnel [SDG 3.1.2 - Tier 1] | | | |
| Education OA 11 | Proportion of persons of concern enrolled in tertiary and higher education | 451,936 | 5% | 5% |
| | Proportion of persons of concern enrolled in the national education system [GCR 2.2.1] | | | |
| Clean water, sanitation and hygiene OA 12 | Proportion of persons of concern using at least basic drinking water services | 241,286 | 3% | 3% |
| | Proportion of persons of concern with access to a safe household toilet | | | |
| Self-reliance, economic inclusion and livelihoods OA 13 | Proportion of persons of concern with an account at a bank or other financial institution or with a mobile-money-service provider [SDG 8.10.2 - Tier 1] | 611,576 | 7% | 7% |
| | Proportion of persons of concern who self-report positive changes in their income compared to previous year | | | |
| | Proportion of persons of concern (working age) who are unemployed | | | |
| Voluntary repatriation and sustainable reintegration OA 14 | Proportion of returnees with legally recognized identity documents or credentials [GCR 4.2.2] | 253,733 | 3% | 3% |
| | Proportion of persons of concern who wants to receive the country of origin information actually receives it | | | |
| Resettlement and complementary pathways OA 15 | Number of refugees submitted by UNHCR for resettlement | 142,362 | 2% | 2% |
| | Average processing time from resettlement submission to departure under normal priority | | | |
| | Number of persons of concern admitted through complementary pathways from the host country | | | |
| Local integration and other local solutions OA 16 | Proportion of persons of concern with secure tenure rights and/or property rights to housing and/or land | 352,488 | 4% | 4% |
| | Proportion of persons of concern covered by social protection floors/systems [SDG 1.3.1] | | | |
| Subtotal Outcome areas | | 7,538,856 | 88% | 84% |
| Enabling area (EA)⁽¹⁾ | | | | |
| Systems and processes (EA 17) | | 184,937 | 2% | 2% |
| Operational support and supply chain (EA 18) | | 346,125 | 4% | 4% |
| People and culture (EA 19) | | 96,437 | 1% | 1% |
| External engagement and resource mobilization (EA 20) | | 366,735 | 4% | 4% |
| Leadership and governance (EA 21) | | 20,919 | 0% | 0% |
| Subtotal Enabling areas | | 1,015,152 | 12% | 11% |
| Subtotal programmes activities | | 8,554,008 | 100% | 95% |
| Operational reserve | | 427,700 | | 5% |
| Junior Professional Officers | | 12,000 | | 0% |
| Total | | 8,993,708 | | 100% |

(1) There are no core indicators for enabling areas.

61. 《2030 年可持续发展议程》和“不让任何一个人掉队”的承诺，为把流离失所者和无国籍人纳入经济发展规划奠定了有力基础。表一.17 显示了难民署 2022 年方案预算与可持续发展目标的联系。2022 年预算的 75%将直接用于 10 个可持续发展目标。影响最大的是可持续发展目标 1 “无贫困”，占总预算的 21%。之后是可持续发展目标 11 “可持续城市和社区”，占 8%；以及可持续发展目标 8 “体面工作和经济增长”，占 7%。其他七个可持续发展目标占拟议预算总额的 3%至 6%。

表一.17

2022 年成果与可持续发展目标的对应关系

(in thousands of US dollars)

| <i>Outcome areas (OA) / Enabling areas (EA)</i> | <i>Sustainable development goal (SDG)</i> | <i>Amount</i> | <i>% over total</i> |
|--|--|------------------|---------------------|
| Well-being and basic needs OA 8 | SDG 1: No poverty | 1,872,692 | 21% |
| Healthy lives OA 10 | SDG 3: Good health and well-being | 580,922 | 6% |
| Education OA 11 | SDG 4: Quality education | 451,936 | 5% |
| Gender-based violence OA 4 | SDG 5: Gender equality | 271,162 | 3% |
| Community engagement and women's empowerment OA 7 | | 506,866 | 6% |
| Clean water, sanitation and hygiene OA 12 | SDG 6: Clean water and sanitation | 241,286 | 3% |
| Self-reliance, economic inclusion and livelihoods OA 13 | SDG 8: Decent work and economic growth | 611,576 | 7% |
| Protection policy and law OA 3 | SDG 10: Reduced inequalities | 275,414 | 3% |
| Local integration and other local solutions OA 16 | | 352,488 | 4% |
| Sustainable housing and settlements OA 9 | SDG 11: Sustainable cities and communities | 739,115 | 8% |
| Access to territory, reg. and documentation OA 1 | SDG 16: Peace, justice and strong institutions | 499,847 | 6% |
| External engagement and resource mobilization EA 20 | SDG 17: Partnerships for the goals | 366,735 | 4% |
| Subtotal for results mapped to SDGs | | 6,770,039 | 75% |
| Subtotal for results unmapped to SDGs | | 1,783,969 | 20% |
| Subtotal programmes activities | | 8,554,008 | 95% |
| Operational reserve | | 427,700 | 5% |
| Junior Professional Officers | | 12,000 | 0% |
| Total | | 8,993,708 | 100% |

62. 表一.18 显示了全球一级按人口群体分列的预算。2021 年当前预算和 2022 年拟议预算按人口群体显示了相同的相对份额。不过，存在地区差异。难民和寻求庇护者的相对预算份额在欧洲和美洲最高；无国籍人在亚洲及太平洋、西部非洲和中部非洲最高；回返者在中东和北非以及亚洲及太平洋地区最高；境内流离失所在西部非洲和中部非洲、中东和北非以及南部非洲最高。

表一.18

2020 年最终预算、2021 年当前预算和 2022 年拟议预算——按人口群体分列

(in thousands of US dollars)

| Population group | 2020 Final | % over total | 2021 Current | % over total | 2022 Proposed | % over total |
|--|-------------------|---------------------|---------------------|---------------------|----------------------|---------------------|
| Refugees and asylum-seekers | 6,710,692 | 73% | 6,544,898 | 72% | 6,437,195 | 72% |
| Stateless persons | 78,331 | 1% | 82,617 | 1% | 112,344 | 1% |
| Returnees | 608,162 | 7% | 658,960 | 7% | 647,160 | 7% |
| Internally displaced persons | 1,324,207 | 15% | 1,418,445 | 15% | 1,357,309 | 15% |
| Subtotal programmed activities | 8,721,393 | 96% | 8,704,920 | 95% | 8,554,008 | 95% |
| Operational reserve | 395,409 | 4% | 415,391 | 5% | 427,700 | 5% |
| "New or additional activities – mandate-related" reserve | 2,547 | 0% | 20,000 | 0% | - | 0% |
| Junior Professional Officers | 12,000 | 0% | 12,000 | 0% | 12,000 | 0% |
| Total | 9,131,348 | 100% | 9,152,310 | 100% | 8,993,708 | 100% |

63. 表一.19 按区域、全球方案和总部比较了 2021 年订正预算和当前预算与 2022 年拟议预算。总体而言，2022 年拟议预算比 2021 年当前预算减少了 1.586 亿美元。预算增加最多的是西部非洲和中部非洲(9 960 万美元)，之后是美洲(6 700 万美元)、南部非洲(4 800 万美元)和亚洲及太平洋(2 810 万美元)。中东和北非(2.744 亿美元)和欧洲(1.036 亿美元)的需求呈下降趋势。2022 年，全球方案预算将减少 3 330 万美元，总部预算将增加 1 870 万美元。

64. 第二章 A 节“外地”解释了区域预算差异，第二章 B 节解释了全球方案和总部预算的差异。

表一.19

2021 年订正预算和当前预算以及 2022 年拟议预算——按区域、全球方案和总部分列

| | (in thousands of US dollars) | | | | | | | | | |
|--|------------------------------|--------------|------------------|--------------|------------------|--------------|---------------------|-------------------|---------------------|-------------------|
| | 2021 budget | | | | 2022 | | | | Variance | |
| | Revised | | Current | | Proposed | | Proposed vs Current | | Proposed vs Revised | |
| | Amount | % over total | Amount | % over total | Amount | % over total | Amount | Percentage change | Amount | Percentage change |
| West and Central Africa | 689,184 | 8% | 724,691 | 8% | 824,260 | 9% | 99,569 | 14% | 135,076 | 20% |
| East and Horn of Africa & the Great Lakes | 1,706,085 | 20% | 1,881,135 | 21% | 1,880,186 | 21% | (950) | 0% | 174,100 | 10% |
| Southern Africa | 345,001 | 4% | 388,514 | 4% | 436,508 | 5% | 47,995 | 12% | 91,507 | 27% |
| Middle East and North Africa | 2,647,794 | 31% | 2,706,897 | 30% | 2,432,453 | 27% | (274,444) | -10% | (215,341) | -8% |
| Asia and the Pacific | 755,169 | 9% | 820,019 | 9% | 848,124 | 9% | 28,105 | 3% | 92,955 | 12% |
| Europe | 709,342 | 8% | 694,883 | 8% | 591,261 | 7% | (103,622) | -15% | (118,081) | -17% |
| Americas | 573,802 | 7% | 712,350 | 8% | 779,374 | 9% | 67,024 | 9% | 205,572 | 36% |
| Subtotal field | 7,426,378 | 86% | 7,928,488 | 87% | 7,792,167 | 87% | (136,321) | -2% | 365,788 | 5% |
| Global programmes | 519,218 | 6% | 554,133 | 6% | 520,803 | 6% | (33,330) | -6% | 1,585 | 0% |
| Headquarters | 220,253 | 3% | 222,298 | 2% | 241,038 | 3% | 18,739 | 8% | 20,784 | 9% |
| Subtotal programmed activities | 8,165,850 | 95% | 8,704,920 | 95% | 8,554,008 | 95% | (150,912) | -2% | 388,158 | 5% |
| Operational reserve | 417,985 | 5% | 415,391 | 5% | 427,700 | 5% | 12,310 | 3% | 9,716 | 2% |
| "New or additional activities – mandate-related" reserve | 20,000 | 0% | 20,000 | 0% | - | 0% | (20,000) | -100% | (20,000) | -100% |
| Junior Professional Officers | 12,000 | 0% | 12,000 | 0% | 12,000 | 0% | - | 0% | - | 0% |
| Total | 8,615,835 | 100% | 9,152,310 | 100% | 8,993,708 | 100% | (158,602) | -2% | 377,873 | 4% |

65. 表一.20 显示，由于用于应对 COVID-19 和埃塞俄比亚局势的补充预算，2021 年预算增加 5.365 亿美元，其中 3.882 亿美元已纳入 2022 年方案活动，使难民署能够应对当前与 COVID-19 相关的社会经济影响和保健服务需求，并满足各区域日益增长的需求。不过，与 2021 年当前预算相比，2022 年方案活动减少了 1.509 亿美元，因为各行动预计，2022 年 COVID-19 应对措施所需经费不会达到同样水平。

表一.20

2021 年当前预算、2021 年预算调整和订正预算以及 2022 年拟议预算——按区域、全球方案和总部分列

(in thousands of US dollars)

| | 2021 current budget ⁽¹⁾ | 2021 budget adjustments | | | Total adjustments | 2021 revised budget ⁽²⁾ | 2022 proposed budget ⁽³⁾ | Variance 2022 vs 2021 | |
|---|---------------------------------------|--------------------------------|---------------------------|---------------------------|----------------------|---------------------------------------|---|--------------------------|------------|
| | Amount A. | Supplementary budgets b1 | Budget transfers b2 | Budget reduction b3 | | Amount C. (A.+B.) | Amount D. | Amount E. (D.-C.) | Percentage |
| West and Central Africa | 724,691 | (35,298) | (209) | - | (35,507) | 689,184 | 824,260 | 135,076 | 20% |
| East and Horn of Africa & the Great Lakes | 1,881,135 | (175,050) | | - | (175,050) | 1,706,085 | 1,880,186 | 174,100 | 10% |
| Southern Africa | 388,514 | (20,377) | (23,136) | - | (43,513) | 345,001 | 436,508 | 91,507 | 27% |
| Middle East and North Africa | 2,706,897 | (109,103) | 50,000 | - | (59,103) | 2,647,794 | 2,432,453 | (215,341) | -8% |
| Asia and the Pacific | 820,019 | (64,478) | (371) | - | (64,850) | 755,169 | 848,124 | 92,955 | 12% |
| Europe | 694,883 | (3,587) | 18,046 | - | 14,459 | 709,342 | 591,261 | (118,081) | -17% |
| Americas | 712,350 | (73,583) | (64,964) | - | (138,547) | 573,802 | 779,374 | 205,572 | 36% |
| Subtotal field | 7,928,488 | (481,476) | (20,634) | - | (502,110) | 7,426,378 | 7,792,167 | 365,788 | 5% |
| Global programmes | 554,133 | (54,000) | (44,398) | 63,483 | (34,915) | 519,218 | 520,803 | 1,585 | 0% |
| Headquarters | 222,298 | (1,000) | (1,045) | - | (2,045) | 220,253 | 241,038 | 20,784 | 9% |
| Subtotal programmed activities | 8,704,920 | (536,476) | (66,077) | 63,483 | (539,070) | 8,165,850 | 8,554,008 | 388,158 | 5% |
| Operational reserve | 415,391 | | 2,594 | - | 2,594 | 417,985 | 427,700 | 9,716 | 2% |
| "New or additional activities – mandate-related" reserve | 20,000 | | | | | 20,000 | - | (20,000) | -100% |
| Junior Professional Officers | 12,000 | | | | | 12,000 | 12,000 | - | 0% |
| Total | 9,152,310 | (536,476) | (63,483) | 63,483 | (536,476) | 8,615,835 | 8,993,708 | 377,873 | 4% |

⁽¹⁾ as at 30th June 2021⁽²⁾ as at 1st January 2021⁽³⁾ as at 1st January 2022

66. 主要转拨包括：(一) 向南部非洲区域转拨 2 310 万美元，用于中非共和国和莫桑比克北部持续不断的紧急情况；(二) 转自中东和北非的 5 000 万美元，反映发展行为体加强参与，将关注人员纳入国家计划；(三) 1 800 万美元转自欧洲，因为希腊的活动正由政府接管；(四) 6 490 万美元，以满足美洲持续流离失所产生的额外需求。重大转拨还包括：(一) 向全球方案净转拨 4 400 万美元，主要用于补充 COVID-19 应急储备，扩大全球保护集群能力，以及 2021 年业务转型的适度需求；(二) 从全球方案向全球车队业务准备金转拨 6 430 万美元。

67. 为全球车队转拨属于难民署为自筹资金举措设立的自筹资金活动基金范围，这些举措不需要方案预算的直接拨款。¹¹

二. 方案活动

68. 方案活动预算由三部分组成：外地、全球方案和总部。准备金和初级专业干事方案不包括在内。2022 年的方案活动总额为 85.540 亿美元，其中 77.922 亿美元分配给外地。“外地”包括行动、区域局和区域活动。

A. 外地

69. 本节介绍七个区域各自的 2022 年方案所需费用(表二.1 至二.7)。对于每个区域，解释了 2021 年当前预算与 2022 年拟议预算之间的差异，突出了区域局和国

¹¹ 依照难民事务高级专员经管的自愿基金财务细则(A/AC.96/503/Rev.10, 第 6.15 和 6.16 条)。

别行动制定的战略。附件一表 2 按影响领域列出了各行动、区域活动和区域局各级的详细预算。

1. 西部和中部非洲

表二.1

2021 年当前预算和 2022 年拟议预算——西部和中部非洲

(in thousands of US dollars)

| | 2021 | 2022 | Variance | |
|--------------------------------------|----------------|-----------------|---------------|-------------------|
| | Current budget | Proposed budget | 2022 vs 2021 | |
| | Amount | Amount | Amount | Percentage change |
| West and Central Africa total | 724,691 | 824,260 | 99,569 | 14% |

70. 萨赫勒区域局势仍然令人担忧，难民署向该区域难民和其他关注人员提供救生支助。公共卫生、住房、环境卫生和现金干预措施减轻了 COVID-19 对流离失所人口的社会经济影响，难民署正在推动将他们纳入疫苗接种工作。

71. 与 2021 年当前预算相比，2022 年拟议预算增加 9 960 万美元，即 14%。到 2022 年底，关注人员总人数预计将比 2021 年增加 10%，达到 1 130 万人。预计会有一些人返回原籍国，而混合流动则继续穿过撒哈拉，穿过西非，到达北非及以外地区。拟议预算相对增加最多的行动是在布基纳法索、喀麦隆、中非共和国、利比里亚、马里和尼日尔。这些需求涉及保护援助、提供基本服务(特别是萨赫勒紧急情况)以及扩大对境内流离失所者和无国籍人的援助。乍得预算减少，反映了 2020 年和 2021 年基础设施投资需求。从成果角度看，区域预算的最大部分分配给影响领域 2，占 35%，其次是影响领域 1，占 27%。关于成果领域，预算中最大部分计划用于生计、福祉和基本需求以及住房。

2. 东非、非洲之角和大湖区

表二.2

2021 年当前预算和 2022 年拟议预算——东非、非洲之角和大湖区

(in thousands of US dollars)

| | 2021 | 2022 | Variance | |
|--|------------------|------------------|--------------|-------------------|
| | Current budget | Proposed budget | 2022 vs 2021 | |
| | Amount | Amount | Amount | Percentage change |
| East and Horn of Africa & the Great Lakes total | 1,881,135 | 1,880,186 | (950) | 0% |

72. 难民署提供救生保护和援助，包括水、卫生、保健、住房、教育和食物。COVID-19 大流行的影响，加上洪水、干旱和蝗虫，继续影响关注人员，特别是最脆弱的人。难民署正在促进 COVID-19 疫苗接种工作的包容，加强其在埃塞俄比亚、索马里、南苏丹和苏丹的境内流离失所者应对措施。

73. 与 2021 年当前预算相比, 2022 年拟议预算保持稳定。与 2021 年相比, 到 2022 年底, 关注人员人数预计将减少 10%, 降至 1 670 万。除了提格雷州地区正在发生的危机之外, 旷日持久的局势仍然令人关切。因此, 预算相对增加最多的行动是布隆迪和埃塞俄比亚。预计厄立特里亚的预算将减少, 预算将优先考虑该国政府和联合国国家工作队的进一步参与。从成果角度看, 2022 年拟议预算的最大份额在影响领域 2 下(49%), 其次是影响领域 1(23%)。关于成果领域, 预算份额最高的是福祉和基本需求, 之后是住房和生计。

3. 南部非洲

表二.3

2021 年当前预算和 2022 年拟议预算——南部非洲

(in thousands of US dollars)

| | 2021 | 2022 | Variance | |
|------------------------------|----------------|-----------------|---------------|-------------------|
| | Current budget | Proposed budget | 2022 vs 2021 | |
| | Amount | Amount | Amount | Percentage change |
| Southern Africa total | 388,514 | 436,508 | 47,995 | 12% |

74. 难民署处理刚果民主共和国和莫桑比克的紧急情况, 以及从中非共和国涌入刚果共和国和刚果民主共和国的情况。疫情的长期影响使这些紧急情况变得更加严重。本组织正在促进疫苗接种运动的包容, 解决粮食不安全问题, 提供重要的保护服务, 同时加强区域合作和举措。

75. 与 2021 年当前预算相比, 2022 年预算拟增加 4 800 万美元, 即 12%。到 2022 年底, 关注人员人数预计将增加 15%, 达到 1 000 万。预算相对增加最多的行动包括刚果共和国、刚果民主共和国、马拉维、莫桑比克和津巴布韦, 以解决保护需求、开展生计活动和加强境内流离失所者应对措施。难民署将提高其保护监测能力。预算的最大部分用于影响领域 2(34%), 其次是影响领域 1(33%)。按成果领域计算, 预算最大份额用于生计、福祉和基本需求以及社区参与。

4. 中东和北非

表二.4

2021 年当前预算和 2022 年拟议预算——中东和北非

(in thousands of US dollars)

| | 2021 | 2022 | Variance | |
|---|------------------|------------------|------------------|-------------------|
| | Current budget | Proposed budget | 2022 vs 2021 | |
| | Amount | Amount | Amount | Percentage change |
| Middle East and North Africa total | 2,706,897 | 2,432,453 | (274,444) | -10% |

76. 难民署向最弱势的叙利亚难民提供现金援助。在阿拉伯叙利亚共和国和也门, 它提供保护、非粮食救济物品、住所和保健援助。在利比亚, 向所有关注人员提供保护和援助, 包括在拘留中心和登岸点。

77. 与 2021 年当前预算相比, 2022 年拟议预算减少了 2.744 亿美元, 即 10%。到 2022 年底, 关注人员人数预计将比上一年减少 4%, 降至 1 600 万。在伊拉克和阿拉伯叙利亚共和国, 计划减少紧急储备, 转向以地域方法支持回返。利比亚预算相对大幅减少, 原因是现金干预方案的调整 and 战略伙伴关系的扩大。由于计划扩大包括现金在内的个人援助, 提议在阿尔及利亚、以色列和突尼斯增加预算。2022 年预算的最大部分用于影响领域 2(69%)——这是因为现金援助和非粮食救济物品分配占主要部分——以及影响领域 1(14%)。占预算份额最大的成果领域是福祉和基本需求、住房和保健。

5. 亚洲及太平洋

表二.5

2021 年当前预算和 2022 年拟议预算——亚洲及太平洋

(in thousands of US dollars)

| | 2021 | 2022 | Variance | |
|-----------------------------------|----------------|-----------------|---------------|-------------------|
| | Current budget | Proposed budget | 2022 vs 2021 | |
| | Amount | Amount | Amount | Percentage change |
| Asia and the Pacific total | 820,019 | 848,124 | 28,105 | 3% |

78. 难民署继续注重加强国家庇护系统的能力; 增加获得教育、生计和当地服务的机会; 以及防止和减少无国籍状态。正在努力将关注人员和东道社区纳入国家和联合国发展方案。在孟加拉国, 优先事项包括基于社区的援助、教育、保护以及维持关键的健康和营养对策。在缅甸, 难民署正在争取进一步加强若开邦的生计、教育和社会团结。

79. 2022 年, 该区域的拟议预算增加 2 810 万美元, 即 3%。到 2022 年底, 关注人员总人数预计将减少 6%, 降至 1 050 万。拟议预算相对增加最多的是阿富汗和缅甸。在阿富汗, 计划开展复原力活动, 为可持续回返创造条件, 同时难民署将继续做好准备, 应对预计的境内流离失所和可能涌入邻国的情况。在缅甸, 难民署将继续努力创造有利于自愿返回的条件, 向境内流离失所者提供支持。澳大利亚、中国和日本的预算增加, 反映了加强区域资源调动和伙伴关系的计划。2022 年区域预算近四分之三涉及影响领域 2(46%)和影响领域 3(25%)。福祉和基本需求、保健和住房等成果领域是预算份额最高的领域。

6. 欧洲

表二.6

2021 年当前预算和 2022 年拟议预算——欧洲

(in thousands of US dollars)

| | 2021 | 2022 | Variance | |
|---------------------|----------------|-----------------|------------------|-------------------|
| | Current budget | Proposed budget | 2022 vs 2021 | |
| | Amount | Amount | Amount | Percentage change |
| Europe total | 694,883 | 591,261 | (103,622) | -15% |

80. 难民署仍然致力于提供保护，确定解决办法，倡导入境，解决与海上救援、拘留和接待有关的问题。在希腊，难民署正在完成现金方案向政府过渡，同时促进融入。难民署支持土耳其实施全面法律框架，加强保护有特殊需求的难民，同时促进持久解决办法。在乌克兰，难民署正与地方当局和发展行为体合作，支持最弱势群体。

81. 2022 年拟议预算比 2021 年当前预算减少 1.036 亿美元，即 15%。关注人员人数预计将略有增加，达到 1 230 万，与 2021 年相比增加 2%。预算减少的主要原因是：现金和住宿方案移交给希腊政府；分阶段从乌克兰政府控制区撤出业务；亚美尼亚和阿塞拜疆境内的预期回返。为了支持关于庇护、融入和包容的未来管理对话，提议相对小幅增加预算，包括德国、西班牙和瑞典的预算。关于成果，预计影响领域 1(占拟议预算的 38%)和影响领域 2(占 28%)的预算份额最高。关于成果领域，占预算份额最大的是以下领域：司法；入境、登记和证件；社区参与。

7. 美洲

表二.7

2021 年当前预算和 2022 年拟议预算——美洲

(in thousands of US dollars)

| | 2021 | 2022 | Variance | |
|-----------------------|----------------|-----------------|---------------|-------------------|
| | Current budget | Proposed budget | 2022 vs 2021 | |
| | Amount | Amount | Amount | Percentage change |
| Americas total | 712,350 | 779,374 | 67,024 | 9% |

82. 难民署正在应对边境地区越来越多的关注人员和城市中心最弱势群体的迫切需求，提供粮食援助、清洁水、卫生设施、基本救济物品和紧急住所。在巴西、哥伦比亚、哥斯达黎加和墨西哥，增加了现金援助。

83. 2022 年拟议增加 6 700 万美元，比 2021 年当前预算增加 9%。到 2022 年底，关注人员人数预计将增加到 2 570 万，比 2021 年增加 41%。相对预算增幅最大的是阿根廷、哥伦比亚、危地马拉、萨尔瓦多、墨西哥和巴拿马。危地马拉和墨西哥将继续接纳有不同需求的混合群体。在哥伦比亚、萨尔瓦多和洪都拉斯，预计还会有更多的境内流离失所者。在加拿大和美利坚合众国，计划扩大和加强业务存在。在该区域需求不断增长的情况下，难民署计划通过包容和融入以及发展新的战略伙伴关系，增加关键援助的提供、应急准备和应对、协助宣传的数据分析和解决方案。预算份额最大的是影响领域 1(占区域预算的 36%)，其次是影响领域 2(31%)。预算份额最大的成果领域是福祉和基本需求、生计以及入境、登记和证件。

8. 区域局

84. 根据转型议程，难民署审查了权力下放的实施情况，以评估是否需要进行任何结构调整。这确定了与第二道防线有关的职能方面的一些能力差距。因此，计

划增设几个员额，以加强关键领域的业务支助，包括美洲、亚洲及太平洋以及南部非洲区域局的应急准备和重新安置。

9. 区域活动

85. 在东非、非洲之角和大湖区，与包括非洲开发银行和政府间发展组织在内的发展行为体一起规划了区域活动。在南部非洲，计划开展活动，通过更好的身份和数据管理，保护混合流动中的庇护，解决无国籍问题，加强解决方案并增强社区权能。在亚洲及太平洋，整个区域都计划开展应急准备活动。

B. 总部和全球方案

86. 总部包括方案支助以及管理和行政费用。关于全球方案，总部各司管理各种活动，支持全球各地的行动，包括政策制定。全球方案的总预算包括一个方案支助构成部分(主要在总部各司和全球服务中心)和一个在业务一级开展但由各司管理的活动的方案构成部分。

1. 支助机构优先事项

87. 全球方案和总部的 2022 年拟议预算将支持高级专员的机构优先事项，包括《难民问题全球契约》、气候行动、解决无国籍和境内流离失所问题、业务转型方案，以及数据和数字化。拟议预算还将帮助加强问责制和监督。

88. 从成果角度看，全球方案和总部 2022 年拟议预算中有近一半属于影响领域 2(在安全环境中实现基本权利)，其余分属于其他三个影响领域。这与总部和全球方案工作的交叉性和全球性是一致的。

2. 预算

89. 如表二.8 所示，全球方案和总部 2022 年拟议预算分别为 5.208 亿美元和 2.410 亿美元。与 2021 年相比，预计总部将增加 1 870 万美元，即 8%；全球方案将减少 3 340 万美元，即 6%。

90. 在总部，2021 年当前预算和 2022 年拟议预算之间预算差异的驱动因素如下：

- 信息系统和通信司预算增加，涉及业务转型方案和计划升级信息技术设备以符合云技术要求。
- 人力资源司需要更多资源，以支持工作人员提供心理健康和社会心理服务；支持男女同性恋、双性恋、跨性别者和间性者的能力建设项目；加强各行动的人才管理。
- 财务和行政管理司计划提高工作人员差旅效率，确保财务处参与联合国财务和预算网络数字化倡议。还将跟进业务创新小组和联合国发展系统效率议程。
- 对外关系司需要更多资源，来加强与捐助者关系和资源调动处、与非政府组织的全球两年期协商，并支持#IBelong 运动和气候行动运动。

- 国际保护司计划增加预算，旨在加强无国籍问题股，扩大重新安置工作。
- 在行政领导和管理项下，转型和变革处正在得到加强，以协调多个变革流。通过加强监察员办公室和道德操守办公室对廉政进行投资，导致预算略有增加。在执行办公室，正在调整角色，以支持难民署范围扩大和复杂度增加的各行动。
- 战略规划和成果司预算减少，原因是成果管理制更新项目完成。

91. 就全球方案而言，2021 年当前预算和 2022 年预算之间的主要差异原因是：

- 2021 年，复原力和解决办法司以及应急、安全和供应司与 COVID-19 相关的项目减少；
- 由于评价处全球精简，研究、评价和文件减少；
- 在复原力和解决办法司，提议内部重新分配资源，从方案支助转至方案活动，包括难民高等教育和 [15×30 路线图](#)；
- 在业务转型方案方面，投资于对外关系司、信息系统和通信司、财务和行政管理司和战略规划和成果司；
- 投资于对外关系司，在全球扩大私营部门筹资和伙伴关系；
- 投资于国际保护司，加强儿童保护；预防和应对性别暴力；协调对受影响人口的责任；以及开发权利映射工具。¹²

¹² 权利映射工具是一种在线数据收集工具，用于协助业务映射和分析其运作的法律框架，以及受关注人口享有权利的情况。

表二.8

全球方案和总部：2020 年支出、2021 年当前预算和 2022 年拟议预算

(in thousands of US dollars)

| | 2020 expenditure | | | 2021 current budget | | | 2022 proposed budget | | | Variance 2022 vs 2021 | | | | | |
|--|------------------|-------------------|----------------|---------------------|-------------------|----------------|----------------------|-------------------|----------------|-----------------------|-------------------|---------------|--------------|-------------------|-----------|
| Division* | Headquarters | Global programmes | Total | Headquarters | Global programmes | Total | Headquarters | Global programmes | Total | Headquarters | Global programmes | Total | Headquarters | Global programmes | Total |
| Executive Direction and Management | | | | | | | | | | | | | | | |
| Executive Office | 5,388 | - | 5,388 | 5,632 | - | 5,632 | 6,180 | - | 6,180 | 548 | - | 548 | 10% | 0% | 10% |
| New York Liaison Office | 4,713 | - | 4,713 | 4,582 | - | 4,582 | 4,631 | - | 4,631 | 49 | - | 49 | 1% | 0% | 1% |
| Inspector General's Office, including audit services | 11,072 | 2,963 | 14,035 | 9,844 | 3,656 | 13,500 | 9,896 | 4,635 | 14,531 | 52 | 979 | 1,030 | 1% | 27% | 8% |
| Legal Affairs Service | 4,950 | 1,153 | 6,104 | 5,766 | 1,589 | 7,355 | 5,690 | 2,278 | 7,968 | (76) | 689 | 613 | -1% | 43% | 8% |
| Office of the Ombudsman | 984 | - | 984 | 875 | - | 875 | 1,346 | - | 1,346 | 471 | - | 471 | 54% | 0% | 54% |
| Ethics Office | 3,194 | - | 3,194 | 2,495 | - | 2,495 | 2,906 | - | 2,906 | 411 | - | 411 | 16% | 0% | 16% |
| Enterprise Risk Management | 1,223 | 3,691 | 4,913 | 1,541 | 3,578 | 5,119 | 1,736 | 3,383 | 5,119 | 195 | (195) | (0.5) | 13% | -5% | 0% |
| Evaluation Service | 2,069 | 379 | 2,447 | 2,797 | 1,147 | 3,944 | 2,302 | 612 | 2,914 | (495) | (535) | (1,030) | -18% | -47% | -26% |
| Transformation and Change Service | 1,775 | - | 1,775 | 2,619 | - | 2,619 | 3,362 | - | 3,362 | 743 | - | 743 | 28% | 0% | 28% |
| Governance Service | 2,764 | - | 2,764 | 2,644 | - | 2,644 | 2,744 | - | 2,744 | 100 | - | 100 | 4% | 0% | 4% |
| Innovation Service | - | 1,817 | 1,817 | - | 1,917 | 1,917 | - | 3,606 | 3,606 | - | 1,688 | 1,688 | 0% | 88% | 88% |
| Liaison Office to regional bureaux | - | 1,901 | 1,901 | - | 2,272 | 2,272 | - | 2,192 | 2,192 | - | (80) | (80) | 0% | -4% | -4% |
| Global Data Service | - | 10,107 | 10,107 | - | 18,706 | 18,706 | - | 17,587 | 17,587 | - | (1,119) | (1,119) | 0% | -6% | -6% |
| Subtotal Executive Direction and Management | 38,133 | 22,011 | 60,144 | 38,794 | 32,866 | 71,660 | 40,792 | 34,292 | 75,084 | 1,997 | 1,427 | 3,424 | 5% | 4% | 5% |
| Division of External Relations | 28,508 | 32,623 | 61,130 | 29,093 | 47,462 | 76,554 | 31,190 | 53,828 | 85,018 | 2,098 | 6,366 | 8,464 | 7% | 13% | 11% |
| Division of International Protection | 16,617 | 6,757 | 23,374 | 15,500 | 10,693 | 26,193 | 16,604 | 14,039 | 30,643 | 1,103 | 3,346 | 4,450 | 7% | 31% | 17% |
| Division of Resilience and Solutions | 2,164 | 19,417 | 21,581 | 2,905 | 39,077 | 41,982 | 3,241 | 32,331 | 35,572 | 336 | (6,746) | (6,410) | 12% | -17% | -15% |
| Division of Emergency, Security and Supply | 8,272 | 18,824 | 27,097 | 11,971 | 21,372 | 33,343 | 12,542 | 23,017 | 35,559 | 571 | 1,645 | 2,216 | 5% | 8% | 7% |
| Division of Strategic Planning and Results | 15,246 | 4,934 | 20,180 | 22,010 | 6,527 | 28,537 | 19,740 | 8,978 | 28,718 | (2,269) | 2,451 | 181 | -10% | 38% | 1% |
| Division of Information Systems and Telecommunications | 27,744 | 46,187 | 73,931 | 35,041 | 40,044 | 75,085 | 43,192 | 45,703 | 88,895 | 8,150 | 5,659 | 13,810 | 23% | 14% | 18% |
| Division of Human Resources | 34,952 | 45,224 | 80,176 | 34,298 | 29,172 | 63,470 | 37,355 | 29,682 | 67,037 | 3,057 | 510 | 3,567 | 9% | 2% | 6% |
| Division of Financial and Administrative Management | 29,289 | 2,931 | 32,220 | 22,792 | 5,022 | 27,814 | 25,351 | 7,471 | 32,822 | 2,559 | 2,449 | 5,008 | 11% | 49% | 18% |
| Global Service Centre Management Unit only - in Budapest | 4,284 | - | 4,284 | 4,155 | - | 4,155 | 4,229 | - | 4,229 | 74 | - | 74 | 2% | 0% | 2% |
| Global Service Centre Management Unit only - in Copenhagen | 5,080 | - | 5,080 | 5,015 | - | 5,015 | 6,019 | - | 6,019 | 1,004 | - | 1,004 | 20% | 0% | 20% |
| Staff Council | 1,117 | - | 1,117 | 724 | - | 724 | 783 | - | 783 | 58 | - | 58 | 8% | 0% | 8% |
| Subtotal Headquarters and global programmes - programme support | 211,407 | 198,907 | 410,313 | 222,298 | 232,234 | 454,533 | 241,038 | 249,341 | 490,379 | 18,739 | 17,107 | 35,846 | 8% | 7% | 8% |

* Division includes all cost centres regardless of location

表二.8(续)

(in thousands of US dollars)

| Programme activity | 2020 expenditure | | | 2021 current budget | | | 2022 proposed budget | | | Variance 2022 vs 2021 | | | | | |
|--|------------------|-------------------|----------------|---------------------|-------------------|----------------|----------------------|-------------------|----------------|-----------------------|-------------------|-----------------|--------------|-------------------|-------------|
| | Headquarters | Global programmes | Total | Headquarters | Global programmes | Total | Headquarters | Global programmes | Total | Headquarters | Global programmes | Total | Headquarters | Global programmes | Total |
| Cash-based interventions | - | 145 | 145 | - | 450 | 450 | - | 600 | 600 | - | 150 | 150 | - | 33% | 33% |
| Durable solutions | - | 3,758 | 3,758 | - | 4,544 | 4,544 | - | 6,619 | 6,619 | - | 2,074 | 2,074 | - | 46% | 46% |
| Education-related projects | - | 22,445 | 22,445 | - | 24,932 | 24,932 | - | 30,943 | 30,943 | - | 6,011 | 6,011 | - | 24% | 24% |
| Emergency-related projects | - | 83,981 | 83,981 | - | 70,805 | 70,805 | - | 14,367 | 14,367 | - | (56,437) | (56,437) | - | -80% | -80% |
| Environment-related projects | - | 238 | 238 | - | 750 | 750 | - | 840 | 840 | - | 90 | 90 | - | 12% | 12% |
| Global clusters | - | 496 | 496 | - | 600 | 600 | - | 1,000 | 1,000 | - | 400 | 400 | - | 67% | 67% |
| Health-related projects | - | 0 | 0 | - | 1,900 | 1,900 | - | 1,631 | 1,631 | - | (269) | (269) | - | -14% | -14% |
| Innovation project | - | 1,632 | 1,632 | - | 10,037 | 10,037 | - | 8,454 | 8,454 | - | (1,583) | (1,583) | - | -16% | -16% |
| Private-sector partnerships | - | 125,658 | 125,658 | - | 148,539 | 148,539 | - | 153,325 | 153,325 | - | 4,786 | 4,786 | - | 3% | 3% |
| Protection-related projects | - | 4,696 | 4,696 | - | 6,557 | 6,557 | - | 8,208 | 8,208 | - | 1,651 | 1,651 | - | 25% | 25% |
| Public information and media projects | - | 6,757 | 6,757 | - | 8,468 | 8,468 | - | 6,078 | 6,078 | - | (2,390) | (2,390) | - | -28% | -28% |
| Gender-based violence, children and adolescents | - | 917 | 917 | - | 1,810 | 1,810 | - | 1,448 | 1,448 | - | (363) | (363) | - | -20% | -20% |
| Registration, data and knowledge management | - | 7,956 | 7,956 | - | 11,999 | 11,999 | - | 13,371 | 13,371 | - | 1,372 | 1,372 | - | 11% | 11% |
| Research, evaluation and documentation | - | 3,372 | 3,372 | - | 11,350 | 11,350 | - | 3,403 | 3,403 | - | (7,947) | (7,947) | - | -70% | -70% |
| Resettlement | - | 11,718 | 11,718 | - | 13,586 | 13,586 | - | 14,231 | 14,231 | - | 645 | 645 | - | 5% | 5% |
| Shelter-related projects | - | 11,507 | 11,507 | - | 3,038 | 3,038 | - | 4,715 | 4,715 | - | 1,677 | 1,677 | - | 55% | 55% |
| Training-related projects | - | 1,139 | 1,139 | - | 948 | 948 | - | 748 | 748 | - | (200) | (200) | - | -21% | -21% |
| Miscellaneous | - | 929 | 929 | - | 1,586 | 1,586 | - | 1,482 | 1,482 | - | (105) | (105) | - | -7% | -7% |
| Subtotal Global programmes - programme activities | - | 287,343 | 287,343 | - | 321,899 | 321,899 | - | 271,462 | 271,462 | - | (50,437) | (50,437) | - | -16% | -16% |
| Total Headquarters and global programmes | 211,407 | 486,250 | 697,657 | 222,298 | 554,133 | 776,432 | 241,038 | 520,803 | 761,841 | 18,739 | (33,330) | (14,591) | 8% | -6% | -2% |

3. 联合国经常预算

92. 联合国给难民署的拨款涵盖高级专员、副高级专员经常员额及总部其他 218 个管理和行政员额的费用，并涵盖总部一部分经常性非员额行政费用。附件一表 4 详细说明由联合国经常预算供资的 220 个管理和行政员额的情况。

93. 2021 年联合国拨款为 4 320 万美元，比 2020 年增加了 310 万美元。这在 2021 年 1.742 亿美元的管理和行政费用当前预算中约占 24.8%(见附件 1 表 1)。

94. 同一笔 4 320 万美元列在难民署 2022 年方案预算中，约占 2022 年 1.953 亿美元管理和行政拟议预算的 22.1%。

4. 组织结构

95. 难民署截至 2021 年 6 月 30 日组织结构见附件四。组织结构概览如下。

96. 总部各办公室和各司包括了难民署在布达佩斯、哥本哈根、日内瓦和纽约工作的人员，负责为整个组织提供方案支助，处理管理和行政事务。执行办公室向高级专员报告工作，确保有效领导、管理和问责，为本组织提出明确一致的愿景，并制订行动优先事项和战略。执行办公室由副高级专员、助理高级专员(保护事务)、助理高级专员(行动)、办公厅主任及其工作人员以及治理事务处和全球数据处组成。道德操守办公室、评价处、监察主任办公室、驻纽约联络处也向高级专员报告工作，非洲之角问题特使、地中海问题特使以及委内瑞拉难民和移民事务联合特别代表，及变革事务主任办公室也向高级专员报告工作。

97. 向副高级专员报告工作的有：财务和行政管理司、对外关系司、人力资源司、信息系统和电信司、战略规划和成果司、法律事务处、监察员办公室、机构风险管理股、布达佩斯和哥本哈根全球服务中心、转型和变革处、创新事务处，以及预防和应对性剥削和性虐待及性骚扰问题高级协调员。

98. 助理高级专员(保护事务)负责国际保护司、《难民问题全球契约》多利益攸关方及协调参与小组。

99. 助理高级专员(行动)负责应急、安全和供应司、复原力和解决办法司、各区域局、境内流离失所问题首席顾问和气候行动特别顾问。

三. 难民署员工队伍

1. 难民署工作人员

100. 难民署的工作人员包括：(一) 长期和短期经常员额上的工作人员，包括根据临时安排进行工作的人员；(二) 初级专业人员。经常员额包括由联合国经常预算供资的员额。

101. 根据难民署费用分类，经常员额分为方案费用(仅在区域局和行动)、方案支助费用(总部和区域局及行动)、管理和行政费用(仅在总部)。

102. 表三.1 为按区域、全球方案和总部分列的 2021 年和 2022 年员额一览表，截至 2021 年 6 月 30 日，现有人员编制为 15 585 个员额。2022 年所需员额为 15 663

个员额，比 2021 年净增 78 个员额，即 1%。其中，40 个员额，即 51%，在各行动或区域局。

103. 员额的区域趋势与区域预算的趋势一致，但西部和中部非洲除外，这两个区域计划减少工作人员，说明一些行动理顺了员额，尽管 2022 年预算有所增加。

表三.1

2021 年和 2022 年员额一览表——按区域、全球方案和总部分列

| <i>(in person-years)</i> | | | | | | | |
|---|-----------------------|------------------------------|------------------------|------------------------------|---------------------|--------------------------|--|
| | 2021 | | 2022 | | Variance | | |
| | <i>Current budget</i> | | <i>Proposed budget</i> | | <i>2022 vs 2021</i> | | |
| | <i>Posts</i> | <i>Percentage over total</i> | <i>Posts</i> | <i>Percentage over total</i> | <i>Posts</i> | <i>Percentage change</i> | |
| West and Central Africa | 2,086 | 13% | 1,996 | 13% | -90 | -4% | |
| East and Horn of Africa & the Great Lakes | 3,749 | 24% | 3,680 | 23% | -69 | -2% | |
| Southern Africa | 905 | 6% | 1,029 | 7% | 124 | 14% | |
| Middle East and North Africa | 3,019 | 19% | 2,912 | 19% | -107 | -4% | |
| Asia and the Pacific | 1,492 | 10% | 1,530 | 10% | 38 | 3% | |
| Europe | 1,334 | 9% | 1,298 | 8% | -36 | -3% | |
| Americas | 1,453 | 9% | 1,633 | 10% | 180 | 12% | |
| Subtotal field | 14,038 | 90% | 14,078 | 90% | 40 | 0% | |
| Global programmes ⁽¹⁾ | 588 | 4% | 611 | 4% | 23 | 4% | |
| Headquarters ⁽²⁾ | 959 | 6% | 974 | 6% | 15 | 2% | |
| Total | 15,585 | 100% | 15,663 | 100% | 78 | 1% | |
| ⁽¹⁾ Includes global programmes posts located in the field. | | | | | | | |
| ⁽²⁾ Includes posts in Geneva, Budapest, Copenhagen and New York. | | | | | | | |

104. 表三.2 为按职等类分列的外地、全球方案和总部 2021 年和 2022 年员额一览表。外地的调整反映了 2022 年的业务需求以及难民署加强了在美洲、亚洲及太平洋以及南部非洲区域局内的第二道防线。

105. 在总部，拟议增加专业人员员额，以加强对外关系司的与捐助者关系和资源调动处。道德操守办公室、监察员办公室以及转型和变革处的人力也在增加。

106. 在全球方案下，拟议增加专业和一般事务员额，以加强私营部门伙伴关系处。

表三.2

2021 年和 2022 年员额一览表——按职等组和按外地、全球方案和总部分列

| <i>(in person-years)</i> | | | | | | | | | | | | | |
|--------------------------|-------------|------------------------|------------|--------------|--------------|--------------|---------------|-----------------|----------|----------|-----------|------------|--------------|
| | <i>Year</i> | Number of posts | | | | | | Variance | | | | | |
| | | <i>USG/</i> | | | | <i>GS/</i> | | <i>USG/</i> | | | | <i>GS/</i> | |
| | | <i>ASG</i> | <i>D</i> | <i>P</i> | <i>NO</i> | <i>FS</i> | <i>Total</i> | <i>ASG</i> | <i>D</i> | <i>P</i> | <i>NO</i> | <i>FS</i> | <i>Total</i> |
| Field | 2021 | - | 132 | 3,257 | 1,498 | 9,151 | 14,038 | | | | | | |
| | 2022 | - | 120 | 3,265 | 1,515 | 9,178 | 14,078 | - | -12 | 8 | 17 | 27 | 40 |
| Global programmes | 2021 | - | 16 | 374 | 63 | 135 | 588 | | | | | | |
| | 2022 | - | 14 | 388 | 59 | 150 | 611 | - | -2 | 14 | -4 | 15 | 23 |
| Headquarters | 2021 | 4 | 45 | 447 | 41 | 422 | 959 | | | | | | |
| | 2022 | 4 | 44 | 467 | 41 | 418 | 974 | - | -1 | 20 | - | -4 | 15 |
| Total | 2021 | 4 | 193 | 4,078 | 1,602 | 9,708 | 15,585 | | | | | | |
| | 2022 | 4 | 178 | 4,120 | 1,615 | 9,746 | 15,663 | - | -15 | 42 | 13 | 38 | 78 |

107. 表三.3 按费用类别比较了 2021 年当前预算和 2022 年预算中的员额分配情况,其中表明,由于外地员额净增加,属于方案费用的员额的相对分配略有增加。管理和行政员额的相对份额保持不变。

表三.3

2021 年和 2022 年员额一览表——按方案支助及管理 and 行政分列

(in person-years)

| | 2021 | | 2022 | | Variance | |
|-------------------------------|----------------|-----------------------|-----------------|-----------------------|--------------|-------------------|
| | Current budget | | Proposed budget | | 2022 vs 2021 | |
| | Posts | Percentage over total | Posts | Percentage over total | Posts | Percentage change |
| Programme | 7,352 | 47% | 7,537 | 48% | 185 | 3% |
| Programme support | 7,502 | 48% | 7,372 | 47% | (130) | -2% |
| Management and administration | 731 | 5% | 754 | 5% | 23 | 3% |
| Total | 15,585 | 100% | 15,663 | 100% | 78 | 1% |

108. 按职等、类别、区域、全球方案和总部分列的员额配置详情见附件一表 3。

109. “职务空档期工作人员”一语系指已完成指派的任务但尚未被重新指派的工作人员。如表三.4 所示,截至 2021 年 6 月 30 日,职务空档期工作人员共 23 人,职等在 P-3 至 P-4 和 D-1 之间;去年此时,为 40 人(A/AC.96/1202)。

表三.4

截至 2021 年 6 月 30 日的职务空档期工作人员

| Duration | D1 | P5 | P3/P4 | P2 | Total |
|---------------------|----------|----------|-----------|----------|-----------|
| Up to 6 months | 4 | 2 | 12 | - | 18 |
| 7 to 12 months | 1 | 1 | 2 | - | 4 |
| More than 12 months | - | 1 | - | - | 1 |
| Total | 5 | 4 | 14 | - | 23 |

110. 截至 2021 年 6 月 30 日,共有 67 名初级专业人员,其中 49 名在外地,18 名在总部。

2. 编外人员

111. 这一类别包括联合国志愿人员、借调人员(由伙伴机构、政府或其他外部实体部署或借调到难民署的人员)和咨询人。截至 2021 年 6 月 30 日,共有 723 名联合国志愿人员,全部都在外地。又征聘了 160 名顾问,在评价、创新、战略和营销等领域短期提供专门知识。

Annex I

[English only]

Tables

1. Overall budget summary by cost category: expenditure in 2020, current budget for 2021 and proposed budget for 2022 - by programme, programme support, and management and administration
2. Proposed budget for 2022 - by impact area and by region/subregion/operation, global programmes and headquarters
3. Posts for 2020-2022: overall summary of post levels - by grade, by programme, programme support, and management and administration, and by region, global programmes and headquarters
4. Posts funded from the United Nations regular budget for 2022
5. Expenditure in 2018, 2019 and 2020, current budget for 2021 and proposed budget for 2022 - by chapter of expenditure
6. Supplementary budgets for 2021 (as at 30 June 2021)

Table 1

Overall budget summary by cost category: expenditure in 2020, current budget for 2021 and proposed budget for 2022 – by programme, programme support and management and administration

(in thousands of US dollars)

| | 2020 | | 2021 | | 2022 | | Variance | |
|--|------------------|--------------|------------------|--------------|------------------|--------------|------------------|-------------------|
| | expenditure | | Current budget | | Proposed budget | | 2022 vs 2021 | |
| | Amount | % over total | Amount | % over total | Amount | % over total | Amount | Percentage change |
| Programme | | | | | | | | |
| Field | 3,660,593 | 76% | 7,264,792 | 79% | 7,106,116 | 79% | (158,676) | -2% |
| Global programmes | 287,352 | 6% | 321,899 | 4% | 271,462 | 3% | (50,437) | -16% |
| Subtotal programme | 3,947,945 | 82% | 7,586,691 | 83% | 7,377,578 | 82% | (209,113) | -3% |
| Programme support | | | | | | | | |
| Field | 470,433 | 10% | 663,696 | 7% | 686,051 | 8% | 22,355 | 3% |
| Global programmes | 198,898 | 4% | 232,234 | 3% | 249,341 | 3% | 17,107 | 7% |
| Headquarters: support divisions/services | 41,356 | 1% | 48,086 | 1% | 45,720 | 1% | (2,366) | -5% |
| Subtotal programme support | 710,688 | 15% | 944,017 | 10% | 981,113 | 11% | 37,096 | 4% |
| Management and administration | | | | | | | | |
| Headquarters: annual budget | 129,940 | 3% | 131,030 | 1% | 152,135 | 2% | 21,105 | 16% |
| Headquarters: United Nations regular budget | 40,111 | 1% | 43,182 | 0% | 43,182 | 0% | - | 0% |
| Subtotal management and administration | 170,050 | 4% | 174,212 | 2% | 195,317 | 2% | 21,105 | 12% |
| Subtotal programmed activities | 4,828,683 | 100% | 8,704,920 | 95% | 8,554,008 | 95% | (150,912) | -2% |
| Operational reserve (OR) | - | 0% | 415,391 | 5% | 427,700 | 5% | 12,310 | 3% |
| Subtotal programmed activities and OR | 4,828,683 | 100% | 9,120,310 | 100% | 8,981,708 | 100% | (138,602) | -2% |
| "New or additional activities – mandate-related" reserve | - | 0% | 20,000 | 0% | - | 0% | (20,000) | -100% |
| Junior Professional Officers | 8,983 | 0% | 12,000 | 0% | 12,000 | 0% | - | 0% |
| Total | 4,837,666 | 100% | 9,152,310 | 100% | 8,993,708 | 100% | (158,602) | -2% |

Table 2

Proposed budget for 2022 - by impact area and by region/subregion/operation, global programmes and headquarters

(in thousands of US dollars)

| Region / subregion / operation | 2022 proposed budget | | | | Total |
|---|---|---|--|--------------------|------------------|
| | Attaining favorable protection environments | Realizing basic rights in safe environments | Empowering communities and achieving gender equality | Securing solutions | |
| West and Central Africa | | | | | |
| Regional Bureau for West and Central Africa | 3,736 | 7,870 | 2,575 | 1,871 | 16,052 |
| Regional activities for West and Central Africa | 962 | 2,027 | 663 | 482 | 4,134 |
| Burkina Faso | 31,465 | 46,862 | 22,579 | 8,977 | 109,883 |
| Cameroon multi-country office | 8,477 | 56,366 | 63,964 | 5,200 | 134,007 |
| Central African Republic | 15,871 | 24,835 | - | 39,294 | 80,000 |
| Chad | 25,155 | 63,161 | 23,535 | 10,046 | 121,897 |
| Côte d'Ivoire | 6,757 | 1,458 | 2,891 | 9,989 | 21,095 |
| Ghana | 2,042 | 4,007 | - | 937 | 6,985 |
| Liberia | 2,890 | 6,338 | 1,932 | 4,317 | 15,477 |
| Mali | 17,036 | 23,515 | 15,159 | 10,699 | 66,410 |
| Niger | 44,426 | 51,923 | 28,957 | 5,389 | 130,696 |
| Nigeria | 56,420 | - | - | 41,820 | 98,239 |
| Senegal multi-country office | 10,465 | - | - | 8,921 | 19,386 |
| Subtotal West and Central Africa | 225,702 | 288,361 | 162,256 | 147,942 | 824,260 |
| East and Horn of Africa & the Great Lakes | | | | | |
| Regional Bureau for East and Horn & Great Lakes | 7,121 | 3,337 | 4,426 | 3,122 | 18,006 |
| Regional activities for East and Horn & Great Lakes | 1,850 | 3,897 | 1,275 | 927 | 7,950 |
| Other operations in Africa | 2,527 | - | - | - | 2,527 |
| Burundi | 5,922 | 46,100 | 21,013 | 7,504 | 80,539 |
| Djibouti | 5,033 | 6,929 | 4,382 | 1,899 | 18,242 |
| Eritrea | 281 | 702 | 244 | 4,985 | 6,212 |
| Ethiopia | 96,043 | 202,571 | 20,818 | 15,834 | 335,265 |
| Kenya | 15,825 | 65,358 | 26,837 | 37,500 | 145,520 |
| Rwanda | 11,732 | 45,145 | 19,184 | 10,725 | 86,786 |
| Somalia | 28,185 | 79,700 | 33,251 | 16,360 | 157,496 |
| South Sudan | 59,379 | 104,344 | 28,067 | 23,036 | 214,826 |
| Sudan | 84,880 | 164,502 | 18,190 | 81,323 | 348,894 |
| Uganda | 82,384 | 135,906 | 117,990 | 7,113 | 343,393 |
| United Republic of Tanzania | 39,849 | 60,982 | - | 13,699 | 114,530 |
| Subtotal East and Horn of Africa & the Great Lakes | 441,010 | 919,473 | 295,677 | 224,025 | 1,880,186 |
| Southern Africa | | | | | |
| Regional Bureau for Southern Africa | 2,863 | 6,031 | 1,973 | 1,434 | 12,302 |
| Regional activities for Southern Africa | 1,047 | 2,206 | 722 | 525 | 4,500 |
| Angola | 9,215 | - | - | 20,674 | 29,889 |
| Congo (Republic of) | 22,158 | - | 8,835 | 6,413 | 37,406 |
| Democratic Republic of the Congo | 49,833 | 117,251 | 34,689 | 23,647 | 225,421 |
| Malawi | 3,936 | - | - | 18,653 | 22,589 |
| Mozambique | 11,272 | 18,231 | 7,170 | - | 36,674 |
| South Africa multi-country office | 14,126 | - | 10,942 | 7,785 | 32,853 |
| Zambia | 24,447 | - | - | - | 24,447 |
| Zimbabwe | 5,153 | 2,999 | 1,332 | 943 | 10,427 |
| Subtotal Southern Africa | 144,050 | 146,720 | 65,664 | 80,075 | 436,508 |
| Middle East and North Africa | | | | | |
| Regional Bureau for Middle East and North Africa | 5,248 | 11,054 | 3,617 | 2,629 | 22,547 |
| Regional activities for Middle East and North Africa | 6,982 | 14,708 | 4,812 | 3,498 | 30,000 |
| Subtotal Middle East and North Africa overall | 12,230 | 25,762 | 8,429 | 6,127 | 52,547 |
| Middle East | | | | | |
| Other operations in Middle East | 3,335 | 1,329 | - | 15,776 | 20,440 |
| Iraq | 45,349 | 198,779 | 10,603 | 92,628 | 347,359 |
| Israel | 6,465 | - | - | 1,077 | 7,542 |
| Jordan | 59,857 | 292,242 | 45,121 | 11,158 | 408,378 |
| Lebanon | 41,063 | 442,319 | 48,062 | 2,882 | 534,326 |
| Saudi Arabia multi-country office | 5,165 | 6,282 | - | - | 11,447 |
| Syrian Arab Republic | 80,811 | 298,552 | 79,297 | 6,551 | 465,211 |
| Yemen | 24,387 | 251,774 | - | 15,169 | 291,330 |
| Subtotal Middle East | 266,432 | 1,491,277 | 183,084 | 145,241 | 2,086,033 |
| North Africa | | | | | |
| Algeria | 3,975 | 31,383 | 8,828 | 685 | 44,872 |
| Egypt | 25,440 | 66,668 | 28,098 | 5,783 | 125,990 |
| Libya | 15,590 | 46,399 | 6,237 | 1,774 | 70,000 |
| Mauritania | 4,389 | 16,459 | 7,614 | 2,433 | 30,896 |
| Morocco | 1,166 | - | 8,334 | - | 9,500 |
| Tunisia | 6,177 | - | 2,333 | - | 8,511 |
| Western Sahara confidence-building measures | - | 1,965 | 2,140 | - | 4,106 |
| Subtotal North Africa | 56,738 | 162,875 | 63,585 | 10,676 | 293,873 |
| Subtotal Middle East and North Africa | 335,399 | 1,679,914 | 255,097 | 162,044 | 2,432,453 |

| (in thousands of US dollars) | | | | | |
|---|---|---|--|--------------------|---------|
| Region / subregion / operation | 2022 proposed budget | | | | |
| | Attaining favorable protection environments | Realizing basic rights in safe environments | Empowering communities and achieving gender equality | Securing solutions | Total |
| Asia and the Pacific | | | | | |
| Regional Bureau for Asia and the Pacific | 6,132 | 2,271 | 743 | 4,355 | 13,500 |
| Regional activities for Asia and the Pacific | 15,534 | 357 | 117 | 85 | 16,093 |
| Subtotal Asia overall | 21,667 | 2,627 | 860 | 4,440 | 29,593 |
| South-west Asia | | | | | |
| Afghanistan | 2,689 | 73,380 | 42,361 | 37,212 | 155,642 |
| Iran (Islamic Republic of) | 11,826 | 77,938 | 7,008 | 4,753 | 101,525 |
| Pakistan | 18,761 | - | 84,600 | 9,142 | 112,502 |
| Subtotal South-west Asia | 33,276 | 151,318 | 133,968 | 51,107 | 369,669 |
| Central Asia | | | | | |
| Kazakhstan multi-country office | 2,816 | - | - | 1,318 | 4,134 |
| Tajikistan | 653 | 820 | - | 935 | 2,408 |
| Subtotal Central Asia | 3,469 | 820 | | 2,253 | 6,542 |
| South Asia | | | | | |
| India | 3,449 | 6,653 | 2,764 | 1,352 | 14,217 |
| Nepal | 1,675 | - | - | 2,447 | 4,122 |
| Sri Lanka | 1,846 | 214 | 438 | 852 | 3,350 |
| Subtotal South Asia | 6,969 | 6,867 | 3,202 | 4,651 | 21,689 |
| South-East Asia | | | | | |
| Bangladesh | 16,775 | 206,685 | 59,749 | 1,876 | 285,086 |
| Indonesia | 2,254 | 6,594 | 2,469 | 1,158 | 12,475 |
| Malaysia | 6,117 | 5,802 | 8,277 | 2,120 | 22,315 |
| Myanmar | 56,699 | - | - | - | 56,699 |
| Philippines | 723 | 911 | 1,092 | 942 | 3,669 |
| Thailand multi-country office | 7,222 | 11,057 | 3,289 | 3,273 | 24,841 |
| Subtotal South-East Asia | 89,790 | 231,049 | 74,877 | 9,370 | 405,085 |
| East Asia and the Pacific | | | | | |
| Australia multi-country office | 3,723 | - | - | 920 | 4,642 |
| China | 2,519 | 1,123 | - | 823 | 4,465 |
| Japan | 4,131 | - | - | - | 4,131 |
| Republic of Korea | 1,837 | - | 275 | 196 | 2,308 |
| Subtotal East Asia and the Pacific | 12,210 | 1,123 | 275 | 1,938 | 15,546 |
| Subtotal Asia and the Pacific | 167,380 | 393,804 | 213,182 | 73,758 | 848,124 |
| Europe | | | | | |
| Regional Bureau for Europe | 3,289 | 6,928 | 2,267 | 1,648 | 14,131 |
| Regional activities for Europe | 2,600 | 5,476 | 1,792 | 1,302 | 11,170 |
| Other operations in Europe | 5,191 | - | - | - | 5,191 |
| Subtotal Europe overall | 11,079 | 12,404 | 4,058 | 2,950 | 30,492 |
| Eastern Europe | | | | | - |
| Armenia | 3,328 | - | - | 9,363 | 12,691 |
| Azerbaijan | 969 | 3,526 | 1,067 | 1,641 | 7,202 |
| Georgia | 1,347 | - | 4,489 | - | 5,836 |
| Russian Federation | 3,017 | - | - | 715 | 3,732 |
| Turkey | 98,857 | 134,441 | 102,846 | 13,226 | 349,370 |
| Ukraine | 1,969 | 10,578 | 4,152 | 5,801 | 22,500 |
| Subtotal Eastern Europe | 109,487 | 148,546 | 112,554 | 30,745 | 401,332 |
| South-eastern Europe | | | | | |
| Albania | 2,061 | - | - | 1,439 | 3,500 |
| Bosnia and Herzegovina | 7,285 | - | - | 2,997 | 10,282 |
| Kosovo (S/RES/1244 (1999)) | 2,944 | - | - | 416 | 3,360 |
| Montenegro | 1,842 | - | - | 397 | 2,239 |
| North Macedonia | 3,499 | - | - | - | 3,499 |
| Serbia | - | 4,795 | 4,501 | - | 9,296 |
| Subtotal south-eastern Europe | 17,631 | 4,795 | 4,501 | 5,248 | 32,175 |
| Northern, western, central and southern Europe | | | | | |
| Belgium multi-country office | 11,081 | - | - | - | 11,081 |
| Bulgaria | 1,943 | - | - | - | 1,943 |
| Croatia | 1,174 | - | - | 619 | 1,792 |
| Cyprus | 2,887 | - | - | - | 2,887 |
| France | 3,867 | - | - | - | 3,867 |
| Germany | 2,537 | - | - | - | 2,537 |
| Greece | 38,879 | - | 10,729 | 10,392 | 60,000 |
| Hungary multi-country office | 5,345 | - | - | - | 5,345 |
| Italy multi-country office | 5,921 | - | 5,429 | 7,602 | 18,952 |
| Malta | 1,039 | - | 841 | - | 1,880 |
| Poland | 950 | - | - | - | 950 |
| Romania | 443 | - | - | 2,026 | 2,469 |
| Spain | 4,021 | - | 631 | 742 | 5,394 |
| Sweden multi-country office | 4,214 | - | - | 1,357 | 5,571 |
| United Kingdom of Great Britain and Northern Ireland | 1,564 | - | - | 1,029 | 2,593 |
| Subtotal northern, western, central and southern Europe | 85,865 | | 17,630 | 23,767 | 127,261 |
| Subtotal Europe | 224,062 | 165,745 | 138,744 | 62,711 | 591,261 |

(in thousands of US dollars)

| <i>Region / subregion / operation</i> | <i>2022 proposed budget</i> | | | | <i>Total</i> |
|---|--|--|---|---------------------------|------------------|
| | <i>Attaining favorable protection environments</i> | <i>Realizing basic rights in safe environments</i> | <i>Empowering communities and achieving gender equality</i> | <i>Securing solutions</i> | |
| Americas | | | | | |
| Regional Bureau for Americas | 5,151 | 10,850 | 3,550 | 2,580 | 22,131 |
| Regional activities for Americas | 2,428 | 5,115 | 1,674 | 1,216 | 10,433 |
| Subtotal Americas overall | 7,579 | 15,965 | 5,223 | 3,797 | 32,564 |
| North America and the Caribbean | | | | | |
| Canada | 1,447 | - | - | 1,297 | 2,744 |
| United States of America multi-country office | 28,820 | 3,138 | 4,229 | 6,336 | 42,524 |
| Subtotal North America and the Caribbean | 30,267 | 3,138 | 4,229 | 7,633 | 45,268 |
| Latin America | | | | | |
| Argentina multi-country office | 8,413 | 26,916 | - | 13,835 | 49,164 |
| Brazil | 41,122 | - | 11,351 | - | 52,473 |
| Colombia | 64,809 | 28,837 | 8,042 | 20,303 | 121,990 |
| Costa Rica | 7,107 | 18,995 | 2,925 | 4,874 | 33,902 |
| Ecuador | 9,972 | 34,030 | 24,471 | 7,635 | 76,108 |
| El Salvador | 5,908 | 4,702 | 8,084 | 4,913 | 23,607 |
| Guatemala | 12,318 | 8,070 | 5,097 | 16,990 | 42,475 |
| Honduras | 14,346 | - | 7,803 | 6,491 | 28,640 |
| Mexico | 49,993 | - | 1,182 | 45,429 | 96,603 |
| Panama multi-country office | 18,857 | 8,925 | - | 26,525 | 54,306 |
| Peru | 13,023 | 32,600 | 15,492 | - | 61,115 |
| Venezuela (Bolivarian Republic of) | - | 61,159 | - | - | 61,159 |
| Subtotal Latin America | 245,868 | 224,233 | 84,446 | 146,996 | 701,543 |
| Subtotal Americas | 283,714 | 243,336 | 93,899 | 158,425 | 779,374 |
| Subtotal field | 1,821,317 | 3,837,352 | 1,224,517 | 908,980 | 7,792,167 |
| Global programmes | 113,546 | 237,980 | 108,972 | 60,305 | 520,803 |
| Headquarters | 55,990 | 118,410 | 38,588 | 28,049 | 241,038 |
| Subtotal programmed activities | 1,990,854 | 4,193,742 | 1,372,077 | 997,335 | 8,554,008 |
| Operational reserve (OR) | | | | - | 427,700 |
| Subtotal programmed activities and OR | 1,990,854 | 4,193,742 | 1,372,077 | 997,335 | 8,981,708 |
| Junior Professional Officers | | | | - | 12,000 |
| Total | 1,990,854 | 4,193,742 | 1,372,077 | 997,335 | 8,993,708 |

Table 3

Posts for 2020 - 2022: overall summary of post levels - by grade, by programme, programme support, and management and administration, and by region, global programmes and headquarters

| (in person-years ⁽¹⁾) | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|-----------|-----|-----|-----|-----------|-----------|-------|---------|-------|-------------------|-----|-----|-----------|-----------|-----|---------|-------|-------------------------------|-----|-----|-----|-----------|-----------|----|---------|-------|-------------|
| | Programme | | | | | | | | | Programme support | | | | | | | | Management and administration | | | | | | | | | |
| | Year | D-2 | D-1 | P-5 | P-3 / P-4 | P-1 / P-2 | NO | GS / FS | Total | D-2 | D-1 | P-5 | P-3 / P-4 | P-1 / P-2 | NO | GS / FS | Total | USG / ASG | D-2 | D-1 | P-5 | P-3 / P-4 | P-1 / P-2 | NO | GS / FS | Total | Grand total |
| West and Central Africa ⁽²⁾ | 2020 | - | 1 | 26 | 227 | 71 | 124 | 498 | 947 | 1 | 9 | 13 | 100 | 35 | 28 | 739 | 925 | - | - | - | - | - | - | - | - | - | 1,872 |
| | 2021 | - | 2 | 30 | 266 | 91 | 146 | 485 | 1,020 | 1 | 10 | 16 | 121 | 41 | 36 | 841 | 1,066 | - | - | - | - | - | - | - | - | - | 2,086 |
| | 2022 | - | 3 | 30 | 243 | 89 | 137 | 470 | 972 | 1 | 7 | 14 | 128 | 35 | 34 | 805 | 1,024 | - | - | - | - | - | - | - | - | - | 1,996 |
| East and Horn of Africa & the Great Lakes ⁽²⁾ | 2020 | - | 8 | 45 | 401 | 106 | 226 | 902 | 1,688 | 6 | 13 | 18 | 194 | 88 | 114 | 1,401 | 1,834 | - | - | - | - | - | - | - | - | - | 3,522 |
| | 2021 | - | 7 | 44 | 417 | 123 | 300 | 995 | 1,886 | 6 | 14 | 25 | 178 | 102 | 103 | 1,435 | 1,863 | - | - | - | - | - | - | - | - | - | 3,749 |
| | 2022 | - | 6 | 39 | 398 | 138 | 298 | 1,033 | 1,912 | 6 | 13 | 21 | 175 | 97 | 99 | 1,357 | 1,768 | - | - | - | - | - | - | - | - | - | 3,680 |
| Southern Africa ⁽²⁾ | 2020 | - | 2 | 9 | 128 | 43 | 64 | 178 | 424 | 2 | 5 | 12 | 56 | 35 | 20 | 382 | 512 | - | - | - | - | - | - | - | - | - | 936 |
| | 2021 | - | 2 | 10 | 123 | 33 | 60 | 170 | 398 | 2 | 6 | 13 | 64 | 35 | 24 | 363 | 507 | - | - | - | - | - | - | - | - | - | 905 |
| | 2022 | - | 3 | 14 | 135 | 51 | 76 | 200 | 479 | 2 | 5 | 10 | 67 | 40 | 28 | 398 | 550 | - | - | - | - | - | - | - | - | - | 1,029 |
| Middle East and North Africa ⁽²⁾ | 2020 | - | 5 | 39 | 304 | 98 | 226 | 1,087 | 1,759 | 6 | 12 | 17 | 136 | 50 | 76 | 913 | 1,210 | - | - | - | - | - | - | - | - | - | 2,969 |
| | 2021 | - | 5 | 35 | 281 | 88 | 250 | 1,068 | 1,727 | 6 | 17 | 21 | 154 | 53 | 98 | 943 | 1,292 | - | - | - | - | - | - | - | - | - | 3,019 |
| | 2022 | - | 4 | 32 | 279 | 92 | 240 | 1,064 | 1,711 | 5 | 15 | 20 | 132 | 46 | 84 | 899 | 1,201 | - | - | - | - | - | - | - | - | - | 2,912 |
| Asia and the Pacific ⁽²⁾ | 2020 | - | 2 | 16 | 180 | 32 | 157 | 527 | 914 | 4 | 15 | 16 | 62 | 21 | 54 | 515 | 687 | - | - | - | - | - | - | - | - | - | 1,601 |
| | 2021 | - | 4 | 18 | 159 | 14 | 140 | 463 | 798 | 4 | 15 | 18 | 75 | 24 | 56 | 502 | 694 | - | - | - | - | - | - | - | - | - | 1,492 |
| | 2022 | 1 | 3 | 17 | 161 | 25 | 151 | 477 | 835 | 3 | 14 | 18 | 79 | 21 | 57 | 503 | 695 | - | - | - | - | - | - | - | - | - | 1,530 |
| Europe ⁽²⁾ | 2020 | - | 3 | 12 | 117 | 21 | 106 | 529 | 788 | 2 | 11 | 17 | 74 | 14 | 56 | 440 | 614 | - | - | - | - | - | - | - | - | - | 1,402 |
| | 2021 | - | 3 | 12 | 97 | 16 | 101 | 500 | 729 | 2 | 11 | 14 | 81 | 11 | 54 | 432 | 605 | - | - | - | - | - | - | - | - | - | 1,334 |
| | 2022 | - | 2 | 12 | 106 | 17 | 106 | 470 | 713 | 2 | 11 | 13 | 71 | 14 | 55 | 419 | 585 | - | - | - | - | - | - | - | - | - | 1,298 |
| Americas ⁽²⁾ | 2020 | - | 1 | 7 | 156 | 65 | 90 | 378 | 697 | 2 | 11 | 19 | 93 | 40 | 34 | 395 | 594 | - | - | - | - | - | - | - | - | - | 1,291 |
| | 2021 | - | 2 | 6 | 141 | 68 | 92 | 485 | 794 | 3 | 10 | 20 | 73 | 46 | 38 | 469 | 659 | - | - | - | - | - | - | - | - | - | 1,453 |
| | 2022 | - | 2 | 5 | 149 | 80 | 106 | 573 | 915 | 3 | 9 | 19 | 78 | 55 | 44 | 510 | 718 | - | - | - | - | - | - | - | - | - | 1,633 |
| Subtotal Field ⁽²⁾ | 2020 | - | 22 | 154 | 1,513 | 436 | 993 | 4,099 | 7,217 | 23 | 76 | 112 | 715 | 283 | 382 | 4,785 | 6,376 | - | - | - | - | - | - | - | - | - | 13,593 |
| | 2021 | - | 25 | 155 | 1,484 | 433 | 1,089 | 4,166 | 7,352 | 24 | 83 | 127 | 746 | 312 | 409 | 4,985 | 6,686 | - | - | - | - | - | - | - | - | - | 14,038 |
| | 2022 | 1 | 23 | 149 | 1,471 | 492 | 1,114 | 4,287 | 7,537 | 22 | 74 | 115 | 730 | 308 | 401 | 4,891 | 6,541 | - | - | - | - | - | - | - | - | - | 14,078 |
| Global programmes ⁽³⁾ | 2020 | - | - | - | - | - | - | - | - | 1 | 14 | 50 | 285 | 35 | 42 | 154 | 581 | - | - | - | - | - | - | - | - | - | 581 |
| | 2021 | - | - | - | - | - | - | - | - | 1 | 15 | 57 | 277 | 40 | 63 | 135 | 588 | - | - | - | - | - | - | - | - | - | 588 |
| | 2022 | - | - | - | - | - | - | - | - | 1 | 13 | 55 | 292 | 41 | 59 | 150 | 611 | - | - | - | - | - | - | - | - | - | 611 |
| Headquarters ⁽⁴⁾ | 2020 | - | - | - | - | - | - | - | - | 5 | 6 | 28 | 98 | 5 | - | 86 | 228 | 4 | 7 | 25 | 59 | 223 | 26 | 34 | 342 | 720 | 948 |
| | 2021 | - | - | - | - | - | - | - | - | 5 | 6 | 25 | 98 | 8 | 4 | 82 | 228 | 4 | 8 | 26 | 57 | 228 | 31 | 37 | 340 | 731 | 959 |
| | 2022 | - | - | - | - | - | - | - | - | 4 | 6 | 24 | 101 | 6 | 5 | 74 | 220 | 4 | 9 | 25 | 62 | 240 | 34 | 36 | 344 | 754 | 974 |
| Total | 2020 | - | 22 | 154 | 1,513 | 436 | 993 | 4,099 | 7,217 | 29 | 96 | 190 | 1,098 | 323 | 424 | 5,025 | 7,185 | 4 | 7 | 25 | 59 | 223 | 26 | 34 | 342 | 720 | 15,122 |
| | 2021 | - | 25 | 155 | 1,484 | 433 | 1,089 | 4,166 | 7,352 | 30 | 104 | 209 | 1,121 | 360 | 476 | 5,202 | 7,502 | 4 | 8 | 26 | 57 | 228 | 31 | 37 | 340 | 731 | 15,585 |
| | 2022 | 1 | 23 | 149 | 1,471 | 492 | 1,114 | 4,287 | 7,537 | 27 | 93 | 194 | 1,123 | 355 | 465 | 5,115 | 7,372 | 4 | 9 | 25 | 62 | 240 | 34 | 36 | 344 | 754 | 15,663 |

⁽¹⁾ All posts (calculated in person-years) excluding Junior Professional Officers and United Nations Volunteers (national and international) serving with UNHCR.

⁽²⁾ Excludes global programmes posts located in the field.

⁽³⁾ Includes global programmes posts located in the field.

⁽⁴⁾ Includes posts in Geneva, Budapest, Copenhagen, New York

Table 4

Posts⁽¹⁾ funded from the United Nations regular budget for 2022

| Organizational unit | USG / | | | | | | | GS | | Total |
|---|----------|----------|-----------|-----------|-----------|-----------|-----------|-------------------|-------------------|------------|
| | ASG | D-2 | D-1 | P-5 | P-4 | P-3 | P-2 | PL ⁽²⁾ | OL ⁽³⁾ | |
| Executive Direction and Management | | | | | | | | | | |
| Office of the High Commissioner | 2 | - | - | - | 2 | - | - | 2 | 3 | 9 |
| Inspector General's Office | - | - | - | - | - | 1 | - | 2 | 2 | 5 |
| Legal Affairs Service | - | - | 1 | - | 4 | 1 | - | 1 | 2 | 9 |
| Office of the Ombudsman | - | - | 1 | - | - | - | - | - | 1 | 2 |
| Ethics Office | - | - | 1 | - | 1 | - | - | - | 2 | 4 |
| Transformation and Change Service | - | - | - | - | - | - | - | 1 | - | 1 |
| Governance Service | - | - | 1 | - | - | - | - | - | 4 | 5 |
| Division of External Relations | | | | | | | | | | |
| Office of the Director | - | 1 | - | 2 | - | 2 | 1 | 1 | 3 | 10 |
| Donor Relations and Resource Mobilization Service | - | - | 1 | 3 | 2 | 1 | 2 | 1 | 6 | 16 |
| Global Communications Service | - | - | - | 1 | - | - | - | 2 | 4 | 7 |
| Partnership and Coordination Service | - | - | 1 | - | - | - | - | 1 | 1 | 3 |
| Public Outreach and Campaign Section | - | - | - | - | - | - | - | - | 2 | 2 |
| Records and Archives Section | - | - | - | - | - | - | 1 | - | 5 | 6 |
| Private Sector Partnerships Service | - | - | - | 1 | 1 | 1 | - | - | - | 3 |
| Digital Engagement Section | - | - | - | - | - | - | - | 1 | - | 1 |
| Division of Information Systems and Telecommunications | | | | | | | | | | |
| Office of the Director | - | 1 | - | - | - | - | 1 | 1 | 6 | 9 |
| Division of Human Resources | | | | | | | | | | |
| Office of the Director | - | 1 | 2 | - | 3 | 2 | - | 1 | 3 | 12 |
| Assignments and Talent Mobilization Section | - | - | - | 1 | 4 | 3 | 6 | 1 | 11 | 26 |
| Human Resources Operational Partnership Service | - | - | - | 1 | 2 | 2 | - | - | 1 | 6 |
| Headquarters and Compensation Unit | - | - | - | - | - | - | - | - | 2 | 2 |
| Staff Health & Wellbeing Service | - | - | 1 | 2 | 2 | 2 | 1 | 2 | 5 | 15 |
| Division of Financial and Administrative Management | | | | | | | | | | |
| Office of the Controller | - | 1 | 1 | 2 | 4 | 2 | - | 1 | 2.5 | 13.5 |
| Treasury Section | - | - | 1 | 1 | 3 | - | - | 2 | 2 | 9 |
| General Services Section | - | - | - | 2 | - | 2 | - | 2 | 13.5 | 19.5 |
| System Administration | - | - | - | 1 | 1 | 1 | - | - | 1 | 4 |
| Division of Strategic Planning and Results | | | | | | | | | | |
| Annual Review and Budget Analysis Service | - | - | 1 | 2 | 6 | 1 | - | 3 | 3 | 16 |
| Implementation Management and Assurance Service | - | - | 1 | 1 | 1 | 2 | - | - | - | 5 |
| Total | 2 | 4 | 13 | 20 | 36 | 23 | 12 | 25 | 85 | 220 |

⁽¹⁾ Only the posts in the Under-Secretary-General (USG)/Assistant Secretary-General (ASG) category (High Commissioner and Deputy High Commissioner) are authorized regular budget posts. The remaining 218 posts are funded through a lump-sum grant under the regular budget.

⁽²⁾ PL = Principal level (G-7)

⁽³⁾ OL = Other level

Table 5

Expenditure in 2018, 2019 and 2020, current budget for 2021 and proposed budget for 2022 - by chapter of expenditure

(in thousands of US dollars)

| | 2018 expenditure | | 2019 expenditure | | 2020 expenditure | | 2021 current budget ⁽¹⁾ | | 2022 proposed budget | |
|---|------------------|-------------|------------------|-------------|------------------|-------------|------------------------------------|-------------|----------------------|-------------|
| | Amount | % | Amount | % | Amount | % | Amount | % | Amount | % |
| A. Programme ⁽²⁾ | | | | | | | | | | |
| Staff costs ⁽³⁾ | 419,838 | 10% | 452,946 | 10% | 503,713 | 10% | 682,370 | 7% | 685,681 | 8% |
| Other staff costs ⁽⁴⁾ | 21,547 | 1% | 19,289 | 0% | 15,887 | 0% | 27,771 | 0% | 26,917 | 0% |
| Consultants | 54,952 | 1% | 58,764 | 1% | 44,759 | 1% | 116,029 | 1% | 112,459 | 1% |
| Travel | 31,908 | 1% | 30,624 | 1% | 14,393 | 0% | 47,326 | 1% | 45,870 | 1% |
| Contractual services | 1,381,024 | 33% | 1,382,699 | 31% | 1,398,158 | 29% | 3,647,609 | 40% | 3,535,384 | 39% |
| Operating expenses | 308,192 | 7% | 328,074 | 7% | 322,201 | 7% | 949,236 | 11% | 920,031 | 10% |
| Supplies and materials | 435,444 | 10% | 438,331 | 10% | 623,506 | 13% | 578,829 | 6% | 561,020 | 6% |
| Furniture and equipment | 101,083 | 2% | 90,690 | 2% | 172,094 | 4% | 129,183 | 1% | 125,208 | 1% |
| Cash-based interventions | 574,253 | 14% | 652,241 | 15% | 718,075 | 15% | 1,242,081 | 14% | 1,203,866 | 13% |
| Joint United Nations contributions | 7,531 | 0% | 7,279 | 0% | 13,618 | 0% | 23,638 | 0% | 22,911 | 0% |
| Other expenditure ⁽⁵⁾ | 75,379 | 2% | 80,266 | 2% | 121,543 | 3% | 142,619 | 2% | 138,231 | 2% |
| Subtotal programme | 3,411,151 | 81% | 3,541,204 | 80% | 3,947,945 | 82% | 7,586,691 | 83% | 7,377,578 | 82% |
| B. Programme support | | | | | | | | | | |
| Staff costs ⁽³⁾ | 412,344 | 10% | 443,058 | 10% | 480,348 | 10% | 566,948 | 6% | 589,592 | 7% |
| Other staff costs ⁽⁴⁾ | 52,004 | 1% | 66,579 | 2% | 50,665 | 1% | 82,940 | 1% | 86,118 | 1% |
| Consultants | 1,057 | 0% | 1,021 | 0% | 913 | 0% | 1,495 | 0% | 1,552 | 0% |
| Travel | 32,025 | 1% | 31,516 | 1% | 10,508 | 0% | 17,202 | 0% | 17,861 | 0% |
| Contractual services | 37,167 | 1% | 41,716 | 1% | 45,784 | 1% | 74,949 | 1% | 77,822 | 1% |
| Operating expenses | 60,159 | 1% | 60,087 | 1% | 54,286 | 1% | 88,866 | 1% | 92,272 | 1% |
| Supplies and materials | 10,294 | 0% | 11,785 | 0% | 11,741 | 0% | 19,219 | 0% | 19,956 | 0% |
| Furniture and equipment | 26,299 | 1% | 29,032 | 1% | 34,243 | 1% | 56,056 | 1% | 58,204 | 1% |
| Joint United Nations contributions | 13,239 | 0% | 13,139 | 0% | 18,456 | 0% | 30,213 | 0% | 31,371 | 0% |
| Other expenditure ⁽⁵⁾ | 3,254 | 0% | 3,366 | 0% | 3,744 | 0% | 6,129 | 0% | 6,363 | 0% |
| Subtotal programme support | 647,842 | 15% | 701,298 | 16% | 710,688 | 15% | 944,017 | 10% | 981,113 | 11% |
| C. Management and administration | | | | | | | | | | |
| Staff costs ⁽³⁾ | 95,817 | 2% | 100,043 | 2% | 107,966 | 2% | 101,042 | 1% | 110,992 | 1% |
| Other staff costs ⁽⁴⁾ | 3,419 | 0% | 3,088 | 0% | 3,444 | 0% | 4,059 | 0% | 4,677 | 0% |
| Consultants | 1,156 | 0% | 1,215 | 0% | 627 | 0% | 740 | 0% | 852 | 0% |
| Travel | 3,432 | 0% | 3,062 | 0% | 663 | 0% | 781 | 0% | 900 | 0% |
| Contractual services | 28,403 | 1% | 29,091 | 1% | 31,507 | 1% | 37,133 | 0% | 42,794 | 0% |
| Operating expenses | 21,640 | 1% | 18,282 | 0% | 8,571 | 0% | 10,102 | 0% | 11,642 | 0% |
| Supplies and materials | 506 | 0% | 1,724 | 0% | 9,957 | 0% | 11,735 | 0% | 13,524 | 0% |
| Furniture and equipment | 859 | 0% | 546 | 0% | 784 | 0% | 924 | 0% | 1,065 | 0% |
| Joint United Nations contributions | 3,305 | 0% | 6,150 | 0% | 6,094 | 0% | 7,182 | 0% | 8,277 | 0% |
| Other expenditure ⁽⁵⁾ | 636 | 0% | 811 | 0% | 438 | 0% | 516 | 0% | 594 | 0% |
| Subtotal management and administrative | 159,173 | 4% | 164,011 | 4% | 170,050 | 4% | 174,212 | 2% | 195,317 | 2% |
| Total programmed activities | 4,218,165 | 100% | 4,406,513 | 100% | 4,828,683 | 100% | 8,704,920 | 95% | 8,554,008 | 95% |
| Operational reserve (OR) | - | 0% | - | 0% | - | 0% | 415,391 | 5% | 427,700 | 5% |
| Subtotal programmed activities and OR | 4,218,165 | 100% | 4,406,513 | 100% | 4,828,683 | 100% | 9,120,310 | 100% | 8,981,708 | 100% |
| "New or additional activities – mandate-related" reserve | - | 0% | - | 0% | - | 0% | 20,000 | 0% | - | 0% |
| Junior Professional Officers | 8,088 | 0% | 8,778 | 0% | 8,983 | 0% | 12,000 | 0% | 12,000 | 0% |
| Total | 4,226,254 | 100% | 4,415,291 | 100% | 4,837,666 | 100% | 9,152,310 | 100% | 8,993,708 | 100% |

⁽¹⁾ As of 30 June 2021⁽²⁾ Amounts under "programme" may change pending finalization of all reports from implementing partners.⁽³⁾ Staff costs include salaries and allowances.⁽⁴⁾ Other staff costs include temporary assistance and overtime.⁽⁵⁾ Other expenditure includes advances to implementing partners and other miscellaneous expenditure.

Table 6

Supplementary budgets for 2021 (as at 30 June 2021)

(in thousands of US dollars)

| | <i>Region / subregion</i> | <i>Total</i> |
|--------------------|---|----------------|
| COVID-19 emergency | West and Central Africa | 35,298 |
| | East and Horn of Africa & the Great Lakes | 93,400 |
| | Southern Africa | 20,377 |
| | Middle East and North Africa | 109,103 |
| | Asia and the Pacific | 64,478 |
| | Europe | 3,587 |
| | Americas | 73,583 |
| | Global programmes | 54,000 |
| | Headquarters | 1,000 |
| | Subtotal | 454,826 |
| Ethiopia situation | East and Horn of Africa & the Great Lakes | 81,649 |
| | Subtotal | 81,649 |
| Total | | 536,476 |

Annex II

[English and French only]

Follow-up to the observations of the Advisory Committee on Administrative and Budgetary Questions on the biennial programme budget 2020-2021 (revised)

This annex provides an update on issues raised by the Advisory Committee on Administrative and Budgetary Questions in its report (A/AC.96/1202/Add.1) on UNHCR's biennial programme budget 2020-2021 (revised).

Paragraph 6 (utilization of resources for COVID):

The Committee trusts that UNHCR will also provide information in future budget reports on UNHCR's utilization of resources as a result of the COVID-19 pandemic.

UNHCR provides regular updates to member States on the performance of approved budgets at Standing Committee meetings and the annual plenary session of the Executive Committee. The reports focus on budgets, expenditure and contributions received. The last such report issued (EC/72/SC/CRP.16) was presented to the Standing Committee at its eighty-first meeting in July 2021. Analogous to previous reports, it highlighted the impact of COVID-19 on UNHCR's budget. The next update to the Standing Committee will be presented at the eighty-second meeting of the Standing Committee in September 2021.

Paragraph 7 (resource mobilization and fundraising):

The Advisory Committee welcomes the resource mobilization and fundraising efforts and encourages UNHCR to continue to strengthen those efforts, including by exploring innovative approaches, and to broaden its donor base further, with a view to achieving sufficient, predictable and sustained funding.

Resource mobilization and fundraising achievements by UNHCR in 2020 include recorded voluntary contributions of \$4.74 billion earned, an increase of 13 per cent from 2019. Contributions were also received in a timelier manner, with a large share received earlier in the year. UNHCR completed strategic engagement plans for major financial donors. Six appeals and resource mobilization plans were developed for priority situations and major events, including conferences, while ensuring media coverage and donor attention. The organization continued to maintain its liaison with Permanent Missions in Geneva and in capitals, and strategic meetings were held with donor governments. Annual bilateral consultations were held with major donor countries and briefings by the High Commissioner were arranged for the "\$20 million donor group" and the group of countries hosting more than 300,000 refugees ("300k group"), as well as for governments and partners on areas of geographic and thematic interest. Country offices were supported in navigating pooled-funding processes. Online resource mobilization and donor visibility trainings were organized for the benefit of colleagues, globally.

Paragraph 8 (efficiencies):

The Advisory Committee welcomes these (i.e. efficiency) efforts and looks forward to further details on efficiencies in the context of the next budget report.

Examples of UNHCR's focus on furthering efficiencies include:

Cash-based interventions (CBI): CBIs are increasingly used to assist persons of concern. In the last five years, expenditure accounted under CBIs has increased steadily. A 2017 report of the Organisation for Economic Co-operation and Development¹³ states that

¹³ <https://www.oecd.org/development/humanitarian-donors/docs/cashbasedresponse.pdf>

“when used in the right context, cash-based response can be more efficient and effective than in-kind assistance (i.e. provision of relief commodities such as food and non-food items; for example, hygiene kits, kitchen sets and tarpaulins). Evidence also shows cash-based transfers are usually cheaper and support local market recovery.” The same report indicates that “a four-country study comparing cash transfers and food aid found that 18 per cent more people could be assisted at no extra cost if everyone received cash instead of food. Donors can therefore find that cash can help make their humanitarian budgets go further.”

The partnership between UNHCR and the United Nations Children’s Fund (UNICEF) on the “[Blueprint for joint action](#)” aims to include refugee children and their families in national systems and services. Through a joint action plan developed across 10 countries (home to 2.2 million refugee children) participating in a pilot phase of the initiative, UNHCR and UNICEF set targets to achieve by 2021 in the priority areas of WASH, education and child protection. A preliminary analysis by UNICEF of 2019-2020 humanitarian spending in these countries suggests there was up to \$57 million in reduced expenditure in these priority areas. A complementary review by UNHCR over 2019-2021 found that expenditure for the relevant blueprint objectives decreased by \$21.3 million in 8 of the 10 pilot countries, despite operational conditions being unchanged, and the beneficiary population remaining constant or even increasing. These high-level findings will require further review by both partners through more in-depth analysis of expenditures and results, in order to assess the degree to which this decrease can be attributed to the blueprint collaboration.

UNHCR remains involved in follow-up collaborative work stemming from the BIG of the United Nations Sustainable Development Group. The Office is particularly engaged in identifying modalities for efficient and high-quality back-office services.

Paragraph 9 (results-based management) and 10 (risk management):

The Advisory Committee welcomes these efforts and looks forward to updated information in the context of the next budget report. The Committee also looks forward to discussing the matter of risk management in further depth in the context of its consideration of the aforementioned report of the Board of Auditors.

Results-based management:

Details on the global results framework and how it has shaped these budget proposals are reflected in chapter I, section B, “Planning framework”.

Risk management:

UNHCR’s policy on enterprise risk management was issued at the end of 2020. It reflects the staggered timelines of the mandatory risk review, based on the new decentralized and regionalized structure of the organization. Although risk registers are updated throughout the year, country operations are required to conduct a mandatory annual risk review and update their risk register by the end of November. In the first two months of the following year, regional bureaux and headquarters divisions and entities complete their risk reviews, drawing on the risks identified in operations to inform their risk assessments. This bottom-up approach allows the identification of regional risks enabling more coherent risk management at the regional and global levels. The risk registers from the regional bureaux as well as headquarters divisions and entities will further feed into the update of UNHCR’s strategic risk register, ensuring that it is informed by this process in a systematic manner. Further information on accountability and oversight work looking forward is provided in chapter I, section D, “Key initiatives”.

Paragraph 11 (decentralization):

The Advisory Committee recalls the recommendation of the Board of Auditors that UNHCR ensure well-coordinated accountabilities, authorities and reporting lines for managers in the newly created regional and headquarters structures and that the reporting lines, accountabilities and authorities should be integrated into the current structures of UNHCR and provide for the necessary coordination and monitoring at headquarters (A/74/5/Add.6, chap. II, para. 64). The Committee looks forward to discussing this matter further in the context of its consideration of the aforementioned report of the Board of Auditors.

When planning the decentralization process, UNHCR envisaged releasing guidance to clarify roles and responsibilities in the framework of the new organizational architecture; in October 2019, roles, accountabilities and authorities for country operations, regional bureaux and headquarters divisions were issued. A revision of this guidance is ongoing to accommodate the feedback on its implementation since the regionalized bureaux became operational in January 2020. Further recommendations from the Board of Auditors on this topic (A/75/5/Add.6) are also informing the ongoing revision.

Paragraph 12 (data):

The Advisory Committee welcomes these [data transformation] efforts and looks forward to further updates thereon in the next budget report.

Through investments, in line with the data transformation policy, in the Global Data Service and regional data hubs, several aims have been achieved. In the area of data governance and capacity development, important investments were made to build up UNHCR's first data governance structure, which will be further enhanced by cross-cutting data standardization work. In the area of digital identity, UNHCR met its "grand bargain" commitments for biometrics and its 2018 policy commitments for registration. Additional developments were undertaken to bring the experience of refugee registration into the domain of IDP enrolment, where needed. In the area of official statistics, UNHCR continued to invest in new capacity-enabling approaches in data science, according to the Global Trends report on forced displacement in 2020, and to open data, as per UNHCR's microdata library. In the context of the COVID-19 pandemic, the Global Data Service and the regional data platforms developed a series of data products, ranging from remote registration support to monitoring and impact analysis.

Paragraph 14 (cooperation and harmonization with United Nations agencies):

The Advisory Committee looks forward to detailed information and a status update in the next budget report on UNHCR's areas of cooperation and harmonization with United Nations agencies, including on efficiencies and cost savings. Furthermore, the Committee trusts that any operational and/or financial support provided by UNHCR to the resident coordinator system be presented in a transparent manner in the next budget report.

Decentralization enhanced UNHCR's active engagement in the roll-out of the United Nations development system reform, including in the context of new regional collaborative platforms. The Office co-chaired issue-based coalitions on human mobility, displacement and resilience across Africa, Europe, and Latin America and the Caribbean, and aligned itself with the United Nations country-level management and accountability framework. UNHCR also supported the United Nations framework for the immediate socioeconomic response to COVID-19, offering guidance to Resident Coordinators on including refugees, forcibly displaced and stateless persons in socioeconomic impact assessments. With no specific funding window created under the multi-partner trust fund for refugees and migrants, their inclusion in response plans was a challenge. To assist governments and

United Nations country teams in identifying the needs of forcibly displaced people, the World Bank-UNHCR Joint Data Center on Forced Displacement funded the collection of primary socioeconomic data through household and phone surveys in Chad, Djibouti, Ethiopia, Kenya, the Niger, Rwanda and Uganda.

At the global level, UNHCR progressively incorporated relevant elements of the quadrennial comprehensive policy review within its operations as well as the Management Accountability Framework. The Office participated in the finalization of the companion package to the United Nations Sustainable Development Cooperation Framework (UNSDCF) Guidance, which now encourages United Nations country teams to include refugees, IDPs and stateless persons in common country assessments. UNHCR further issued internal guidance on programme alignment in cooperation with the UNSDCF. The Office supported the United Nations development system “funding compact”, which aims to increase the quantity and the quality of development funding in return for greater effectiveness, transparency and accountability. UNHCR reports against the compact’s commitments to the SDGs through the United Nations Development Coordination Office.

From the budgetary standpoint, between 2019 and 2020, UNHCR expenditure for contributions to United Nations joint activities has increased by 32 per cent globally. Field and global programmes account for 80 per cent of the 2020 expenditure of \$30 million, reflecting the increased engagement of UNHCR in the United Nations development system reform.

Paragraph 15 (individual contractors):

The Advisory Committee trusts that an update on the number of individual contractors will be provided in the next budget report, and recommends that UNHCR will consider using the experience and lessons learned from UNICEF and other United Nations entities, in order to reduce the number of individual contractors and, on a case-by-case basis, regularize those posts which are of a continuous nature.

As at 30 June 2021, UNHCR was employing globally 3,026 contractors through the United Nations Office for Project Services and 160 contractors administered directly by UNHCR. Most contractors employed are local, with 283 being international. Contractors are mostly employed to support the areas of operational delivery, international protection and solutions. Compared to full-fledged recruitment on regular posts, contractors increase operational ability to rapidly modulate the workforce. The flexibility provided using this temporary modality also results in faster engagement of personnel.

UNHCR has recently revised its framework on the use of affiliate workforce through an administrative instruction to better manage this group, so as to better respond to operational needs. The development of this guidance was preceded by a thorough analysis of the contemporary operational global context, occupational health and safety obligations, practices best suited to UNHCR’s business model and benchmarking.

Annex III

[English only]

Number of persons of concern 2020-2022 - by population type, region and year

| Region | Year | Refugees ⁽¹⁾ | Asylum-seekers (pending cases) | Returnees (arrivals during the year) | Persons under UNHCR's statelessness mandate ⁽²⁾ | Internally displaced persons (IDPs) | Returned IDPs (during year) | Others of concern ⁽³⁾ | Venezuelans abroad | Grand total |
|--|------------------|-------------------------|-----------------------------------|---|--|--|--------------------------------|-------------------------------------|-----------------------|-------------|
| West and Central Africa | 2020 actual | 1,353,611 | 38,058 | 42,160 | 954,646 | 6,373,076 | 655,815 | 138,157 | - | 9,555,523 |
| | 2021 current | 1,479,557 | 23,812 | 79,000 | 1,162,335 | 7,368,019 | 179,000 | 35,701 | - | 10,327,424 |
| | 2022 projections | 1,508,786 | 27,519 | 155,183 | 2,242,088 | 6,960,243 | 404,744 | 36,666 | - | 11,335,229 |
| East and Horn of Africa & the Great Lakes | 2020 actual | 4,511,575 | 157,008 | 165,467 | 26,820 | 9,875,419 | 474,822 | 2,690,328 | - | 17,901,439 |
| | 2021 current | 4,759,744 | 144,836 | 669,760 | 30,399 | 8,791,254 | 1,628,689 | 2,591,465 | - | 18,616,147 |
| | 2022 projections | 4,617,307 | 131,740 | 354,820 | 39,795 | 10,450,674 | 1,103,596 | 2,558 | - | 16,700,490 |
| Southern Africa | 2020 actual | 720,533 | 294,788 | 675 | - | 6,000,599 | 1,434,272 | 37,408 | - | 8,488,275 |
| | 2021 current | 662,325 | 290,829 | 100,816 | 503,000 | 5,904,430 | 1,200,000 | 34,447 | - | 8,695,847 |
| | 2022 projections | 784,318 | 298,481 | 23,600 | 454,469 | 6,944,279 | 1,440,329 | 36,211 | - | 9,981,687 |
| Middle East and North Africa | 2020 actual | 2,509,780 | 207,902 | 40,068 | 370,500 | 12,206,269 | 463,721 | 49,207 | - | 15,847,447 |
| | 2021 current | 2,406,847 | 256,771 | 376,900 | 369,245 | 12,477,241 | 708,029 | 27,052 | - | 16,622,085 |
| | 2022 projections | 2,368,647 | 265,288 | 101,900 | 209,220 | 12,430,000 | 610,000 | 11,371 | - | 15,996,426 |
| Asia and the Pacific | 2020 actual | 4,016,705 | 203,480 | 2,547 | 1,147,194 | 3,544,916 | 155,113 | 685,100 | - | 9,755,055 |
| | 2021 current | 4,038,627 | 231,889 | 65,900 | 1,099,044 | 5,024,278 | 519,822 | 186,038 | - | 11,165,598 |
| | 2022 projections | 3,932,153 | 233,731 | 104,000 | 1,212,896 | 4,461,216 | 407,372 | 130,224 | - | 10,481,592 |
| Europe | 2020 actual | 6,778,420 | 1,125,616 | 24 | 469,037 | 1,985,782 | 375 | 1,657,095 | - | 12,016,349 |
| | 2021 current | 6,993,140 | 1,020,625 | 250 | 483,000 | 1,883,926 | 1,300 | 1,741,130 | - | 12,123,371 |
| | 2022 projections | 7,257,315 | 967,111 | 30 | 480,268 | 1,943,721 | 10,500 | 1,672,180 | - | 12,331,125 |
| Americas | 2020 actual | 759,691 | 2,112,469 | 10 | 4,027 | 8,571,378 | - | 3,052,456 | 3,856,327 | 18,356,358 |
| | 2021 current | 673,748 | 2,788,922 | 50,100 | 417 | 8,603,590 | - | 1,850,718 | 4,336,912 | 18,304,407 |
| | 2022 projections | 1,324,142 | 2,866,332 | 100 | 345 | 8,973,590 | - | 7,725,404 | 4,858,608 | 25,748,521 |
| Total | 2020 actual | 20,650,315 | 4,139,321 | 250,951 | 2,972,224 | 48,557,439 | 3,184,118 | 8,309,751 | 3,856,327 | 91,920,446 |
| | 2021 current | 21,013,988 | 4,757,684 | 1,342,726 | 3,647,440 | 50,052,738 | 4,236,840 | 6,466,551 | 4,336,912 | 95,854,879 |
| | 2022 projections | 21,792,668 | 4,790,202 | 739,633 | 4,639,081 | 52,163,723 | 3,976,541 | 9,614,614 | 4,858,608 | 102,575,070 |

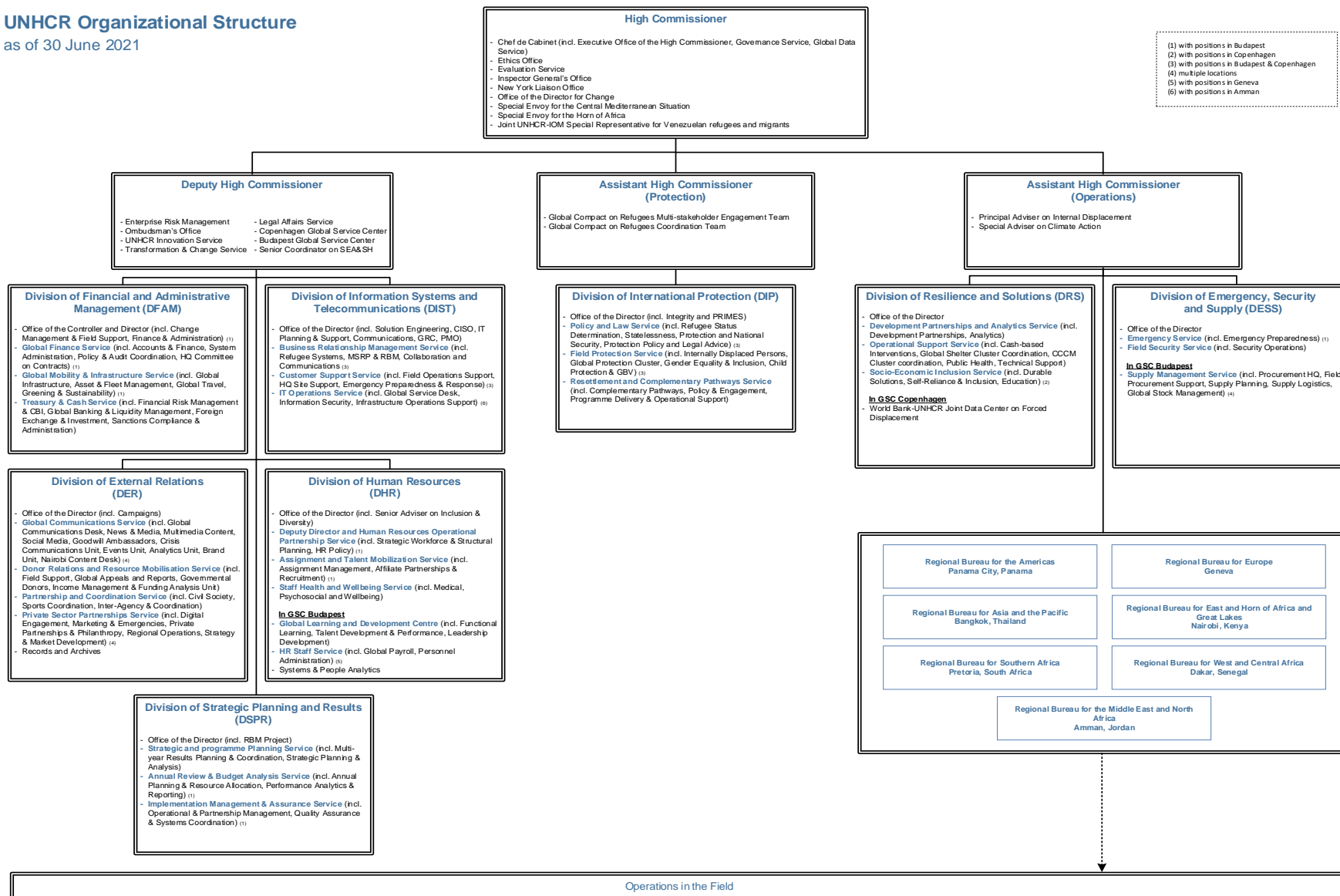
⁽¹⁾ Includes persons in refugee-like situations⁽²⁾ In 2020, the figure excludes 1.2 million people who are also forcibly displaced (e.g. the Rohingya) to avoid double-counting.⁽³⁾ From 2021, the figure for others of concern does not include host communities.

Annex IV

UNHCR Organizational Structure

as of 30 June 2021

[English only]



UNHCR Operations in the Field (30 June 2021)



West and Central Africa Regional Bureau for West and Central Africa (based in Dakar) covering:

- 9 Country Offices: Burkina Faso (inc. 1 field office, 4 field units), Central African Republic (inc. 1 sub-office, 6 field offices, 2 field units), Chad (inc. 6 sub-offices, 4 field offices, 1 field unit), Côte d'Ivoire (inc. 1 field office), Ghana (inc. 1 field office), Liberia (inc. 1 sub-office and 2 field offices), Mali (inc. 1 sub-office, 2 field offices and 2 field units), Niger (inc. 3 sub-offices, 2 field offices, 2 field units), Nigeria (inc. 2 sub-offices, 6 field offices, 6 field units)
- **Multi-Country Office in Senegal** covering:
 - Senegal
- 3 National Offices: Togo, Guinea (inc. 1 field office) and Guinea-Bissau
- Gambia, Sierra Leone, Benin and Cape Verde (no presence in these countries)
- **Multi-Country Office in Cameroon** covering:
 - Cameroon (inc. 4 sub-offices, 4 field offices, 2 field unit)
- National Office: Gabon
- Equatorial Guinea and Sao Tome Principe (no presence in these countries)

East and Horn of Africa & Great Lakes Regional Bureau for East and Horn of Africa & Great Lakes (based in Nairobi) covering:

- 11 Country Offices: Burundi (inc. 1 sub-office, 2 field offices), Djibouti (inc. 2 field offices), Eritrea, Ethiopia (inc. 5 sub-offices, 5 field offices, 14 field units), Kenya (2 sub-offices, 1 field unit, 1 Support Office to UNHCR Somalia), Rwanda (1 sub-office, 3 field offices, 2 field units), Somalia (inc. 3 sub-offices, 3 field offices, 4 field units), South Sudan (inc. 2 sub-offices, 6 field offices, 1 field unit), Sudan (inc. 3 sub-offices, 7 field offices, 4 field units), Uganda (inc. 5 sub-offices, 2 field office, 6 field units), United Republic of Tanzania (2 sub-offices, 2 field offices, 2 field units)

Other Operations in Africa (incl. Representation to the AU and ECA: Addis Ababa, Ethiopia)

Southern Africa Regional Bureau for Southern Africa (based in Pretoria) covering:

- 7 Country Offices: Angola (inc. 1 field office), Democratic Republic of the Congo (inc. 5 sub-offices, 8 field offices, 5 field units), Malawi (inc. 1 field unit), Mozambique (inc. 2 field offices), Republic of the Congo (inc. 2 field offices), Zambia (inc. 2 field offices), Zimbabwe (inc. 1 field office)
- **Multi-Country Office in South Africa** covering:
 - South Africa (inc. 1 field office)
- National Office: Botswana (inc. 1 field office)
- Presence in Namibia
- Comoros, Eswatini, Lesotho, Madagascar, Mauritius and Seychelles (no presence in these countries)

Middle East and North Africa Regional Bureau for Middle East and North Africa (based in Amman) covering:

- **Middle East**
 - 6 Country Offices: Iraq (inc. 3 sub-offices, 2 field offices, 5 field units), Israel, Jordan (inc. 1 sub-office, 2 field offices), Lebanon (inc. 3 sub-offices, 3 field offices), Syrian Arab Republic (inc. 4 sub-offices, 2 field offices), Yemen (inc. 1 sub-office, 4 field offices, 1 field unit)
- **Multi-Country Office in Saudi Arabia** covering:
 - Saudi Arabia
- 2 Country Offices: Kuwait and Qatar
- Liaison Office: United Arab Emirates (inc. 1 field unit)

- **North Africa**
 - 5 Country Offices: Algeria (inc. 1 sub-office), Egypt (inc. 1 field office), Mauritania (inc. 1 sub-office, 1 field unit), Morocco and Tunisia (inc. 1 sub office)
- Office of Chief of Mission: Libya (inc. 1 field office and 1 field unit)
- Liaison Office: Western Sahara

Asia and the Pacific Regional Bureau for Asia and the Pacific (based in Bangkok) covering:

- **South-West Asia**
 - 3 Country Offices: Afghanistan (inc. 5 sub-offices, 2 field offices), Islamic Republic of Iran (inc. 2 sub-offices, 1 field office, 2 field units), Pakistan (inc. 2 sub-offices, 5 field units)
- **Central Asia**
 - **Multi-Country Office in Kazakhstan** covering:
 - Kazakhstan (inc. 1 field office)
 - Country Office: Tajikistan
 - National Office: Kyrgyzstan
 - Presence in Uzbekistan
 - Turkmenistan (no presence in this country)

- **South Asia**
 - Country Office: Nepal
 - Office of Chief of Mission: India (inc. 1 field office)
 - National Office: Sri Lanka (inc. 1 sub-office)

- **South-East Asia**
 - 4 Country Offices: Bangladesh (inc. 1 sub-office), Indonesia (inc. 4 field units), Malaysia, Myanmar (inc. 1 sub-office, 2 field offices, 4 field units)
- National Office: Philippines (inc. 1 field office)
- Presence in Singapore
- **Multi-Country Office in Thailand** covering:
 - Thailand (inc. 3 field offices)
- Cambodia, Lao People's Democratic Republic, Vietnam (no presence in these countries)

- **East Asia and the Pacific**
 - 3 Country Offices: China (inc. 1 sub-office), Japan, Republic of Korea
- **Multi-Country Office in Australia** covering:
 - Australia
- Presence in Papua New Guinea
- New Zealand and the Pacific Islands (no presence in these countries)

Europe Regional Bureau for Europe (based in Geneva) covering:

- **Eastern Europe**
 - 7 Country Offices: Armenia, Azerbaijan, Belarus, Georgia (inc. 2 field offices), Russian Federation, Turkey (inc. 1 sub-office, 1 field office, 4 field units), Ukraine (inc. 1 sub-office, 2 field offices, 2 field units)

- **South-Eastern Europe**
 - 5 Country Offices: Albania, Bosnia and Herzegovina (inc. 2 field unit), Montenegro, Serbia (inc. 1 field office), Republic of North Macedonia (inc. 1 field unit)
- Office of Chief of Mission: Kosovo (S/RES/1244 (1999))

- **Northern Europe Representation for the Nordic and Baltic countries**
 - **Multi-Country Office in Sweden** covering:
 - Sweden
 - Presence in Lithuania and Denmark
 - Estonia, Finland, Iceland, Latvia, Norway (no presence in these countries)

- **Western Europe**
 - 4 Country Offices: Germany (inc. 1 field unit), France (including Monaco), the United Kingdom of Great Britain and Northern Ireland
- **Multi-Country Office in Belgium** covering:
 - Belgium
- 2 Liaison Offices: Malta (EASO) and Poland (FRONTEX)
- 2 National Offices: the Netherlands and Ireland
- Luxembourg (no presence in this country)

- **Central Europe**
 - 4 Country Offices: Bulgaria, Croatia, Poland, Romania (inc. 1 field unit)
- **Multi-Country Office in Hungary** covering:
 - Hungary
- National Office: Czech Republic
- Presence in Republic of Moldova, Slovakia and Slovenia

- **Southern Europe**
 - 4 Country Offices: Cyprus, Greece (inc. 1 sub-offices, 3 field offices, 3 field units), Malta, Spain (inc. 1 field unit)
- Andorra (no presence)
- **Multi-Country Office in Italy** covering:
 - Italy (15 field units)
- Holy See and San Marino (no presence in these countries)

- **Other Operations in Europe**
 - (incl. Liaison Office Vienna (OSCE), Strasbourg (Representation to the CoE), Office for Switzerland and Liechtenstein, National Office Austria, Portugal),

Annex V

[English and French only]

Draft general decision on administrative, financial and programme matters*The Executive Committee,*

(a) *Recalls* that the Executive Committee, at its seventy first session, approved programmes and budgets for regional programmes, global programmes and headquarters under the biennial programme budget 2020-2021 revised, as set out in document A/AC.96/1202, amounting to \$9,131,348,441 and \$8,615,834,614 for 2020 and 2021 respectively; *notes* that the additional needs under supplementary budgets in 2021 amount to \$536,475,829 as at 30 June 2021; *approves* the total current requirements for 2021 amounting to \$ 9,152,310,400; and *authorizes* the High Commissioner, within these total appropriations, to effect adjustments in regional programmes, global programmes and headquarters budgets;

(b) *Confirms* that the activities proposed in the programme budget for 2022, as set out in document A/AC.96/1213, are consistent with the Statute of the Office of the High Commissioner (A/RES/428 (V)); the High Commissioner's other functions as recognized, promoted or requested by the General Assembly, the Security Council or the Secretary-General; and the relevant provisions of the financial rules for voluntary funds administered by the High Commissioner for Refugees (A/AC.96/503/Rev.11);

(c) Approves the programmes and budgets for regional programmes, global programmes and headquarters under the proposed 2022 programme budget, as set out in document A/AC.96/1213, amounting to \$ 8,993,707,996 for 2022, including the United Nations regular budget contribution towards headquarters costs, the operational reserve and the Junior Professional Officer programme; and *authorizes* the High Commissioner, within this total appropriation, to effect adjustments in regional programmes, global programmes and headquarters budgets;

(d) *Takes note* of the financial statements for the year 2020 as contained in the Report of the Board of Auditors to the General Assembly on the financial report and audited financial statements of the voluntary funds administered by the United Nations High Commissioner for Refugees for the year ended 31 December 2020 (A/76/5/Add.6) and the Report by the High Commissioner on key issues and measures taken in response to the recommendations in the Report of the Board of Auditors (A/AC.96/1212/Add.1); and *requests* to be kept regularly informed on the measures taken to address the recommendations and the observations raised in these documents;

(e) *Requests* the High Commissioner, within the resources available, to respond flexibly and efficiently to the needs indicated under the programme budget for 2022, *encourages* his Office to be as efficient and effective as possible with the funds provided in implementing his mandate, including for durable solutions, while not diminishing life-saving protection and assistance to persons of concern, and *authorizes* him, in the case of additional emergency needs that cannot be met fully from the operational reserve, to create supplementary budgets and issue special appeals under all pillars, with such adjustments being reported to the subsequent Standing Committee meeting for consideration;

(f) *Acknowledges* with appreciation the burden that continues to be shouldered by developing and least developed countries hosting refugees; and *urges* Member States to recognize this valuable contribution to the protection of refugees and to participate in efforts to promote durable solutions and more predictable and equitable burden- and responsibility-sharing; and

(g) *Urges* Member States, in light of the extensive needs to be addressed by the Office of the High Commissioner, and in parallel with the long-standing and substantial support provided by refugee-hosting countries, to respond generously and in a spirit of solidarity to his appeal for resources to meet in full the 2022 programme budget and to ensure that the Office is resourced in a timely and predictable manner, while keeping earmarking to a minimum level.
