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Proposed programme budget for 2024

Programme planning

Proposed programme budget for 2024

Part VI

Human rights and humanitarian affairs

Section 25

International protection, durable solutions and assistance to refugees

Programme 21

International protection, durable solutions and assistance to refugees

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* [A/78/50](#).

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

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



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Foreword

More than 103 million^a people around the world have been forced to flee owing to armed conflict, persecution, discrimination and the climate emergency. Unless there is a dramatic reversal of the world's current trajectory, the human toll of forced displacement will continue in 2024 and beyond. The work of the Office of the United Nations High Commissioner for Refugees (UNHCR) to support States in protecting and assisting the refugees and other persons of concern will therefore remain both urgent and imperative.

UNHCR will strengthen protection and find solutions to displacement. It will respond to emergencies, carry out key protection activities, including registration, promote the inclusion of the refugees and other persons of concern in national services, strengthen livelihoods and deliver humanitarian assistance. Cash grants, which play a vital role in protection, will be increasingly used and will empower the displaced to determine how best to meet their own needs. Efforts by UNHCR to empower refugees to find solutions to their plight, including through resettlement and other complementary pathways to admission in third countries, and to remove obstacles to voluntary return will also continue to be critical in the coming year.

This work requires resources. The budget of UNHCR for 2024 reflects the growing number of people whom it serves and their expanding needs. While UNHCR is raising record levels of funding from diverse sources, shortfalls in voluntary contributions and earmarking, compounded by inflationary pressures, are hampering the scope of assistance and protection provided by UNHCR and compelling the organization to make difficult choices. I therefore appeal to the international community to step up its support to meet the needs of the people whom UNHCR serves.

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

^a This figure is as of June 2022, in line with UNHCR mid-year statistical trends:
www.unhcr.org/statistics/unhcrstats/635a578f4/mid-year-trends-2022.html.

A. Proposed programme plan for 2024 and programme performance in 2022

Overall orientation

Mandates and background

- 25.1 The Office of the United Nations High Commissioner for Refugees (UNHCR) is responsible for leading and coordinating international action for the protection of refugees and the search for solutions to their plight. Its mandate derives from relevant General Assembly resolutions and decisions, including resolutions [319 A \(IV\)](#), by which the Assembly established the Office, and [428 \(V\)](#), which sets out its statute. In addition, the international legal basis for the protection of refugees finds its principal expression in the Convention relating to the Status of Refugees of 1951 and the Protocol relating to the Status of Refugees of 1967. UNHCR also has responsibilities for stateless persons pursuant to paragraph 6 (A) (ii) of its statute and article I (A) (2) of the 1951 Convention with regard to refugees who are stateless, as well as to various Assembly resolutions, including resolutions [3274 \(XXIX\)](#) and [31/36](#) in relation to the Convention relating to the Status of Stateless Persons of 1954 and the Convention on the Reduction of Statelessness of 1961. Over the years, the mandate of UNHCR has been extended to other groups through various Assembly resolutions. UNHCR provides protection and assistance to internally displaced persons, working in cooperation with the Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator and in the context of the collaborative response of the United Nations system, as well as with the consent of the State concerned.

Programme of work

International protection, durable solutions and assistance to refugees

Objective

- 25.2 The objective, to which this programme contributes, is to ensure international protection for refugees and other persons of concern and to achieve durable solutions to their plight, in cooperation with States and other organizations, without discrimination.

Strategy and external factors for 2024

- 25.3 To contribute to the objective, UNHCR will, in close cooperation with national and local authorities, partners in the United Nations system, non-governmental organizations, the private sector, academia, persons of concern and other relevant stakeholders:
- (a) Advocate adherence by States to relevant international and regional instruments, including the refugee and statelessness conventions;
 - (b) Work towards ensuring that the attainment of durable solutions to displacement influences broader development agendas and is central to peacebuilding efforts, and advocate and support measures that foster inclusion, including with respect to educational opportunities, and access to formal economies and the labour market;
 - (c) Support the implementation of the Global Compact on Refugees,¹ advocate greater financial support for refugee host countries and communities, follow up on pledges made at the Global

¹ See www.unhcr.org/the-global-compact-on-refugees.html.

- Refugee Forum² and redouble efforts to expand international cooperation and burden- and responsibility-sharing;
- (d) Promote adequate and proper reception conditions for asylum-seekers, alternatives to detention and the fair treatment of protection claims, strengthen and expand reception facilities, develop transitional accommodation and provide effective assistance, focusing on women and children and the needs of the most vulnerable;
 - (e) Raise awareness of protection principles and refugee law, and provide training for government officials and partners;
 - (f) Enhance protection and assistance for internally displaced persons under the Inter-Agency Standing Committee coordination system, in line with relevant General Assembly resolutions, including 76/167;
 - (g) Swiftly react to new humanitarian crises, including in conflict-affected areas, by providing humanitarian assistance through cash-based assistance, core relief items and shelter materials, as well as by monitoring and addressing protection risks and needs;
 - (h) Advocate the prevention and reduction of statelessness, as well as the protection of stateless persons, including by promoting accession to the relevant international instruments to facilitate the acquisition or confirmation of nationality by stateless persons.
- 25.4 By adopting inclusive and comprehensive approaches, UNHCR will contribute to relevant goals contained in the 2030 Agenda for Sustainable Development, ensuring that persons of concern are not left behind in development processes (A/AC.96/1224, paras. 54–57 and table I.17). This will help to promote the inclusion of persons of concern in national emergency preparedness and response plans.
- 25.5 The above-mentioned work is expected to result in:
- (a) Key advances in the response to refugee situations through more predictable and equitable burden- and responsibility-sharing, through a multi-stakeholder approach, consistent with the Global Compact on Refugees;
 - (b) Strengthened national asylum systems;
 - (c) Reinforced national systems for collecting data on stateless people, resulting in previously stateless individuals acquiring or confirming nationality;
 - (d) Improved access to protection and assistance for refugees and asylum-seekers through registration in the Population Registration and Identity Management Ecosystem;
 - (e) Strategically located global stockpiles being deployed to provide emergency assistance of up to 1 million people within the early onset of one or simultaneous emergencies.
- 25.6 With regard to the external factors, the overall plan for 2024 is based on the following planning assumptions:
- (a) Security conditions shall allow UNHCR to carry out its programmes, although vigilance will be required owing to the presence of armed groups and violence against humanitarian workers;
 - (b) Humanitarian access will be granted in most countries, enabling UNHCR to respond to urgent protection and assistance needs;
 - (c) States and the international community at large will remain committed to contributing to and supporting implementation of the Global Compact on Refugees;
 - (d) Asylum space and policies will not restrict admissions further in some countries;

² See www.unhcr.org/global-refugee-forum.html.

- (e) Voluntary funding from donors will enable UNHCR to meet the budgeted needs of refugees and other persons of concern in full.
- 25.7 UNHCR will continue to engage a wide range of partners in programme delivery. UNHCR will remain committed to the principle of participation, ensuring that people who benefit from programme activities are consulted regarding decisions affecting their lives. Strong relationships with development actors, such as international financial institutions, development banks, government development agencies, public and private organizations, and civil society, will remain critical to mobilizing effective responses and pursuing solutions to forced displacement and statelessness.
- 25.8 With regard to inter-agency coordination and liaison, UNHCR will cooperate closely with resident coordinators and Humanitarian Coordinators to ensure that overarching protection and solution strategies are taken into account, including by supporting the implementation of the Secretary-General's action agenda on internal displacement. UNHCR will share its expertise and provide advice on protection matters to its United Nations partners, ensuring the centrality of protection throughout the humanitarian response. UNHCR will remain engaged in several relevant United Nations forums, including the Inter-Agency Standing Committee and the United Nations System Chief Executives Board for Coordination. It will also contribute to the quadrennial comprehensive policy review in support of the 2030 Agenda.
- 25.9 UNHCR integrates a gender perspective in its operational activities, deliverables and results, as appropriate. UNHCR will remain committed to a non-discriminatory approach. Specifically, UNHCR will focus on furthering gender equality, preventing, mitigating, and responding to sexual and gender-based violence and violence against children, including sexual violence, ensuring that survivors have access to health care, psychosocial support, safe shelter and legal aid, strengthening community engagement and prioritizing awareness-raising initiatives.
- 25.10 In line with the United Nations Disability Inclusion Strategy, UNHCR will advance its 2020–2024 action plan for disability inclusion. UNHCR will seek to identify persons of concern who are living with disabilities during registration exercises to better target their needs. UNHCR will engage with persons living with disabilities and relevant organizations, and advocate disability inclusion in humanitarian forums.

Impact of the pandemic and lessons learned

- 25.11 The continuation of the coronavirus disease (COVID-19) pandemic had an impact on the implementation of the mandate of UNHCR, in particular its ability to ensure protection and essential assistance to refugees, and other persons of concern in 2022. UNHCR addressed those challenges through advocacy, the use of technology, the swift identification of needs and the effective use of resources.
- 25.12 UNHCR has mainstreamed lessons learned and best practices from the COVID-19 pandemic. Evidence³ of the response during the pandemic shows that UNHCR was able to accelerate innovation, including by deploying teleworking arrangements, leveraging telehealth services, conducting refugee status determination remotely, providing education through distance learning and using digital and mobile cash payments, which made assistance increasingly accessible and secure. These lessons learned have been incorporated into programme practices.

³ See the joint evaluation of the protection of the rights of refugees during the COVID-19 pandemic, commissioned by the COVID-19 Global Evaluation Coalition, available at www.unhcr.org/joint-evaluation-protection-rights-refugees-during-covid-19-pandemic.html, and the UNHCR response to the COVID-19 pandemic: synthesis of evaluative evidence, available at <https://www.unhcr.org/unhcrs-response-covid-19-pandemic-synthesis-evaluative-evidence.html>.

Evaluation activities

- 25.13 The following evaluations completed in 2022 have guided the proposed programme plan for 2024:
- (a) Evaluations conducted by UNHCR:
 - (i) Strategic and centralized evaluations of UNHCR performance and results in several areas, including asylum capacity development, emergency responses, repatriation programmes and activities, and country strategy evaluations;
 - (ii) Evaluations of multi-country shelter and settlement programming, and the relevance and effectiveness of sports programming for refugee inclusion;
 - (iii) Evaluative synthesis of the response to the COVID-19 pandemic and accountability to affected people;
 - (b) Joint evaluation of the protection of the rights of refugees during the COVID-19 pandemic and inter-agency evaluation of the humanitarian response for Yemen.
- 25.14 The results and lessons learned of the evaluations referenced above have been taken into account for the proposed programme plan for 2024. For example, recommendations from the response to the pandemic (see para. 25.13 (a) (iii) above) have guided a sustained focus on innovation and the use of technology beyond the pandemic to ensure efficiencies. The evaluation of repatriation programmes and activities is shaping new UNHCR guidance on this programmatic area. The recommendations of the evaluation on strengthening national asylum systems (see para. 25.13 (a) (i) above) are guiding the new UNHCR approach to asylum capacity development, in which a greater focus is placed on partnerships, in particular with development actors, as well as on strengthening UNHCR capacities to better support States.
- 25.15 The following evaluations are planned for 2024:
- (a) Evaluations of strategies of selected countries;
 - (b) Selected thematic evaluations in respect to UNHCR results framework and policies;
 - (c) Evaluations managed by divisions, bureaux and country operations and/or where mandated in existing donor agreements.

Programme performance in 2022

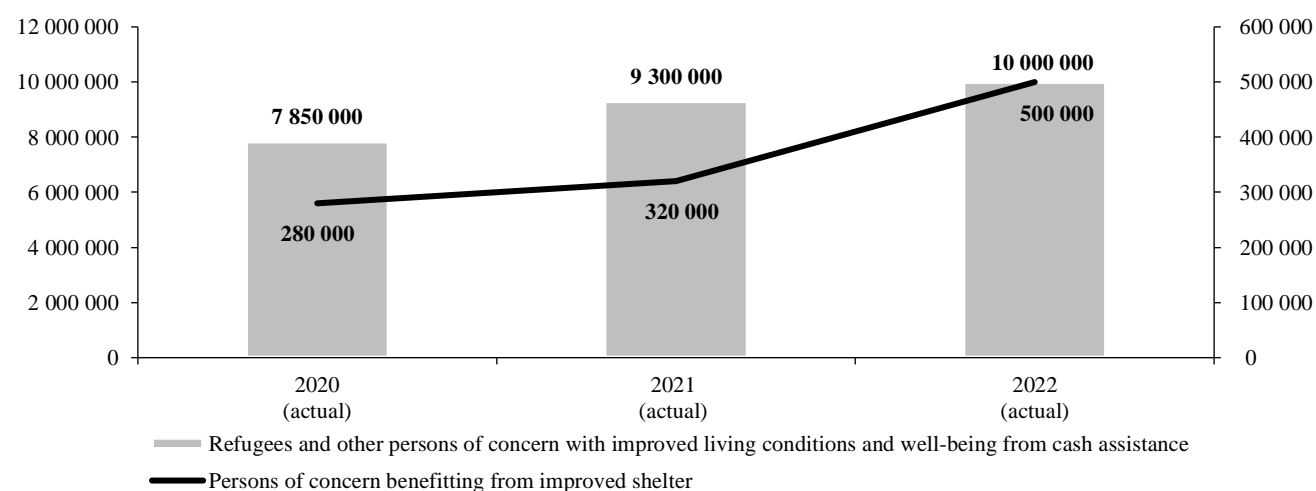
Protection and solutions for persons of concern

- 25.16 The programme provided protection to some 13.3⁴ million persons of concern, including more than 5 million children. UNHCR responded to 52 emergencies in 32 countries including Afghanistan, Ethiopia, Myanmar and South Sudan, with armed conflict being the biggest driver of forced displacement. The level of displacement caused by the armed conflict in Ukraine required increased resources and sizeable staff deployments. Although funding received reached a record level, voluntary funding gaps and high earmarking remained.
- 25.17 UNHCR focused on services for the most vulnerable and prioritized access to health care, water and sanitation, protection, social services, shelter materials and core relief items, cash assistance and livelihood opportunities. UNHCR advocated the inclusion of the displaced in national protection systems and monitored such developments.
- 25.18 Progress towards the objective is presented in the performance measure below (see figure 25.I).

⁴ According to provisional data available as of June 2022; final data will be published in April 2023.

Figure 25.I

Performance measure: number of refugees and other persons of concern with improved living conditions and well-being from cash assistance and persons of concern who benefited from improved shelter (annual)



Planned results for 2024

Result 1: strengthened protection of and durable solutions for refugees and asylum-seekers through individual registration

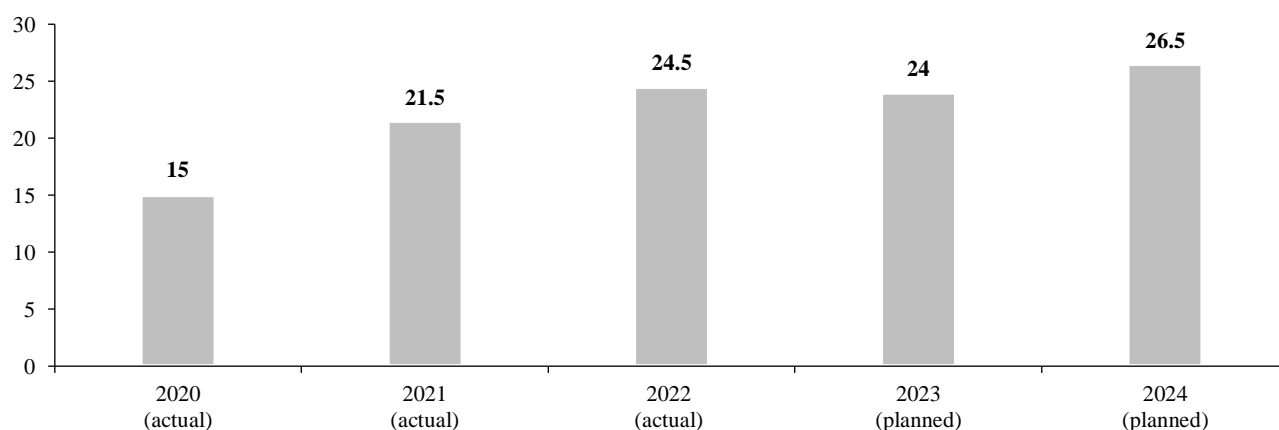
Programme performance in 2022 and target for 2024

- 25.19 UNHCR strengthened its capacities for registration and documentation, resulting in 24.5 million individually registered refugees and asylum-seekers, which exceeded the planned target of 22 million.
- 25.20 Progress towards the objective and the target for 2024 are presented in the performance measure below (see figure 25.II).

Figure 25.II

Performance measure: number of individually registered refugees and asylum-seekers (cumulative)

(Millions of persons)

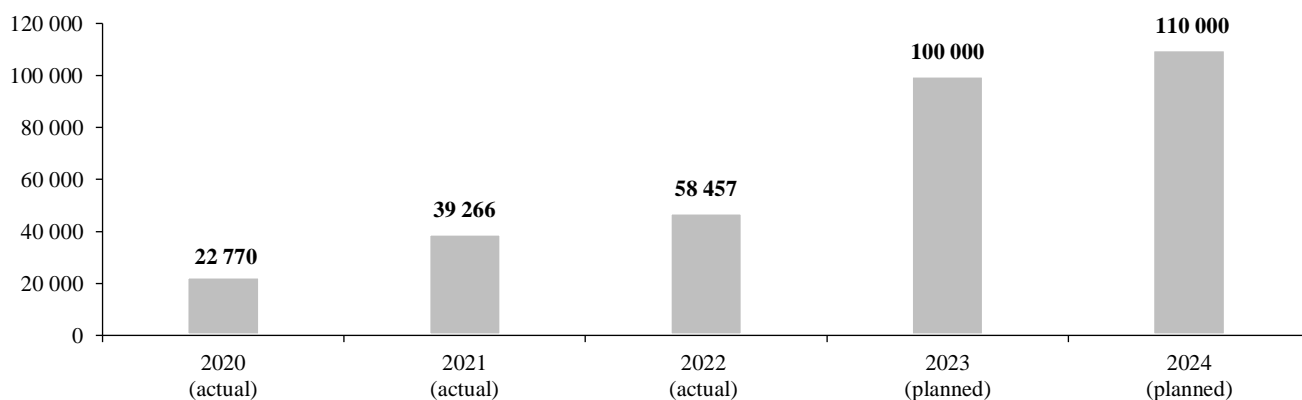


Note: The figure for 2023 remain as originally planned in [A/77/6 \(Sect. 25\)](#).

Result 2: solutions through resettlement provided for refugees at risk**Programme performance in 2022 and target for 2024**

- 25.21 The programme's work contributed to more than 58,400 refugees being resettled, which did not meet the planned target of 90,000. The target was not met owing to multiple factors, including ongoing travel restrictions related to the COVID-19 pandemic and capacity and logistical limitations.
- 25.22 Progress towards the objective and the target for 2024 are shown in the performance measure below (see figure 25.III).

Figure 25.III

Performance measure: number of resettled refugees^a

^a The target relates to the number of refugees who depart for resettlement to third countries.

Result 3: enhanced inclusion of displaced people through digital cash payments**Proposed programme plan for 2024**

- 25.23 UNHCR continued to provide cash assistance, which has shown to be an efficient way to support immediate needs, address protection risks and complement Governments' efforts by contributing an additional safety net for vulnerable displaced people. On the basis of the current data for 2022, some 10 million displaced people benefited from cash assistance programmes.

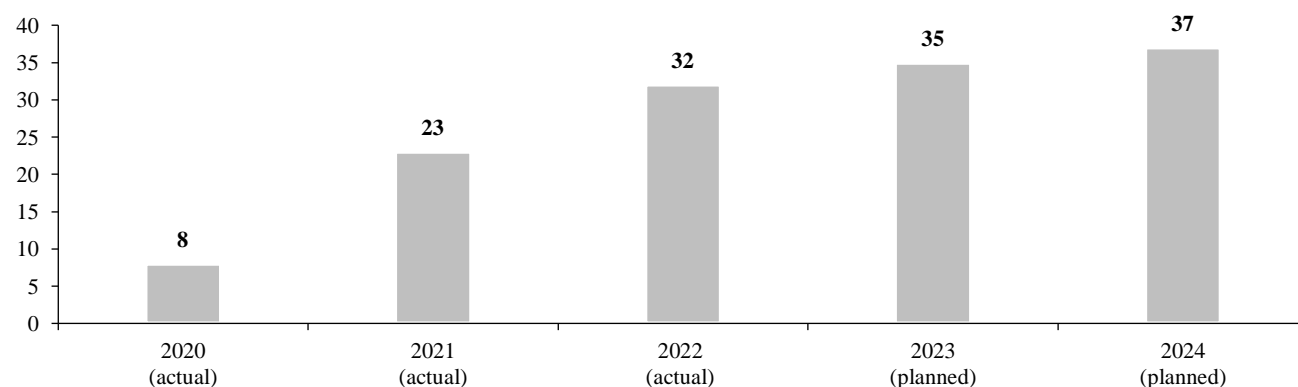
Lessons learned and planned change

- 25.24 The lesson for UNHCR based on research was that financial and digital inclusion could have a tangible and positive impact on the persons of concern, empowering them, ensuring their integration in social and economic life and providing them with greater opportunities to become self-sufficient. In applying the lesson, UNHCR will strengthen its advocacy on financial and digital inclusion and strengthen partnerships with relevant actors, such as central banks, financial service providers, national telecommunication agencies and authorities responsible for adopting the necessary regulations. It will do so by leveraging its guidance on cash assistance and access to formal financial services, which is underpinned by the UNHCR policy on cash-based interventions 2022–2026.⁵ Where national regulations do not allow refugees to have full-fledged access to formal financial services, UNHCR will explore alternative means for delivering cash assistance, such as pre-paid cards or over-the-counter payments.
- 25.25 Expected progress towards the objective is presented in the performance measure below (see figure 25.IV).

⁵ Available at www.unhcr.org/61fbc91a4.

Figure 25.IV

Performance measure: percentage of refugees and other persons of concern who are recipients of cash assistance through their own bank and/or mobile money accounts (annual)



Legislative mandates

25.26 The list below provides all mandates entrusted to the Office.

General Assembly resolutions

319 A (IV)	Refugees and stateless persons	50/152; 73/151;	Office of the United Nations High Commissioner for Refugees
428 (V)	Statute of the Office of the United Nations High Commissioner for Refugees	75/163; 76/143; 77/198	
538 B (VI)	Assistance and protection of refugees	58/153	Implementing actions proposed by the United Nations High Commissioner for Refugees to strengthen the capacity of his Office to carry out its mandate
1166 (XII)	International assistance to refugees within the mandate of the United Nations High Commissioner for Refugees	70/1	Transforming our world: the 2030 Agenda for Sustainable Development
46/108; 77/199	Assistance to refugees, returnees and displaced persons in Africa	76/167	Protection of and assistance to internally displaced persons

Conventions and conference declarations

Convention relating to the Status of Refugees, of 1951, and Protocol relating to the Status of Refugees, of 1967
Convention relating to the Status of Stateless Persons, 1954
Convention on the Reduction of Statelessness, 1961
Organization of African Unity Convention Governing the Specific Aspects of Refugee Problems in Africa, 1969

Cartagena Declaration on Refugees, 1984
Convention on the Rights of the Child, 1989
San José Declaration on Refugees and Displaced Persons, 1994
African Union Convention for the Protection and Assistance of Internally Displaced Persons in Africa, 2009

Deliverables

25.27 Table 25.1 lists all deliverables of UNHCR.

Table 25.1
Deliverables for the period 2022–2024, by category and subcategory

Category and subcategory	2022 planned	2022 actual	2023 planned	2024 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	38	61	36	35
1. Report of the United Nations High Commissioner for Refugees to the General Assembly	1	1	1	1
2. Report of the Secretary-General to the General Assembly on assistance to refugees, returnees and displaced persons in Africa	1	1	1	1
3. Report of the Executive Committee of the Programme of the United Nations High Commissioner for Refugees to the General Assembly	1	1	1	1
4. Annual note on international protection to the Executive Committee of the Programme of the High Commissioner	1	1	1	1
5. Documents related to oversight issues, including UNHCR inspection and evaluation activities, submitted to the Executive Committee of the Programme of the High Commissioner	9	9	7	7
6. Reports of the Standing Committee to the Executive Committee	4	3	4	3
7. Report to the General Assembly on the annual programme budget of the Office of the United Nations High Commissioner for Refugees	1	1	1	1
8. Documents and conference room papers for the Executive Committee and the Standing Committee	20	44	20	20
Substantive services for meetings (number of three-hour meetings)	28	30	35	28
Meetings of:				
9. The Advisory Committee on Administrative and Budgetary Questions	2	2	2	2
10. The Fifth Committee	1	1	1	1
11. The Committee for Programme and Coordination	1	1	1	1
12. The Executive Committee and Standing Committee	23	25	26	23
13. The Ad Hoc Committee of the General Assembly for the Announcement of Voluntary Contributions to the Programme of the United Nations High Commissioner for Refugees	1	1	1	1
14. The Global Refugee Forum	–	–	4	–
Documentation services for meetings (thousands of words)	200	218	200	200
15. Executive Committee and Standing Committee documents	200	218	200	200
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	6	8	9	9
16. On attaining a favourable protection environment, realizing rights in safe environments, empowering communities and securing solutions such as voluntary repatriation, local integration and resettlement	6	8	9	9
Seminars, workshops and training events (number of days)	60	60	60	60
17. Training courses for government and implementing partners on emergency management, refugee law, protection and operations management	45	45	45	45
18. Seminars on programme areas for UNHCR implementing partners and government officials, including on the Global Compact on Refugees	15	15	15	15
Publications (number of publications)	6	51	9	32
19. Midyear and year-end trends of global forced displacement (formerly the Statistical Yearbook)	1	2	2	2
20. Publications on a range of protection-related themes	5	49	7	30

<i>Category and subcategory</i>	<i>2022 planned</i>	<i>2022 actual</i>	<i>2023 planned</i>	<i>2024 planned</i>
Fact-finding, monitoring and investigation missions (number of missions)	45	52	45	44
21. Monitoring missions on the implementation of the programme	40	45	40	40
22. Investigations related to cases accepted by the Inspector General's Office	5	7	5	4
Humanitarian assistance missions (number of missions)	50	85	50	75
23. Humanitarian assistance missions undertaken by the UNHCR senior executive team	50	85	50	75

C. Substantive deliverables

Consultation, advice and advocacy: consultation and advice to Member States in all regions on the establishment of national legal and administrative frameworks in line with protection standards; and dialogues and consultations with partners, including non-governmental organizations, the private sector and Governments.

Direct service delivery: biometric registration for some 26.5 million refugees and asylum-seekers; cash assistance for some 10 million people across operations; the provision of shelter-related relief items for at least 500,000 people; protection services for approximately 13 million people; legal aid to facilitate the process of acquiring nationality or having it confirmed; essential health-care services for persons of concern and comprehensive health care for women and girls; and at least 70 per cent of UNHCR operations have functioning complaint and feedback mechanisms in place.

D. Communication deliverables

Outreach programmes, special events and information materials: global communications milestones such as World Refugee Day, focusing on advocacy for the rights of persons of concern; the Nansen Refugee Award, an annual event recognizing individuals and organizations for their outstanding work on behalf of the displaced; outreach programmes with at least 80 Goodwill Ambassadors and high-profile supporters covering all regions, including current and former refugee advocates, to raise awareness and amplify voices of the displaced on a global scale; and guidelines on ethical communications at UNHCR.

External and media relations: media briefings and press conferences for a geographically diverse global audience; and regular media engagements on protection and emergencies, involving senior management and expert voices on operations and thematic priorities.

Digital platforms and multimedia content: multimedia communications, including text, photos and videos shared on the UNHCR global website, highlighting the organization's work for approximately 326,000 visitors per day; and UNHCR global social media content to raise awareness, build empathy, disseminate key UNHCR messages about its operations, needs and priorities, and facilitate fundraising from the private and public sector, with more than 45,000 shares per day and more than 1.2 million video views.

B. Proposed post and non-post resource requirements for 2024

Overview

25.28 The proposed regular budget resources for 2024, including the breakdown of resource changes, as applicable, are reflected in tables 25.2 to 25.4.

Table 25.2

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2022 expenditure ^a	2023 appropriation	Changes				2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage
Posts	676.0	699.8	—	—	—	—	699.8
Grants and contributions ^b	41 535.0	43 934.1	—	—	—	—	43 934.1
Total requirements	42 211.0	44 633.9	—	—	—	—	44 633.9

^a At the time of reporting, 2022 expenditure presented in this table and subsequent tables is not final and may be subject to adjustments that could result in minor differences between the information contained in the present report and the financial statements to be published by 31 March 2023.

^b Provides for the full cost of 218 temporary posts (4 D-2, 13 D-1, 20 P-5, 35 P-4, 24 P-3, 19 P-2, 24 General Service (Principal level) and 79 General Service (Other level)) and contributes to costs for contractual services, general operating expenditure and contributions to joint United Nations activities.

Table 25.3

Overall: proposed posts and post changes for 2024

(Number of posts)

	Number	Details
Approved for 2023	2	1 USG, 1 ASG
Post changes	—	
Proposed for 2024	2	1 USG, 1 ASG

Table 25.4

Overall: proposed posts by category and grade

(Number of posts)

Category and grade	2023 approved	Changes				2024 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
USG	1	—	—	—	—	1
ASG	1	—	—	—	—	1
Total	2	—	—	—	—	2

Note: The following abbreviations are used in tables and figures: ASG, Assistant Secretary-General; USG, Under-Secretary-General.

Part VI Human rights and humanitarian affairs

- 25.29 Additional details on the distribution of the proposed resources for 2024 are reflected in tables 25.5 and 25.6.
- 25.30 As reflected in tables 25.5 (1) and 25.6 (1), the overall resources proposed for 2024 amount to \$44,633,900 before recosting, reflecting no change in the resource level compared with the appropriation for 2023. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 25.5

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

(Thousands of United States dollars)

(1) *Regular budget*

Component	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
A. Executive direction and management	676.0	699.8	—	—	—	—	—	699.8
B. Programme of work	—	—	—	—	—	—	—	—
C. Programme support	41 535.0	43 934.1	—	—	—	—	—	43 934.1
Subtotal, 1	42 211.0	44 633.9	—	—	—	—	—	44 633.9

(2) *Extrabudgetary*

Component	2022 expenditure	2023 estimate	Change	Percentage	2024 estimate
A. Executive direction and management	—	—	—	—	—
B. Programme of work	4 646 129.9	8 928 284.3	—	—	8 928 284.3
C. Programme support	911 973.1	1 238 339.0	—	—	1 238 339.0
Subtotal, 2	5 558 103.0	10 166 623.3	—	—	10 166 623.3
Total	5 600 314.0	10 211 257.2	—	—	10 211 257.2

Table 25.6

Overall: proposed posts for 2024 by source of funding and component

(Number of posts)

(1) *Regular budget*

Component	2023 approved	Changes				2024 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
A. Executive direction and management	2	—	—	—	—	2
B. Programme of work	—	—	—	—	—	—
C. Programme support ^a	—	—	—	—	—	—
Subtotal, 1	2	—	—	—	—	2

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

(2) Extrabudgetary

Component	2023 estimate	Change	2024 estimate
A. Executive direction and management	–	–	–
B. Programme of work	8 145	–	8 145
C. Programme support	8 356	–	8 356
Subtotal, 2	16 501	–	16 501
Total	16 503	–	16 503

Table 25.7

Overall: evolution of financial and post resources

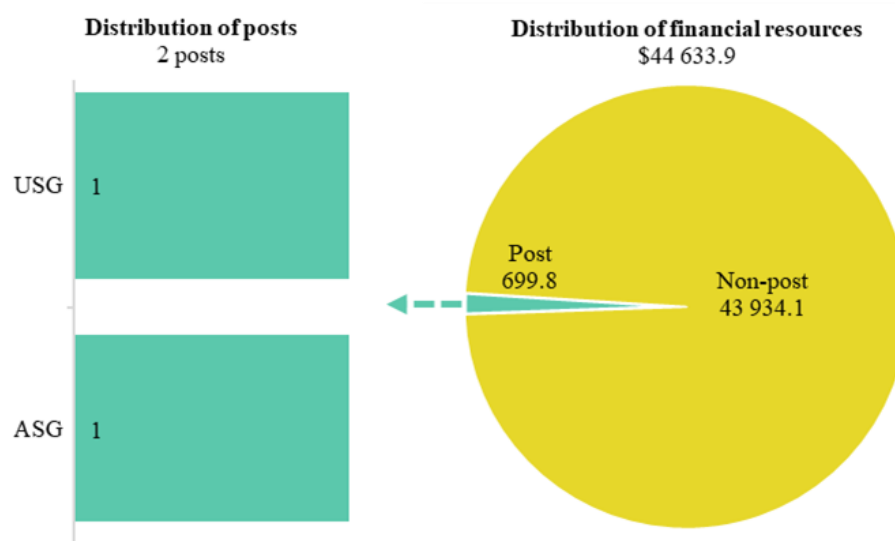
(Thousands of United States dollars/number of posts)

	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	676.0	699.8	–	–	–	–	–	699.8
Non-post								
Grants and contributions	41 535.0	43 934.1	–	–	–	–	–	43 934.1
Total	42 211.0	44 633.9	–	–	–	–	–	44 633.9
Post resources by category								
Professional and higher		2	–	–	–	–	–	2
Total		2	–	–	–	–	–	2

Figure 25.V

Distribution of proposed resources for 2024 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

- 25.31 As reflected in tables 25.5 (2) and 25.6 (2), extrabudgetary resources amount to \$10,166,623,300. The resources are based on the UNHCR annual programme budget for 2023 ([A/AC.96/1224](#)), approved by the Executive Committee of UNHCR at its plenary session held in October 2022. The 2023 amount has been used as an estimate for 2024, pending the completion of the UNHCR annual planning exercise for 2024 in the second quarter of 2023.
- 25.32 Anticipated in-kind contributions with an estimated value of \$140,000,000, comprising goods to be distributed to beneficiaries, premises, utilities, transport and personnel provided free of charge, are anticipated for 2024.
- 25.33 The extrabudgetary resources under the present section are subject to the oversight of the UNHCR Executive Committee, a subsidiary organ of the General Assembly.

Executive direction and management

- 25.34 The High Commissioner (Under-Secretary-General), who is elected by the General Assembly on the nomination of the Secretary-General, provides the overall direction, supervision and management of activities. The functions of the High Commissioner are set out in the annex to the statute of UNHCR. In discharging these responsibilities, the High Commissioner is assisted by a Deputy High Commissioner (Assistant Secretary-General).
- 25.35 The executive direction and management component comprises the Executive Office, the Governance Service, the Evaluation Service, the Inspector General's Office, the Ethics Office, the UNHCR Liaison Office in New York and the Global Data Service. Reporting to the Deputy High Commissioner, and part of executive direction and management are Enterprise Risk Management, the Ombudsman's Office, the Legal Affairs Service, the Innovation Service and the Transformation and Change Service.
- 25.36 In accordance with the 2030 Agenda, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution [72/219](#), UNHCR is continuing its efforts to increase the use of sustainable energy in its operations.
- 25.37 Reporting on the management of carbon dioxide emissions is critical to the UNHCR goal of achieving greenhouse gas neutrality. Data collection systems have been deployed in 388 of the 427 offices worldwide where such installations are allowed to remotely monitor data on carbon dioxide. UNHCR is working on solarization for offices producing the largest amounts of carbon dioxide and aims to have 15 of these offices make the transition to clean energy in 2024. Satellite data tracking systems have been installed on 75 per cent of its vehicles to monitor their emissions, with the aim of increasing this to 79 per cent in 2024. UNHCR has also added electric vehicles to its global fleet and currently has 16 electric vehicles in use in headquarters, Jordan and Nepal.
- 25.38 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 25.8.
- 25.39 The 2022 compliance rate for advance booking of airline tickets remained at 16 per cent. This is owing mainly to the nature of UNHCR operations, which often require staff members to deploy at short notice to respond to urgent humanitarian needs, thus making advance travel plans challenging. The volume of travel has progressively returned to its pre-pandemic levels, owing in large part to emergency deployments to support its field support activities. Notwithstanding the above, significant progress has been achieved in the organization's road map aimed at streamlining travel processes and reducing administrative bottlenecks. The electronic mission request, including a simplified approval workflow, was successfully piloted in five operations and subsequently deployed at headquarters at the end of 2022. In parallel and as part of the cloud enterprise resource planning project, a new travel system will be implemented in July 2023. These initiatives, coupled with an effort to further raise the awareness of staff to the importance of advance travel planning, are expected to improve the compliance rate in the future.

Table 25.8
Compliance rate

(Percentage)

	<i>Actual 2020</i>	<i>Actual 2021</i>	<i>Actual 2022</i>	<i>Planned 2023</i>	<i>Planned 2024</i>
Timely submission of documentation	82	100	90	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	16	16	16	100	100

- 25.40 The proposed regular budget resources for 2024 amount to \$699,800 and reflect no change in the resource level, compared with the appropriation for 2023. Additional details on the distribution of the proposed resources for 2023 are reflected in table 25.9.

Table 25.9
Executive direction and management: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	676.0	699.8	—	—	—	—	—	699.8
Total	676.0	699.8	—	—	—	—	—	699.8
Post resources by category								
Professional and higher		2	—	—	—	—	—	2
Total		2	—	—	—	—	—	2

Programme of work

- 25.41 In accordance with article 20 of the UNHCR statute, the Office of the High Commissioner is financed under the budget of the United Nations. Unless the General Assembly decides otherwise, no expenditure other than administrative expenditure relating to the functioning of the Office of the High Commissioner shall be borne on the budget of the United Nations. All other expenditure relating to the activities of the High Commissioner shall be financed through voluntary contributions. Accordingly, no regular budget resources are proposed under the programme of work component.
- 25.42 Extrabudgetary resources amount to \$8,928,284,300. The resources would cover the cost of country operations, projects and programmes necessary to fulfil UNHCR mandates. Such work includes providing international protection for refugees and seeking permanent solutions to their plight.

Programme support

- 25.43 The programme support component includes the divisions at headquarters, regional bureaus and some parts of country operations, which develop, formulate, direct and administer programmes and provide programme evaluation and oversight. They also discharge functions with regard to information technology, financial management, human resources management and administration.
- 25.44 The regular budget provides a grant to support the UNHCR programme support activities. The proposed regular budget resources for the programme support component amount to \$43,934,100,

reflecting no change, compared with the appropriation for 2023. The grant is intended to cover the cost of 218 temporary posts and part of the related non-post requirements at UNHCR headquarters.

25.45 The provision of a grant for the administrative expenditure of the Office rather than as post and non-post resources was initiated in the biennium 2002–2003 ([A/56/6 \(Sect. 23\)](#), para. 23.20) to simplify the work of the Office by eliminating the need for separate administrative procedures in respect of a portion of its administrative posts. It was subject to review after three bienniums. The results of a review of the lump-sum arrangement and the lessons learned from the full three bienniums of 2002–2003, 2004–2005 and 2006–2007 were reported to the General Assembly at its sixty-third session, in 2008 (see [A/63/537](#)). The Assembly, in section VII of its resolution [63/263](#), endorsed the maintenance of the lump-sum arrangement for the funding of UNHCR in future budget presentations of the proposed programme budget, as recommended by the Advisory Committee on Administrative and Budgetary Questions ([A/63/616](#), para. 10).

25.46 Extrabudgetary resources for this component amount to \$1,238,339,000.

Table 25.10

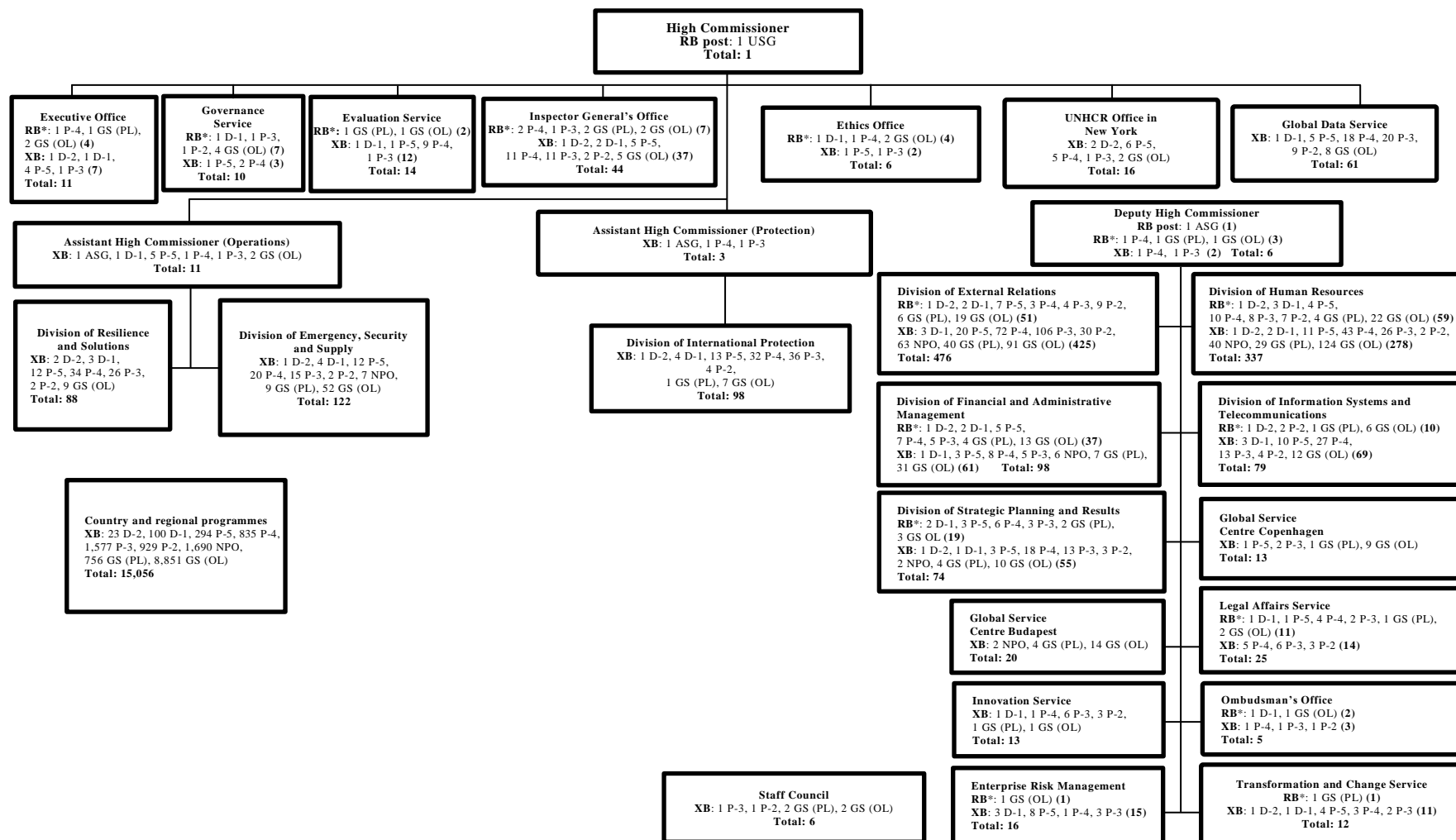
Programme support: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Non-post								
Grants and contributions	41 535.0	43 934.1	—	—	—	—	—	43 934.1
Total	41 535.0	43 934.1	—	—	—	—	—	43 934.1

Annex I

Organizational structure and post distribution for 2024



Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); NPO, National Professional Officer; RB, regular budget; UNHCR, Office of the United Nations High Commissioner for Refugees; USG, Under-Secretary-General; XB, extrabudgetary.

Note: "RB post" indicates one of two posts funded under the regular budget; "RB*" indicates posts that are financed by the grant from the regular budget, shown under the regular budget heading for indicative purposes; the XB posts under headquarters divisions and some services and units include posts located in the Global Service Centres in Budapest and Copenhagen; all posts are calculated in person years.

Annex II

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

Brief description of the recommendation

Action taken to implement the recommendation

Advisory Committee on Administrative and Budgetary Questions

[A/77/7](#)

The Advisory Committee notes with concern that the proposed programme budgets for section 25 have still not complied with the provisions of General Assembly resolutions [76/245](#) and [75/252](#). The Committee reiterates its previous recommendation, as approved by the Assembly in the aforementioned resolutions, that the programme budget proposals for section 25 should present a justification for the use of regular budget contributions, in particular for the portion intended for the lump-sum grant, including details of the composition and functions of the 218 posts, the incumbency status, as well as a breakdown of related non-post resources under general operating expenses ([A/76/7](#) and [A/76/7/Corr.1](#), para. VI.34, and [A/75/7](#) and [A/75/7/Corr.1](#), para. VI.26) (para. VI.48).

In accordance with article 20 of the UNHCR statute, unless the General Assembly subsequently decides otherwise, no expenditure, other than administrative expenditure relating to the functioning of the Office, is borne by the budget of the United Nations, and all other expenditure relating to the activities of UNHCR is to be financed through voluntary contributions.

Prior to the programme budget for the biennium 2002–2003, UNHCR had presented its resource requirements under the regular budget for its posts and the related non-post requirements and was subject to the same budgetary process as other sections of the programme budget for regular budget post and non-post requirements.

Starting from the biennium 2002–2003, the regular budget provided for: (a) two posts, namely, those of High Commissioner and Deputy High Commissioner, and (b) a lump-sum grant amount for a portion of the other management- and administration-related costs of UNHCR.

UNHCR grant arrangement was initially deployed on a trial basis, subject to a review after three bienniums. Upon completion of the trial period in 2002–2003, 2004–2005 and 2006–2007, the Secretary-General presented the results of the review of the lump-sum arrangement to the General Assembly at its sixty-third session, in 2008 ([A/63/537](#)). In section VII of its resolution [63/263](#), the Assembly endorsed the maintenance of the lump-sum arrangement for the funding of UNHCR in future budget presentations, as recommended by the Advisory Committee on Administrative and Budgetary Questions in paragraph 10 of its report [A/63/616](#).

While the grant represents the equivalent of 218 posts and non-post resources, the composition of the grant, including the level and number of posts and the distribution between posts and non-post resources, is under the authority of UNHCR, within the parameter of being used only for administrative expenditure, as stipulated in the UNHCR statute. In this regard, the grant arrangement is different from those budget

sections for which the General Assembly approves a staffing table, with the specific number and level of posts, and for which the Assembly considers the appropriate resource level for each individual non-post budget line.

These funding arrangements have simplified the budget formulation and implementation process for UNHCR by eliminating the need for separate administrative procedures in respect of the regular budget share of the administrative needs. Given that the regular budget represents only a fraction (currently estimated at 0.5 per cent of the UNHCR overall budget for 2023), the grant arrangement has been well suited to the highly operational nature of UNHCR activities, providing the necessary efficiency and flexibility while providing transparency and respecting the limits of an overall approved grant amount.

The 218 temporary posts are presented in the programme budget submission (supplementary information) by organizational unit and grade. They perform management and administration functions in executive direction and management (Inspector General's Office, the Legal Affairs Service, the Ombudsman's Office, the Ethics Office, the Transformation and Change Service, the Governance Service, the Investigation Service, the Evaluation Service, Enterprise Risk Management), in the Division of External Relations, in the Division of Information Systems and Telecommunications, in the Division of Human Resources, in the Division of Financial and Administrative Management and in the Division of Strategic Planning and Results.