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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/74/50.

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

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





Foreword

Over the course of the past decade, the number of people of concern to the Office of the United Nations High Commissioner for Refugees (UNHCR) has risen steadily, reaching an estimated 71.4 million at the end of 2018. For refugees and internally displaced persons alike, opportunities for safe and sustainable return have not kept pace with the rate of new displacement, as political solutions to conflict have remained out of reach. The impact is overwhelmingly concentrated in developing regions, which host the majority of the world’s refugees and displaced persons. By and large, neighbouring countries have kept their borders open to people fleeing conflict and persecution. Yet the generosity of both new and long-standing host countries is not being matched by sufficient support from the international community. At the same time, further away from conflict zones, the arrival of large numbers of refugees and migrants, travelling in mixed flows, has led to complex protection challenges, including restricted access to asylum, exploitation and abuse, and the increased use of detention.

Against this backdrop, the global compact on refugees, affirmed by the General Assembly in its resolution [73/151](#), in December 2018, provides a ground-breaking, practical model for increased solidarity and responsibility-sharing. Firmly based on international protection principles, it brings to bear new approaches, arrangements and resources that are already shaping a more predictable, effective and sustainable response to displacement. Building on the application of the comprehensive refugee response framework, the global compact is expected to shape the response to displacement across the full spectrum of operations. Rooted in a multi-stakeholder approach, the global compact aims to ease the pressure on countries that host large numbers of refugees, enhance refugee self-reliance, expand access to third-country solutions (including resettlement and complementary pathways for admission), and support conditions in countries of origin that can enable return.

As a result of UNHCR advocacy efforts, a broad range of stakeholders are now including refugees and host communities in their programmes and activities. Strategic partnerships with development actors and financial institutions, such as the World Bank, are supporting national development priorities through inclusive models which ensure that “no one is left behind”, as foreseen in the 2030 Agenda for Sustainable Development and the Sustainable Development Goals. The private sector is also playing a pivotal role in supporting refugee and host communities, from the provision of tangible goods and services to livelihood opportunities and innovative approaches that can help foster solutions. Looking ahead to 2020 and beyond, UNHCR activities on behalf of refugees, internally displaced persons, stateless persons and other persons of concern will continue to be guided by its strategic directions for 2017–2021. It will remain steadfast in its commitment to strengthen protection, assistance and solutions, while undertaking a number of internal reforms to enable the Office to work in a more effective, efficient and accountable manner. The global compact on refugees will underpin those efforts and offers important grounds for optimism, including in the context of the pledges by States and other stakeholders foreseen at the first Global Refugee Forum, to be held in December 2019.

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

Overall orientation

Mandates and background

- 25.1 The Office of the United Nations High Commissioner for Refugees (UNHCR) is responsible for leading and coordinating international action for the protection of refugees and solutions to their plight. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolution 319A (IV), by which the Assembly established the Office, and resolution 428 (V), which sets out its statute. In addition, the mandate of the High Commissioner is embedded in international law, in particular international treaty law, notably the Convention relating to the Status of Refugees, of 1951, and the Protocol thereto, of 1967. UNHCR also has responsibilities for stateless persons, pursuant to paragraph 6 (A) (ii) of the statute and article I (A) (2) of the 1951 Convention, with regard to refugees who are stateless, as well as articles 11 and 20 of the Convention on the Reduction of Statelessness, of 1961. Over the years, the mandate of UNHCR has been extended to other groups through various General Assembly resolutions. It provides protection and assistance to internally displaced persons, working in cooperation with the Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator and in the context of the collaborative response of the United Nations system, as well as with the consent of the State concerned.

Alignment with the Charter of the United Nations, the Sustainable Development Goals and other transformative agendas

- 25.2 The mandates of the Office guide it in producing its deliverables, which contribute to the attainment of the objective. The objective is aligned with the Organization's purposes to maintain international peace and security, and to that end: to take effective collective measures for the prevention and removal of threats to the peace, and for the suppression of acts of aggression or other breaches of the peace, and to bring about by peaceful means, and in conformity with the principles of justice and international law, adjustment or settlement of international disputes or situations which might lead to a breach of the peace; develop friendly relations among nations based on respect for the principle of equal rights and self-determination of peoples, and to take other appropriate measures to strengthen universal peace; and achieve international cooperation in solving international problems of an economic, social, cultural or humanitarian character, and in promoting and encouraging respect for human rights and for fundamental freedoms for all without distinction as to race, sex, language or religion, as stipulated in Article 1 of the Charter of the United Nations. In the context of the 2030 Agenda for Sustainable Development, the purposes stipulated in Article 1 of the Charter are embodied by the Sustainable Development Goals. The objective, and therefore the deliverables, is aligned with a number of Sustainable Development Goals, as reflected in paragraph 25.17.
- 25.3 The objective is also aligned with the Addis Ababa Action Agenda of the Third International Conference on Financing for Development, Agenda 2063 of the African Union (as recognized in General Assembly resolution [71/254](#)), the Beijing Declaration and Platform for Action, the Doha Declaration on Integrating Crime Prevention and Criminal Justice into the Wider United Nations Agenda to Address Social and Economic Challenges and to Promote the Rule of Law at the National and International Levels, and Public Participation, the Global Compact for Safe, Orderly and Regular Migration, the New Urban Agenda, the Paris Agreement, the Sendai Framework for Disaster Risk Reduction 2015–2030, the women and peace and security agenda, pursuant to Security Council resolution [1325 \(2000\)](#) and the youth and peace and security agenda, pursuant to Security Council resolution [2419 \(2018\)](#).

Recent developments

- 25.4 In 2018, the world witnessed a succession of humanitarian crises, as new and ongoing conflicts continued to cause massive displacement. The situation in Myanmar continued to produce displacement, principally to Bangladesh, where the Government, supported by UNHCR and other partners, hosts some 900,000 stateless Rohingya refugees. Meanwhile, ongoing crises in Burundi, the Central African Republic, the Democratic Republic of the Congo, Nigeria and South Sudan caused widespread displacement in Africa. The situation was particularly acute in South Sudan, where more than a third of the country's 12 million citizens were displaced internally and across borders. In the Middle East and North Africa, some 6.2 million Syrians were living in a situation of internal displacement and over 5.6 million refugees were hosted in Egypt, Iraq, Jordan, Lebanon and Turkey, while the situation in Yemen led to the world's most acute humanitarian crisis. The continuing exodus of Venezuelans created significant challenges for neighbouring countries, as well as States further afield. The past year was also marked by continued, mixed movements of refugees and migrants across the Mediterranean Sea to Europe, with more than 2,000 known to have lost their lives at sea in 2018.
- 25.5 Against this background of continuing displacement, solutions remained limited. While the final figures for 2018 are not yet available, 124,100 refugees were able to return home during the first six months of the year, down from 380,900 during the same period in the previous year. UNHCR was able to submit 81,300 refugees for resettlement, an 8 per cent increase compared to 2017, when 75,200 were submitted. Despite that increase, just 4.7 per cent of global refugee resettlement needs were met in 2018.
- 25.6 In order to strengthen international cooperation and responsibility-sharing, the comprehensive refugee response framework, as contained in the New York Declaration for Refugees and Migrants (General Assembly resolution [71/1](#), annex I), was put into practice. In line with the "new way of working", the framework provides a more inclusive and effective response model, which emphasizes strong humanitarian and development cooperation. In 2018, with support from UNHCR, the framework was applied in 14 countries: Belize, Chad, Costa Rica, Djibouti, Ethiopia, Guatemala, Honduras, Kenya, Mexico, Panama, Rwanda, Somalia, Uganda and Zambia. Building on their national responses, Djibouti, Ethiopia, Kenya, Somalia and Uganda were also applying the framework in the regional context through the Nairobi Declaration on Durable Solutions for Somali Refugees and the Reintegration of Returnees in Somalia and the Nairobi Comprehensive Plan of Action for Durable Solutions for Somali Refugees, supported by the Intergovernmental Authority on Development. Similarly, Belize, Costa Rica, Guatemala, Honduras, Mexico and Panama applied comprehensive responses, building on existing regional and subregional cooperation mechanisms.

Strategy and external factors for 2020

- 25.7 The increased political momentum created by the adoption of General Assembly resolution [73/151](#) represents a significant opportunity to be leveraged by the Office. Furthermore, the establishment of support platforms will help galvanize context-specific support for concerned host countries and countries of origin. Over the past year, UNHCR undertook a number of reforms to enable the Office to pursue its strategic directions for 2017–2021 in a more effective, efficient and accountable manner. UNHCR will continue to pursue internal reforms so as to better position the organization to pursue its mandated responsibilities, including in the context of such important developments as the global compact on refugees, the 2030 Agenda for Sustainable Development and United Nations reform. In a decisive new phase, UNHCR will move towards a decentralized model over the course of 2019, with the aim of building strong and empowered country offices and moving authority closer to the point of delivery.
- 25.8 In pursuing its support for refugees and other persons of concern to the High Commissioner, the Office, supported by Member States, seeks to contribute to the objectives of the 2030 Agenda. The commitment to "leave no one behind" and to "reach those furthest behind first" aligns closely with

the aims of the global compact on refugees. It provides an important opportunity for UNHCR to further advance the protection of and solutions for persons of concern. As the Sustainable Development Goals are universal, interlinked and apply to all human beings regardless of their status, they are of particular relevance to the circumstances of forcibly displaced populations. In order to enable refugees and other persons of concern to fulfil their potential, to live in dignity, free from poverty, and enjoy a healthy environment, the Office will support Member States in their efforts to adopt an integrated and comprehensive approach towards the Sustainable Development Goals.

- 25.9 With regard to the external factors, the overall plan for 2020 is based on the following planning assumptions:
- (a) Continued ownership by the international community and the willingness of States and relevant stakeholders to contribute to and support the implementation of the compact;
 - (b) Fewer instances where the security conditions in the affected countries and the increasing risks linked to the presence of armed groups, terrorism and violence against humanitarian workers, in blatant disregard for humanitarian law and principles, will prevent the Office from responding to very real protection needs;
 - (c) The narrowing of asylum space in some countries, with increasingly restrictive admission and asylum policies towards refugees and asylum seekers, will continue to require enhanced protection responses.
- 25.10 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. This includes establishing structured opportunities for the active participation of persons of concern in all phases of operations management and ensuring that their input and feedback inform planning and adjustments to programme implementation. It also entails taking demonstrable, measurable and prioritized actions to address gender equality challenges, promote the meaningful participation of women and to prevent and address sexual and gender-based violence.
- 25.11 With regard to cooperation with other entities, the Office carries out its work in collaboration with many partners, including governments, regional organizations, and international and non-governmental organizations, including through the provision of humanitarian assistance. It is committed to the principle of participation, believing that refugees and others who benefit from the Office's activities should be involved in the decisions that affect their lives.
- 25.12 With regard to inter-agency coordination and liaison, the Office is working with the members of the Inter-Agency Standing Committee to develop more coherent approaches, oriented towards solutions.

Evaluation activities

- 25.13 The following evaluations and self-evaluations completed in 2018 have guided the programme plan for 2020:
- (a) Report of the Office of Internal Oversight Services: triennial review of the implementation of the recommendations from the programme evaluation of the Office of the United Nations High Commissioner for Refugees ([E/AC.51/2018/6](#));
 - (b) Self-evaluations:
 - (i) An independent evaluation of UNHCR response to the level 3 emergency in the Democratic Republic of the Congo;
 - (ii) An evaluation of UNHCR livelihoods strategies and approaches;
 - (iii) A two-year progress assessment of the comprehensive refugee response framework approach (September 2016–September 2018);
 - (iv) An evaluation of UNHCR emergency response to the Rohingya refugees in Bangladesh (August 2017–September 2018);

- (v) An evaluation of UNHCR prevention and response to sexual and gender-based violence in the refugee population in Lebanon (2016–2018);
- (vi) An independent evaluation of UNHCR South Sudanese refugee response in White Nile State, the Sudan (2013–2018).

- 25.14 The findings of the evaluation referenced in paragraph 25.13 (a) above have been taken into account for the programme plan for 2020. UNHCR has taken significant steps to implement four of the six recommendations emanating from that evaluation. With respect to recommendation 1 (implement multi-year planning and funding for solutions), UNHCR has introduced the multi-year, multi-partner protection and solutions strategies, a multi-year planning tool for solutions-related activities. With respect to recommendation 2 (develop advocacy strategies for solutions at the global, regional and operational levels), the adoption of the New York Declaration, facilitated by UNHCR, was a global advocacy success, and it provided UNHCR with a powerful global advocacy tool for durable solutions, in the form of the comprehensive refugee response framework for finding specific durable solutions at the regional and country levels, which was applied in a growing number of regions and countries. With respect to recommendation 3 (develop a schedule to ensure the conduct of regular, targeted meetings with development actors around a solutions/transition partnership coordination model), with the comprehensive refugee response framework, UNHCR had a coordination model to enhance the collaboration with development partners in specific country contexts. At the global level, UNHCR intensified collaborations with development partners, most notably the World Bank.
- 25.15 A report of the Office of Internal Oversight Services on an inspection of UNHCR evaluation is planned for 2020.

A. Proposed programme plan for 2020 and programme performance for 2018

Programme of work



1. Objective

- 25.16 The objective, to which the Office contributes, is to ensure international protection to refugees and other persons of concern to the Office of the United Nations High Commissioner for Refugees, and to achieve durable solutions to their problems without discrimination and taking age, gender and diversity into consideration.

2. Alignment with the Sustainable Development Goals

- 25.17 The objective is aligned with Sustainable Development Goal 1 (End poverty in all its forms everywhere), Goal 2 (End hunger, achieve food security and improved nutrition and promote sustainable agriculture), Goal 3 (Ensure healthy lives and promote well-being for all at all ages), Goal 4 (Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all), Goal 5 (Achieve gender equality and empower all women and girls), Goal 6 (Ensure availability and sustainable management of water and sanitation for all), Goal 7 (Ensure access to affordable, reliable, sustainable and modern energy for all), Goal 8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all), Goal 10 (Reduce inequality within and among countries), Goal 11 (Make cities and human settlements inclusive, safe, resilient and sustainable), Goal 16 (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels) and Goal 17 (Strengthen the means of implementation and revitalize the Global Partnership For Sustainable Development).

3. Highlighted result in 2018

Affirmation of the global compact on refugees

In 2018, the Office engaged in providing protection to, and seeking solutions to the plight of, 71.4 million refugees, internally displaced persons, returnees and stateless persons. The work was multifaceted, spanning the development of legal frameworks, providing life-saving relief, as well as pursuing comprehensive strategies, in cooperation with States and organizations. For many refugees, the search for safety and protection has become more dangerous, owing to restrictive asylum practices and the risk of violence and exploitation on their journeys. For instance, in the Democratic Republic of the Congo, Iraq and the Syrian Arab Republic, displacement continues. Other protracted crises, such as in Afghanistan and Somalia, have been ongoing for decades and continue to uproot hundreds of thousands of people. Other major crises include Yemen, where two thirds of the population is in need of humanitarian assistance, and South Sudan, where one in four people is displaced and refugee outflows continue.



Statement by the President of the General Assembly as Member States reach historic deal for refugees: "As of tomorrow, all Member States [...] are called upon to step up our efforts and deliver." Source: UNHCR/Andrew Kelly

In the New York Declaration, adopted in 2016, Member States acknowledged that a stronger international response to refugee movements requires the engagement of a broader range of actors and resources, the promotion of the social and economic empowerment of refugees, and early action to support the countries and communities that host them. By 2018, UNHCR supported Governments and partners in 13 countries to develop comprehensive responses to refugee situations and had strengthened cooperation with development actors and the World Bank. The lessons learned in implementing those comprehensive refugee responses with a broad range of public and private partners in specific refugee contexts, as well as consultations with States, civil society and other actors, informed the development and affirmation of a global compact on refugees in December 2018. The programme supported more than 18 months of intensive discussions with Member States, experts, civil society and refugees. The process included dedicated thematic discussions and formal consultations, as well as stocktaking at the High Commissioner's Dialogue on Protection Challenges, in December 2017. The development of the compact was also based on lessons learned through the application of the comprehensive refugee response framework in more than a dozen countries during 2017 and 2018, and by drawing lessons from a wide range of existing and past refugee situations, where many of the framework's principles already informed policies and programmes.

The global compact on refugees seeks to enhance humanitarian responses, while also providing a basis for the early activation of development cooperation to provide additional support with direct benefits for host communities and refugees. It engages a wider range of States and other partners that are ready to respond to large refugee situations, both new and protracted. It seeks to foster the resilience and self-reliance of refugees, in a manner that also benefits host communities, by facilitating access to livelihood opportunities and national systems and services, backed up by appropriate support from the international community. The global compact seeks to ensure that refugee responses are rights-based and integrate considerations relating to gender, age and diversity throughout. The global compact seeks to build upon the international refugee regime that has been established over decades and that continues to save lives every day by more equitably and predictably sharing burdens and responsibilities.

Result and evidence

The deliverable contributed to the result, which is the establishment of the first-ever agreement on the ways to provide greater support to hosting countries and communities in a manner that supports refugee protection and the search for durable solutions (the global compact on refugees). Evidence of the result includes the affirmation of the global compact on refugees by the General Assembly, on 17 December 2018.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

- 25.18 A planned result for 2018, which is strengthened partnership and emergency-response capacity to meet the needs of refugees and persons of concern, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the increased number of appropriately trained staff (including partners) deployed to emergencies. It was achieved with the emergency deployment of 420 staff representing a 16.5 per cent increase as compared to 2017.

4. Highlighted planned result for 2020

Implementation of the global compact on refugees

In 2018, UNHCR, in cooperation with Governments, donors and partners, contributed to: (a) promoting security from violence and exploitation; (b) supporting basic needs and essential services; (c) supporting community participation and self-management; (d) promoting a favourable protection environment; (e) promoting durable solutions; and (f) supporting the development and affirmation of a global compact on refugees.

Challenge and response

The challenge was for the Office to respond to emerging refugee situations, provide protection to persons living outside of camps in urban and rural settings, reinforce linkages with development actors and engage in a coordinated response to the problems faced by internally displaced persons and by persons in the context of mixed flows of refugees and migrants, as displacement relating to conflict and violence intersects with other factors, including climate change, poverty and inequality.

In response, for 2020, UNHCR will strengthen its cooperation with States and various organizations, in the context of the global compact on refugees. The first Global Refugee Forum, to be held in December 2019, will be convened at the ministerial level for Member States, non-member observer States and relevant stakeholders to announce pledges and contributions of financial, material, technical or other kinds of support to meet the objectives of the global compact. It will provide an opportunity to take stock of progress and to showcase good practices that can inform the development of future pledges and contributions, thus broadening the support base for refugees and host communities, facilitating the inclusion of refugees into development planning instruments and national service provision, and exploring synergies with other stakeholders to work towards solutions.

Result and evidence

The planned deliverables are expected to contribute to the result, which is an improvement in the situation of refugees and other persons of concern to UNHCR.

Evidence of the result, if achieved, will include Member States' contributions announced at the Global Refugee Forum and commencement of the implementation of pledges for refugees and other persons of concern.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

Performance measures

2018	2019	2020
Affirmation of the global compact on refugees	Participation by States in the Global Refugee Forum to announce pledges and contributions of financial, material, technical or other kinds of support, as well as to share best practices to meet the objectives of the global compact on refugees	Contributions announced at the Global Refugee Forum and commencement of the implementation of pledges

25.19 The following General Assembly resolutions comprise the main mandates entrusted to the Office: 319 A (IV) on refugees and stateless persons, 428 (V) on the statute of the Office of the United Nations High Commissioner for Refugees, 538 B (VI) on assistance to and protection of refugees, 1166 (XII) on international assistance to refugees within the mandate of the United Nations High Commissioner for Refugees, 50/152 on the Office of the United Nations High Commissioner for Refugees, 58/153 on implementing actions proposed by the United Nations High Commissioner for Refugees to strengthen the capacity of his Office to carry out its mandate, 70/1 entitled “Transforming our world: the 2030 Agenda for Sustainable Development”, 70/134 on assistance to refugees, returnees and displaced persons in Africa, 70/135 on the Office of the United Nations High Commissioner for Refugees and 70/165 on protection of and assistance to internally displaced persons. The Office will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

5. Deliverables for the period 2018–2020

25.20 Table 25.1 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.1

Deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	15	15	15	15
Substantive services for meetings (number of three-hour meetings)	16	16	16	16
Documentation services for meetings (thousands of words)	240	240	228	228
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	6	6	6	6
Seminars, workshops and training events (number of days)	60	60	60	66
Publications (number of publications)	6	6	6	6
Technical materials (number of materials)	26	26	26	26
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Fact-finding, monitoring and investigation missions				
Humanitarian assistance missions				
Direct service delivery				
D. Communication deliverables				
Outreach programmes, special events and information materials				
External and media relations				
Digital platforms and multimedia content				

6. Most significant relative variances in deliverables

Variance between the planned figures for 2020 and 2019

- 25.21 The variance in seminars, workshops and training events is driven mainly by the launch of the global compact on refugees, which will result in more workshops in 2020, owing to the fact that UNHCR will have to work more with all stakeholders, including Member States, in the process.

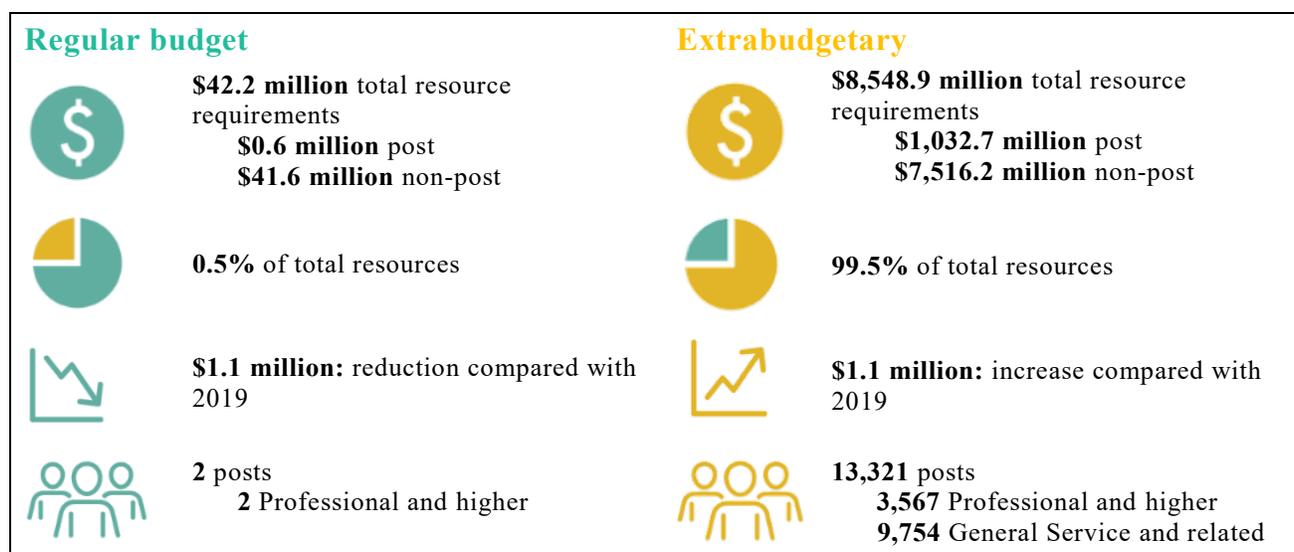
B. Proposed post and non-post resource requirements for 2020

Overview

25.22 The total resource requirements for 2020, comprising the regular budget and projected extrabudgetary resources, are reflected in figure 25.I and table 25.2.

Figure 25.I

2020 in numbers



Note: Estimates before recosting.

Table 25.2

Overview of financial and post resources by component and funding source

(Thousands of United States dollars/number of posts)

	Regular budget			Extrabudgetary			Total		
	2019 appropriation	2020 estimate (before recosting)	Variance	2019 estimate	2020 estimate	Variance	2019 estimate	2020 estimate	Variance
Financial resources									
Executive direction and management	609.2	609.2	–	–	–	–	609.2	609.2	–
Programme of work	–	–	–	7 644 981.6	7 644 981.6	–	7 644 981.6	7 644 981.6	–
Programme support	42 665.9	41 584.0	(1 081.9)	902 865.4	903 947.3	1 081.9	945 531.3	945 531.3	–
Total	43 275.1	42 193.2	(1 081.9)	8 547 847.0	8 548 928.9	1 081.9	8 591 122.1	8 591 122.1	–
Post resources									
Executive direction and management	2	2	–	–	–	–	2	2	–
Programme of work	–	–	–	6 157	6 157	–	6 157	6 157	–
Programme support ^a	–	–	–	7 164	7 164	–	7 164	7 164	–
Total	2	2	–	13 321	13 321	–	13 323	13 323	–

^a Includes 218 posts (104 Professional and higher categories and 114 General Service and related categories) funded through grants and contributions from the regular budget.

Overview of resources for the regular budget

25.23 The proposed regular budget resources for 2020, including the breakdown of resource changes, as applicable, are reflected in tables 25.3 and 25.4. The proposals reflect reductions that were made possible by an expected increase in extrabudgetary resources. The proposed resource level provides for the full, efficient and effective implementation of mandates.

Table 25.3

Evolution of financial resources by component and main category of expenditure

(Thousands of United States dollars)

Component	2018 expenditure	2019 appropriation	Changes				2020 estimate (before recosting)	Recosting	2020 estimate (after recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total				Percentage
Executive direction and management	691.5	609.2	–	–	–	–	–	609.2	16.3	625.5
Programme support	42 262.9	42 665.9	–	–	(1 081.9)	(1 081.9)	(2.5)	41 584.0	623.7	42 207.7
Total	42 954.4	43 275.1	–	–	(1 081.9)	(1 081.9)	(2.5)	42 193.2	640.0	42 833.2
Main category of expenditure										
Post	691.5	609.2	–	–	–	–	–	609.2	16.3	625.5
Non-post	42 262.9	42 665.9	–	–	(1 081.9)	(1 081.9)	(2.5)	41 584.0	623.7	42 207.7
Total	42 954.4	43 275.1	–	–	(1 081.9)	(1 081.9)	(2.5)	42 193.2	640.0	42 833.2

Table 25.4

Evolution of established post resources by category

Professional and higher	2019 approved	Changes			2020 estimate	Variance
		Technical adjustments	New/expanded mandates	Other		
USG	1	–	–	–	1	–
ASG	1	–	–	–	1	–
Total	2	–	–	–	2	–

Abbreviations: ASG, Assistant Secretary-General; USG, Under-Secretary-General.

Executive direction and management

25.24 The High Commissioner (Under-Secretary-General) provides the overall direction, supervision and management of the Office in the implementation of its mandates and its approved programme of work. The functions of the High Commissioner are set out in the annex to the statute of the Office.¹ In discharging these responsibilities, the High Commissioner is assisted by a Deputy High Commissioner (Assistant Secretary-General).

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

- 25.25 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Office is integrating environmental management practices into its operations. The Office will continue to reduce its carbon footprint by further developing its capacity to monitor its global environmental footprint and sustainability in its operations. In that regard, the Environment Unit is working with country operations to provide them with access to training and support on the United Nations-wide sustainable reporting system for carbon dioxide emissions, water use and waste production. Going forward, including in 2020, the aim is to enhance country operations’ ability to understand where they can find relevant data, what the data mean and how they can be used to inform improvements in sustainability in the future. That approach was piloted with 10 country operations in 2018 and will be rolled out globally. Further, UNHCR has just established an online community of practice, with environment focal points in country operations all around the world. The community will share data and learning on sustainability targets and hold regular webinars.
- 25.26 Information on compliance with regard to the timely submission of documentation and advance booking for air travel is reflected in table 25.5.

Table 25.5
Compliance rate
 (Percentage)

	Planned 2018	Actual 2018	Planned 2019	Planned 2020
Timely submission of documentation	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	100	— ^a	100	100

^a UNHCR deployed a new travel module in late 2018. Accordingly, it will be able to track and report on travel from 2019 onwards.

- 25.27 The proposed regular budget resources for 2020 amount to \$609,200 and reflect no resource change compared with the appropriation for 2019. Additional details are reflected in figure 25.II and table 25.6.

Figure 25.II
Resources for executive direction and management as a percentage of the regular budget
 (Millions of United States dollars)

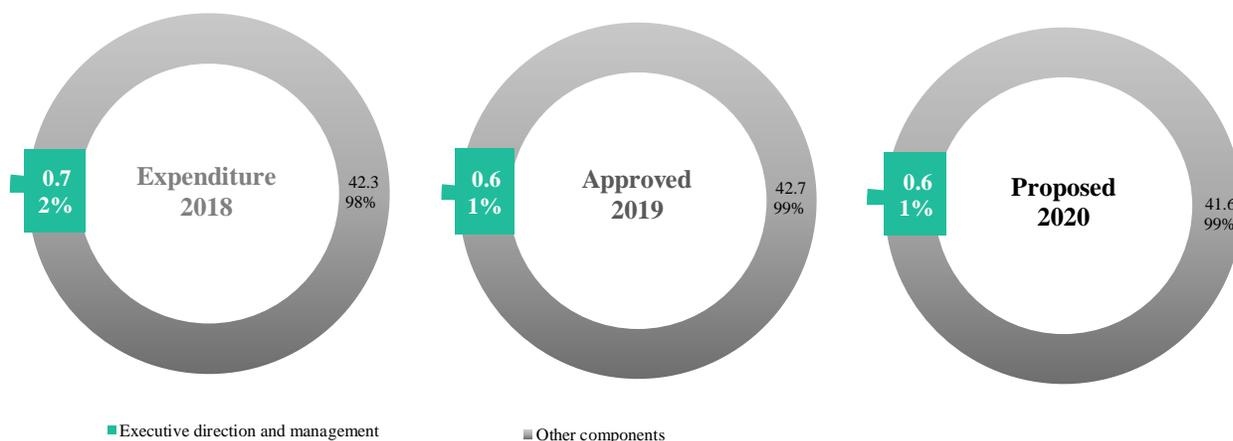


Table 25.6
Executive direction and management: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes			Total	Percentage	2020 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other			
Financial resources by main category of expenditure								
Post	691.5	609.2	–	–	–	–	–	609.2
Total	691.5	609.2	–	–	–	–	–	609.2
Post resources by category								
Professional and higher		2	–	–	–	–	–	2
Total		2	–	–	–	–	–	2

Programme of work

- 25.28 In accordance with article 20 of the statute of the Office, the Office of the High Commissioner shall be financed under the budget of the United Nations, and unless the General Assembly subsequently decides otherwise, no expenditure other than administrative expenditures relating to the functioning of UNHCR shall be borne by the budget of the United Nations, and all other expenditures relating to the activities of the High Commissioner shall be financed by voluntary contributions. Accordingly, no regular budget resources are estimated under the programme of work component.
- 25.29 Extrabudgetary resources, estimated at \$7,644,981,600,² as reflected in table 25.2, would provide for 6,157 posts and operational requirements. The resources would provide for the requirements of field operations for implementing activities, projects and programmes in fulfilment of UNHCR mandates. Such work includes providing international protection for refugees and seeking permanent solutions to their plight. The programme of work of the Office is articulated around the following: a global refugee programme, a global stateless programme, global reintegration projects and global internally displaced persons projects. For 2020, the largest budgetary requirements are for the global refugee programme, followed by global internally displaced persons projects, global reintegration projects and global stateless persons' programmes.

Programme support

- 25.30 The programme support component helps develop, formulate, direct, administer and evaluate programmes. It includes the Executive Office and other divisions in UNHCR headquarters, including evaluation and oversight, information technology, and financial management and administration.
- 25.31 The provision of funds to UNHCR for the administrative expenditures of the Office of the High Commissioner in the form of a grant rather than as post and non-post resources was initiated in the biennium 2002–2003. It was designed to simplify the budgetary process of UNHCR and to be subject to review after three bienniums, as indicated in the proposed programme budget for the biennium 2002–2003 (A/56/6 (Sect. 23), para. 23.20). Accordingly, the review of the lump-sum arrangement and the lessons learned from the full three bienniums, namely 2002–2003, 2004–2005 and 2006–2007, were reported to the General Assembly at its sixty-third session, in 2008 (see A/63/537). The

² This amount is based on UNHCR approved resources for 2019 (A/AC.96/1180), forecasted at the same level for 2020, but may be subject to change depending on the annual programme review exercise for 2020.

Section 25 International protection, durable solutions and assistance to refugees

Assembly, in section VII of its resolution 63/263, endorsed the maintenance of the lump-sum arrangement for 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).

- 25.32 The proposed regular budget resources for 2020 amount to \$41,584,000 and reflect a decrease of \$1,081,900 compared with the appropriation for 2019. Additional details are reflected in table 25.7.

Table 25.7

Programme support: evolution of financial resources

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes				2020 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Non-post	42 262.9	42 665.9	–	–	(1 081.9)	(1 081.9)	(2.5)	41 584.0
Total	42 262.9	42 665.9	–	–	(1 081.9)	(1 081.9)	(2.5)	41 584.0

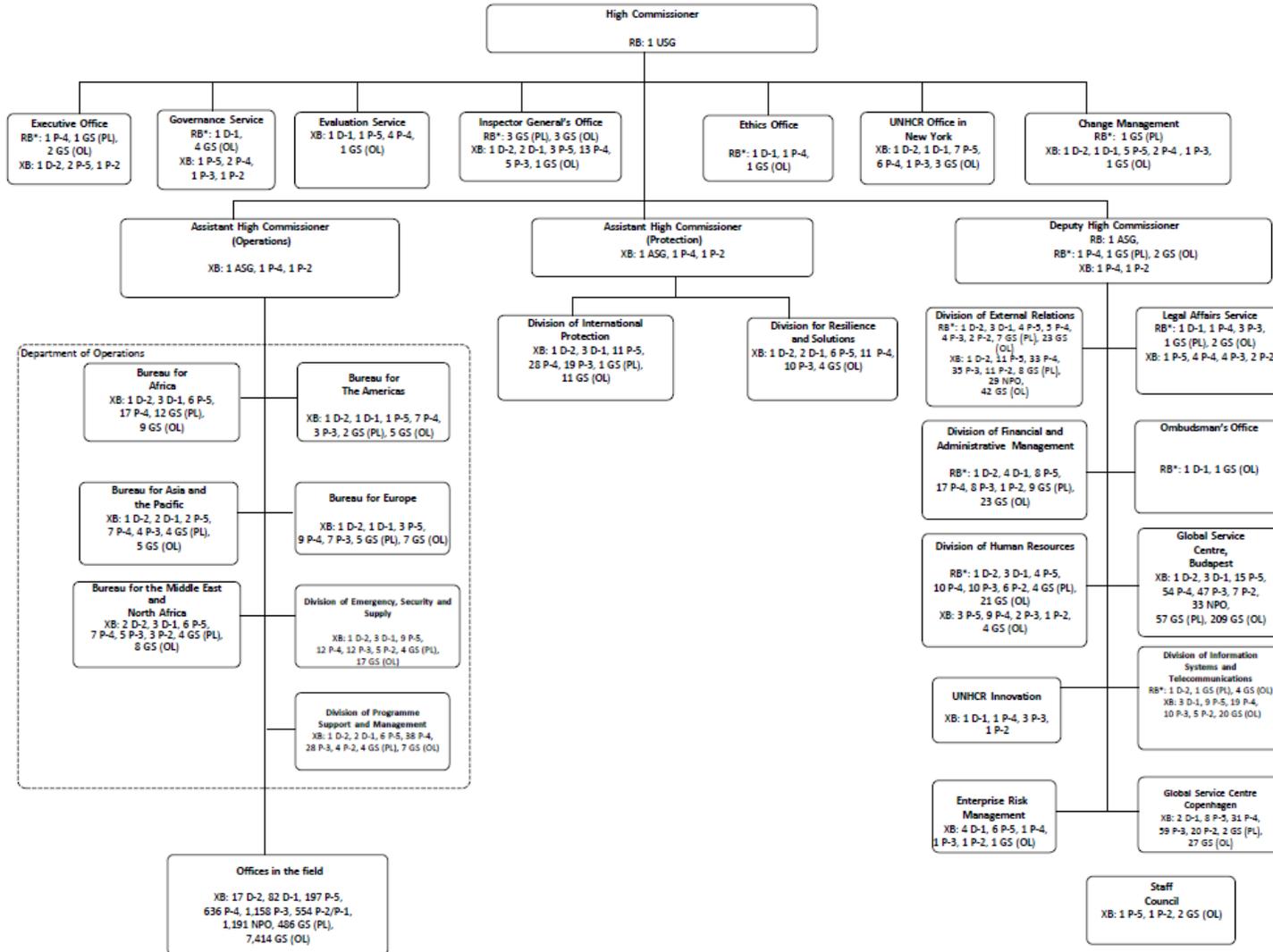
- 25.33 The variance of \$1,081,900 reflects:

Other changes. The decrease of \$1,081,900 relates to lower provisions under fellowships, grants and contributions, proposed to be financed by extrabudgetary resources. The lump-sum grant to the Office of the High Commissioner is provided as a contribution from the regular budget towards the administrative costs of UNHCR. It would cover the equivalent of 218 posts in the management and administrative category and a part of the related non-post requirements, including contractual services and general operating expenses.

- 25.34 Extrabudgetary resources, estimated at \$903,947,300 as reflected in table 25.2, would cover 7,164 posts³ and programme support costs for the Office, including the costs of support to be provided to field operations, as well as costs relating to the overall leadership and management of UNHCR. The increase of \$1,081,900 reflects the anticipated additional extrabudgetary resources to cover additional support costs for the Office.

³ The total of 7,164 includes the 218 posts funded through grants and contributions from the regular budget.

Organizational structure and post distribution for 2020*



Note: "RB" indicates two posts funded under the regular budget; "RB*" indicates posts that are financed by the grant from the regular budget, shown under the regular budget heading for indicative purposes. Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); NPO, National Professional Officer; USG, Under-Secretary-General; XB, extrabudgetary resources. * Current at time of submission.