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Chairperson: Mr. Marcelo Vázquez Bermúdez..... (Ecuador)

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The meeting was called to order at 15:10 p.m.

3. Regional activities and global programmes (resumed)

1. Exercising its right of reply, the representative of **Rwanda** responded to references made during the morning session under agenda item 3. He stated that since 2021, security in the eastern Democratic Republic of the Congo has significantly deteriorated, citing collaboration between the Congolese Armed Forces (FARDC) and the FDLR, a United Nations-sanctioned armed group implicated in the 1994 genocide against the Tutsi community. The representative emphasized that Rwanda has taken necessary defensive measures to safeguard its territory. Despite regional instability, he reaffirmed its continued commitment to humanitarian responsibilities, hosting over 100,000 refugees in partnership with the United Nations High Commissioner for Refugees (UNHCR) and ensuring access to shelter, health, education and livelihoods. He highlighted its participation in regional solutions, including the Emergency Transit Mechanism with the African Union and UNHCR, which has provided safety to evacuees from Libya. The representative underscored that refugees are not a burden but contributors to host societies and called for durable solutions that address root causes, including insecurity, exclusion and hate speech. He reiterated its commitment to regional peace initiatives under the leadership of the African Union and other partners.

4. Programme/protection policy

(a) UNHCR coordination efforts to measure the impact arising from hosting, protecting and assisting refugees (EC/76/SC/CRP.16)

2. The **Director of the Division of Resilience and Solutions (UNHCR)**, presented the organization's work to measure the impact of hosting, protecting and assisting refugees, a mandate stemming from the 2017 Omnibus Resolution. This work, conducted in collaboration with the World Bank and the Joint Data Center on Forced Displacement, aims to inform more equitable and predictable burden and responsibility sharing. He recalled that six technical workshops between 2019 and 2024 helped shape methodologies and ensure member State ownership of the process. The resulting three global costing exercises, on education, health and subsistence allowance, are now available on a dedicated public platform. Key findings included that \$309 million was required annually in low-income countries to integrate refugee students into national systems; that \$239 million annually would enable inclusion of refugees in national health services; and that policies enabling refugee economic participation could significantly reduce assistance costs while enhancing refugee self-reliance and host country benefits.

3. The Director noted the next phase of work would focus on country-level costing, with examples already developed for Chad and Jordan. These country-specific analyses supported policy dialogue and programme design tailored to national contexts. In parallel, UNHCR and the World Bank were collaborating on the Integrated Social Protection Inclusion and Resilience Project (INSPIRE) initiative to promote refugee inclusion in education, leveraging over \$1.1 billion to date for 15 countries. The Director reiterated the UNHCR call for member States to request support for developing national-level costing, highlighting the initiative's relevance to sustainable, inclusive and cost-effective refugee response.

4. The representative of **Côte d'Ivoire, speaking on behalf of the Africa Group**, welcomed the organization's coordination efforts and reaffirmed the importance of impact assessments in strengthening transparency, accountability and humanitarian response effectiveness. He emphasized the disproportionate responsibility borne by host countries, particularly in Africa, which hosts a significant portion of the world's displaced populations, and urged recognition of this contribution through rigorous and inclusive assessments. He highlighted the role of impact assessments not only as technical exercises but also as strategic tools for conducting advocacy, mobilizing funding and designing inclusive public policies. Commending initiatives such as the Impact Assessment Framework and inter-agency partnerships, he called for continued technical and financial support to strengthen national

capacities. The representative reiterated the need for predictable financing aligned with the commitments of the Global Compact on Refugees and the Global Refugee Forum. He affirmed the group's commitment to working closely with UNHCR and partners to promote refugee protection and regional stability.

5. The representative of **Uganda** said her country aligned itself with the statement made by Côte d'Ivoire on behalf of the Africa Group and underscored that measuring the impact of hosting refugees is essential to inform both national and donor policy. She stressed that such assessments must rely on reliable, government-validated data. She noted the high cost of including 2 million refugees in national systems, such as health and education, and emphasized that host country contributions, like land, infrastructure and services, are often insufficiently acknowledged. The representative urged that decisions on inclusion and burden-sharing be grounded in evidence and cautioned against moving towards inclusion strategies without first understanding their economic and social implications.

6. The representative of **Switzerland** welcomed the progress in calculating the cost of refugee inclusion in sectors like education and health and proposed extending the work to include accommodation and other cost areas. He highlighted the need to integrate cost assessments with evaluations of refugee contributions and benefits to host communities. He asked how this initiative would align with Organisation for Economic Co-operation and Development (OECD) methodologies and recommended a more holistic approach that included public investment and socio-economic integration strategies.

7. The representative of **Morocco** noted the value of the methodology co-developed with the World Bank but raised concerns about data robustness. He called for a mechanism in which States provide primary data while donors commit to proportional financial support. He suggested to pilot the healthcare costing module in Morocco in 2026, using his country's national census and databases and invited UNHCR to conduct a comprehensive cost analysis in an African context.

8. The representative of **Ecuador** welcomed the inclusive and transparent approach of UNHCR and stressed the importance of tools that capture both the costs and the human value of solidarity. He underscored the urgency of such assessments in contexts of economic pressure and mixed migration flows. He highlighted how impact assessments could support inclusive policy design and dialogue with donors. He called for expanding the methodology to measure refugee socio-economic contributions and reiterated its interest in piloting the approach nationally.

9. The representative of **Kenya** stated that her country aligned with the statement made by Côte d'Ivoire on behalf of the Africa Group. Recalling the hosting of the 6th Technical Workshop in Nairobi, she expressed appreciation for the technical support of UNHCR, the World Bank and the Joint Data Center on Forced Displacement. She underscored that most refugees are hosted by low- and middle-income countries and stressed the need for equitable, global burden- and responsibility-sharing. The representative welcomed the participatory development of methodologies and emphasized the importance of host country leadership and consensus on the data used. She also called for continuing burden-sharing efforts even before impact assessments were fully finalized.

10. Responding to the interventions, the **Director of the Division of Resilience and Solutions (UNHCR)**, thanked delegates for their engagement, especially the Africa Group and Kenya, for their leadership and participation in technical workshops. He reiterated that the measurement of impact is not just a technical exercise but also an advocacy and financing tool, helping demonstrate the feasibility of refugee inclusion in national systems, particularly in low-income countries. He noted that national data, especially from national statistics offices, is critical for credibility and ownership of the exercise. He confirmed that the global costing framework was complete and now needed to be applied at the country level. He welcomed Morocco's readiness to pilot the health costing module and committed to following up. He also thanked Ecuador for highlighting the importance of recognizing refugees' positive contributions and confirmed the organization's willingness to work on socio-economic impact assessments that reflect context-specific dynamics, particularly in Latin America.

11. Addressing Switzerland's query, the Director clarified that while OECD data informs Global Compact on Refugees indicators by tracking official development assistance (ODA) flows, UNHCR costing work provided more detailed insight into inclusion costs in health, education and basic needs. He encouraged Development Assistance Committee (DAC) members and multilateral development banks to share relevant data, which remains essential for comprehensive impact assessments. The Director concluded by reiterating that this body of work, though complex and context-specific, had laid a solid foundation for informed advocacy, planning and more predictable international financing. He thanked all participants and reaffirmed the organization's commitment to working closely with host governments and partners to carry the initiative forward.

(b) Sustainable responses (EC/76/SC/CRP.17)

12. The **Director of the Division of Resilience and Solutions (UNHCR)** introduced the agenda item, highlighting the need for context-specific and sustainable responses to forced displacement, grounded in the Global Compact on Refugees, the Secretary-General's Action Agenda on Internal Displacement and pledges made at the Global Refugee Forum. He noted that displacement remains at record levels, with one in 67 people globally displaced and 41 per cent being children. 73 per cent of displaced people are hosted by low- and middle-income countries whose generosity must be supported as a global public good. He identified three priority areas based on consultations with member States: advancing regional partnerships to support returns, including to the Syrian Arab Republic, South Sudan and Ukraine, where movements are increasing but remain fragile without coordinated support; fostering refugee self-reliance and early inclusion in host country systems, citing Uganda, Ecuador, Poland, Kenya and Ethiopia as examples where legal and policy reforms have enabled access to jobs, financial services and national systems; and securing predictable multi-year development financing and private sector engagement, referencing the World Bank's International Development Association (IDA) Window, the Global Concessional Financing Facility and bilateral efforts supporting inclusion and basic services in countries such as Chad, Ethiopia, Jordan and Colombia. He concluded by calling for a more structured and collaborative approach to scale nationally led strategies, with the upcoming High-Level Officials Meeting offering a critical opportunity to identify and invest in enabling conditions for durable solutions.

13. The representative of **Ethiopia, speaking on behalf of the Africa Group**, expressed appreciation for the update and welcomed the sustained engagement by UNHCR. She emphasized that African States continue to host large numbers of displaced persons despite limited resources and noted that their in-kind contributions, land, services and infrastructure, are significant yet often not acknowledged or quantified. She reaffirmed the importance of equitable burden- and responsibility-sharing. She stressed that sustainable responses must not rely on refugee-hosting States taking on additional financial burdens, especially not through loans, and that development-oriented support should be prioritized, particularly for infrastructure, energy and basic services that benefit both host and refugee communities.

14. The representative requested further clarity on the short- to mid-term vision of the organization for sustainable responses, including how the approach supports inclusion in national systems (e.g., health, education, water, livelihoods), how outcomes will be measured (with relevant indicators for Africa) and how financing will be mobilized in the current funding context. The representative stressed the need for clarity on how the approach will function in emergencies and how it aligns with the four objectives of the Global Compact on Refugees, especially in terms of easing pressure on host countries and enabling returns and third-country solutions. She concluded by reaffirming the Group's commitment to collaboration with UNHCR and partners in co-developing a truly inclusive and globally supported sustainable response model.

15. The representative of the **United States of America** commended the focus of UNHCR on sustainable responses and partnerships, while emphasizing that international protection should not result in indefinite encampment or permanent limbo. He stressed the importance of enabling voluntary, safe returns and highlighted that durable solutions depend on political will. The representative reiterated his country's rejection of both the Global Compact on Refugees and the Global Compact on Migration, arguing that they conflict with the United

States' policy and contribute to mass migration with destabilizing effects. The speaker called for new international norms rooted in sovereignty and the rule of law and affirmed the United States' commitment to bilateral cooperation and practical, life-saving solutions.

16. The representative of **Ethiopia** stated that her country aligned with the statement made on behalf of the Africa Group and reaffirmed the country's commitment to advancing sustainable responses as the third-largest refugee-hosting country in Africa. She highlighted her country's adoption of a progressive refugee law in 2019, as well as policies promoting inclusion in national systems and the development of a national inclusion roadmap. Despite these efforts, she underscored the challenges posed by limited and unpredictable financial resources. She called for stronger partnerships, long-term investments and locally driven economic models to transform hosting areas into vibrant economic zones. She stressed that sustainable responses can only succeed through context-oriented programmes and strengthened national and subnational capacities.

17. The representative of **Ghana** stated that her country supported the statement delivered by Ethiopia on behalf of the Africa Group and expressed appreciation for the update on sustainable responses. She stressed the need for development-oriented responses that go beyond the traditional humanitarian model and promote refugee self-reliance, economic inclusion and strengthened national systems. She shared examples of good practices, including refugee access to national health and education systems, identification documentation and livelihood initiatives. The representative noted persistent funding gaps and called on donors to align long-term, flexible financing with national strategies. She emphasized the importance of nationally defined and owned responses, urging all stakeholders to prioritize support for refugee women, girls and youth.

18. The representative of the **United Republic of Tanzania** said her country aligned with the statement made by Ethiopia on behalf of the Africa Group and recalled that international protection is intended as a temporary measure while durable solutions are pursued. She expressed concern about a growing trend that shifts responsibility to host countries through the inclusion of refugees in national plans without adequate external support. Based on her country's long history of hosting refugees, she cautioned that once refugees are self-reliant and integrated, voluntary return becomes more difficult, particularly for those born or raised in exile. The representative called for context-sensitive approaches tailored to the specific realities of each country and cautioned against commercializing refugee responses. She stressed that durable solutions must remain meaningful and that host countries should not be left to shoulder the burden without sufficient international support.

19. The representative of the **Philippines** welcomed the paper on sustainable responses and supported the call for sustainability to become the standard in addressing displacement. While endorsing the vision of integration, resilience-building and inclusive governance, the representative cautioned that vision alone is insufficient and called for a more nuanced and context-sensitive approach. She stressed that sustainable responses must not assume equal starting points and invited stakeholders to acknowledge where emergency support remains critical, where hybrid humanitarian-development approaches are more realistic and where complementary efforts can be made even by countries not hosting large refugee populations. She emphasized that strengthening State capacity must accompany refugee-specific programmes and underscored the need for operational realism to avoid symbolic interventions. She reiterated her country's commitment to regional cooperation and inclusive multilateralism.

20. The representative of **Canada** expressed appreciation for the leadership of UNHCR in promoting nationally driven, inclusive responses in line with the Global Compact on Refugees. She welcomed the use of national-level case studies such as those from Chad and Jordan and encouraged better coordination on what sustainable responses mean in practice, particularly regarding outcome measurement and risk management for the most vulnerable. She reaffirmed the value of inclusive, community-based approaches and highlighted the critical role of organizations led by women and refugees. The representative emphasized the need to align humanitarian and development plans from the outset and requested examples of where such alignment has worked well. In the context of ongoing reform of the United Nations and resource limitations, she encouraged UNHCR to shape sustainable responses

based on its comparative advantages and to maintain its protection mandate at the core of the humanitarian reset.

21. The representative of the **Kingdom of the Netherlands** acknowledged the challenges faced by host countries and emphasized that the current financial constraints make the sustainable responses approach more essential than ever. She commended UNHCR, the World Bank and the Joint Data Center on Forced Displacement for the initiative of measuring the impact of hosting refugees and highlighted the importance of costing exercises to inform policy and programming. She welcomed the inclusion of sustainable responses in the new organizational structure of UNHCR and pointed to positive economic impacts of inclusion, such as the recent data from Poland. The representative underlined that delivering on this approach requires joint commitments from donors, development actors and national governments. She encouraged the provision of predictable multi-year funding and called attention to the role of United Nations Resident Coordinators in linking the efforts of the United Nations to national strategies. She invited UNHCR to elaborate on its engagement with the United Nations Resident Coordinator system in advancing sustainable responses.

22. The representative of **Germany** acknowledged the progress made since 2024 and reaffirmed strong support for the sustainable responses approach. She emphasized that long-term solutions to displacement are urgently needed to reduce dependency on humanitarian aid and noted Germany's continued investment in economic self-reliance and inclusion of refugees, as well as in strengthening host community services and infrastructure. She highlighted the importance of aligning development financing and cooperation. The representative affirmed Germany's role as both a key donor and a major hosting country and stressed that sustainable responses must remain a core element of the organizational footprint and reform agenda of UNHCR, including within the Humanitarian Reset and the United Nations 2.0 initiatives.

23. The representative of **Switzerland** welcomed the sustainable responses initiative and acknowledged its contribution to the Global Compact on Refugees by bridging humanitarian action with development and durable solutions. He, however, noted that the link with peace remains weak in the current document and encouraged the adoption of conflict-sensitive programming. He also invited greater attention to environmental sustainability and disaster risk reduction, cautioning that these dimensions are insufficiently addressed. The representative emphasized the importance of economic inclusion and requested clarification on the internal organization of UNHCR regarding the three new units involved in the approach. He looked forward to co-hosting the High-Level Officials Meeting in December as a key opportunity to review implementation progress and reaffirm international solidarity.

24. The representative of **Japan** welcomed the background paper on sustainable responses and highlighted that displacement solutions, whether return, resettlement, or local integration, must be tailored to specific contexts. He stressed that country-level planning by UNHCR should clearly articulate how development actors would be engaged to mobilize political and financial support. He expressed appreciation for the reinforcement of emergency programming and the ongoing organizational restructuring. The representative referenced his country's leadership in the Humanitarian-Development-Peace Nexus Multi-Stakeholder Platform and emphasized that sustainable responses provide a practical tool to apply the nexus approach within the Global Refugee Forum framework. He confirmed alignment with this direction and reiterated his country's commitment to supporting its implementation.

25. The representative of **Uganda** said that her country aligned with the statement delivered by Ethiopia on behalf of the Africa Group and welcomed the continued engagement around the sustainable responses paper. She confirmed Uganda's longstanding commitment to the inclusion of refugees from the onset of asylum and acknowledged the important role played by UNHCR in mobilizing development funding. However, the representative cautioned that inclusion alone does not ensure self-reliance, especially in contexts where refugees are integrated into communities already experiencing poverty. She reiterated the need for additional, multi-year, predictable and earmarked funding to meaningfully support both refugees and host communities. The representative emphasized that implementation must occur at the country level, not only at headquarters, and called for action beyond conceptual frameworks. She invited reflection on the need to stop conflicts at their source, highlighting that humanitarian aid must not be used to offset the consequences of continued

support for armed violence. She encouraged investment in durable solutions and greater support to impact areas that are currently underfunded.

26. The representative of **Chile** expressed appreciation for the sustainable responses paper and welcomed the document's emphasis on national ownership, partnerships and links between humanitarian action, sustainable development and peace. She encouraged a shift towards practical implementation and highlighted the importance of applying a human rights-based and gender-sensitive approach more explicitly. The representative supported broader options for return, regional cooperation and third-country solutions, while underlining the role of the United Nations Sustainable Development Cooperation Framework and Resident Coordinators in supporting national planning. She emphasized the value of joint programming with development banks and urged stronger financial support to civil society organizations, particularly those led by women and refugees.

27. The representative of **Ecuador** welcomed the paper and supported a shift from humanitarian assistance to sustainable, resilience-focused responses fully integrated into national development strategies. He shared his country's experience in granting refugees and migrants access to services, financial systems and documentation as part of inclusive public policy. He underlined that integration is not just an act of solidarity but a recognition of rights and potential. The representative noted that linking international protection with economic, fiscal and social policies enhances both development and protection outcomes. Regional cooperation platforms, such as the Cartagena+40 and Quito processes, were cited as key tools. He called for stronger links between such platforms and multilateral financing, aligned with national priorities and urged moving from political discourse to measurable results.

28. The representative of **the Sudan** said her country aligned itself with the statement made by Ethiopia on behalf of the Africa Group and appreciated efforts to update the sustainable responses paper. She cautioned that countries of origin are insufficiently addressed in the document, particularly those affected by conflict and sanctions. She emphasized that truly sustainable responses must address root causes, including conflict, instability and climate shocks and called for scaled-up investment even during crises to support recovery and voluntary returns. The representative questioned how sustainable responses can realistically be implemented in countries like the Sudan under current international restrictions and invited greater clarity from UNHCR on engagement with financial institutions. She stressed that the displacement crisis in the country must not be overlooked and urged honest dialogue and pragmatic pathways to ensure that no context, however complex, is excluded from support.

29. The representative of the **United Kingdom of Great Britain and Northern Ireland** welcomed the report and underlined that responsibility-sharing must move from principle to practice. He supported the development of costing tools to better assess the fiscal impact of displacement on host countries and noted that these must inform future financing strategies. He reiterated his country's commitment to supporting displaced populations and host communities and underlined that rising needs require innovative solutions. The representative affirmed support for the sustainable responses approach, particularly the shift from parallel systems to inclusive, national ones. He encouraged UNHCR to deepen engagement with a diverse range of partners, including international financial institutions and climate finance mechanisms and expressed readiness to continue working collaboratively towards implementation.

30. The representative of the **Republic of Korea** emphasized the importance of a comprehensive approach to displacement that integrates humanitarian assistance, development cooperation and peacebuilding. She recalled the participation of the Republic of Korea in the multi-stakeholder pledge on the Humanitarian-Development-Peace Nexus during the Global Refugee Forum and described recent efforts to expand Nexus-based programming, particularly in the Horn of Africa, the Great Lakes and the Middle East and North Africa (MENA) regions. The representative shared that the Republic of Korea is enhancing its official development assistance through multi-year programmes that support refugees, internally displaced persons and host communities. The representative affirmed her country's intention to work closely with UNHCR to expand sustainable responses and support voluntary return, local integration and self-reliance.

31. The representative of **Brazil** welcomed the opportunity to engage on sustainable responses and highlighted national initiatives, such as Operation Welcome, which promotes refugee integration through public-private partnerships and labour market access. She supported the terminology shift from “sustainable programming” to “sustainable responses”, cautioning that the former could be misinterpreted as a move away from the protection mandate of UNHCR. She invited greater clarity on the definition of sustainable responses and the criteria for accessing related financing mechanisms. While recognizing that States hold primary responsibility, she cautioned against burden transfer to host countries and requested transparency in cost-effectiveness analyses. The representative reaffirmed Brazil’s commitment to collaboration with the UNHCR-World Bank Task Force and to exploring innovative financing solutions.

32. The representative of **Kenya** aligned with the Africa Group and reiterated her country’s proposal to speak of “sustainable approaches” rather than “sustainable responses”, emphasizing the need for proactive, comprehensive solutions, including conflict prevention. She described Kenya’s Sharika Plan, launched in March 2024, aimed at transforming refugee camps into integrated settlements through inclusion, empowerment and self-reliance. She expressed concern that commendation has not been matched with sufficient financial support and called on UNHCR to advocate for increased funding. While reaffirming that displacement should remain temporary, the representative underscored the importance of investing in countries of origin to address root causes and fragility. She encouraged UNHCR to engage peace and development actors in these efforts, noting that only such investment can deliver lasting solutions.

33. The representative of **Colombia** thanked the Director for the presentation and reaffirmed Colombia’s ongoing cooperation with UNHCR on refugee regularization, economic inclusion and health. The representative emphasized Colombia’s commitment to both the Global Compact on Refugees and the Global Compact on Migration and underlined the continuing relevance of the Global Compact on Refugees as a framework for international solidarity and practical cooperation. She reported tangible results in expanding access to services and employment for refugee and migrant populations and highlighted the value of regional cooperation and shared responsibility. Looking ahead to the High-Level Officials Meeting in December 2025, the representative urged all stakeholders to renew their commitment, share progress and good practices and ensure that sustainable responses deliver a positive impact on affected populations.

34. The representative of the **Jesuit Refugee Service, speaking on behalf of the International Council of Voluntary Agencies (ICVA)**, welcomed the focus on operationalizing all four objectives of the Global Compact on Refugees and emphasized that forcibly displaced and stateless persons must be at the centre of all responses. She affirmed that sustainable responses must be treated as a global common good and cautioned against shifting further burdens onto host countries. She underlined the need for predictable, adequate and multi-year funding to enable transitions from parallel humanitarian systems to national inclusion. The representative invited reflection on the risks of premature transitions due to funding shortfalls and emphasized the critical role of NGOs, especially community-based and community-led organizations. She urged meaningful participation of organizations led by forcibly displaced and stateless persons, including those with intersecting vulnerabilities and called for a shift in power and resources to strengthen their leadership and capacity. The recommendations highlighted by the representative included flexible direct funding, coalition development and collective advocacy.

35. In his reply, the **Director of the Division of Resilience and Solutions (UNHCR)** thanked member States and stakeholders for their engagement and indicated that written responses would be provided for more specific questions raised during the session. He acknowledged the urgent need to transition from short-term humanitarian approaches towards more sustainable responses, particularly in protracted displacement contexts and shared data illustrating the impact of parallel systems in sectors such as education. He described efforts to integrate refugee support into national development strategies through partnerships with host governments and institutions like the World Bank. He reiterated that approaches must be context-specific and not one-size-fits-all. He confirmed that sustainable responses have been embedded in the new organizational structure of UNHCR and

emphasized the importance of adequate and predictable financing. He assured participants that coordination with the United Nations Resident Coordinator system was ongoing and that further consultations would be held before the High-Level Officials Meeting in December.

36. The **Assistant High Commissioner for Protection (UNHCR)** expressed appreciation for the widespread support shown by delegations for the Global Compact on Refugees and its implementation. She reiterated the Compact's core principles, including the sovereign right of member States to manage borders while upholding protection responsibilities and reminded participants about the four objectives of the Compact: easing pressure on host countries, enhancing refugee self-reliance, expanding third-country solutions and enabling conditions for voluntary return. She emphasized that the December 2025 High-Level Officials Meeting will be a critical opportunity to assess progress and encouraged all member States to participate actively. She also announced the upcoming quarterly briefing co-chaired by the Permanent Mission of Jordan and UNHCR as part of the ongoing preparation towards the Global Refugee Forum (GRF) Progress Review.

37. The **Deputy High Commissioner (UNHCR)** provided an update on the accelerated efforts made by UNHCR to improve efficiency and deliver better outcomes for forcibly displaced and stateless persons. These efforts are part of broader reforms of the United Nations, including the United Nations 2.0 efficiency agenda and the humanitarian reset led by the Emergency Relief Coordinator. UNHCR is advancing system-wide collaboration on shared services such as fleet management, treasury and insurance and is seeking cost savings through joint initiatives in travel, emergency surge and supply chains. Collaboration is being strengthened with other United Nations agencies, notably on financial tracking systems and enabling function reviews. Internally, the organization is transitioning to global shared services in finance, HR, procurement and IT, with full operationalization beginning in October. These changes are aimed at reducing duplication, simplifying workflows and redirecting resources to frontline protection and solutions. UNHCR recorded nearly USD 60 million in efficiency gains in 2023 and projects further savings in office space, vehicle fleets and procurement. These savings are being reinvested into underfunded programmes. The Deputy High Commissioner emphasized that delivering better goes beyond efficiency to include maintaining a principled presence in hard-to-reach areas. She called for continued partner support to back innovation, embrace emerging technologies and strengthen locally led responses.

5. Programme budgets and funding

(a) Update on budgets and funding (+ decision) (EC/76/SC/CRP.18)

38. The **Director of the Division of Strategic Planning and Results (UNHCR)** presented an update on the organization's budget and expenditures for 2024 and 2025. The 2024 final budget reached \$10.8 billion, with one supplementary budget dedicated to the Sudan situation. Expenditures totalled \$4.9 billion, reflecting a 5 per cent decrease compared to the previous year. Regional trends included increased spending in MENA, the Americas and East and Southern Africa and declines in Asia-Pacific and Europe due to evolving needs in Ukraine, Afghanistan and Türkiye. The organization faced a growing funding gap despite donor generosity. In 2025, the budget was set at \$10.6 billion, with two supplementary budgets for the return situation in the Syrian Arab Republic. As of June, UNHCR was responding to 21 emergencies in 15 countries. Given significantly reduced available funds, operations had been instructed to prioritize core protection activities, including registration, legal assistance and community engagement, while reducing support in areas like cash assistance and non-food items. Protection and solutions remain central, while efforts to scale back the operational footprint are underway. Adjustments to offices and staffing aim to preserve presence in areas of highest need. The budget planning approach prioritizes flexibility, equity and a stronger focus on the most vulnerable populations.

The meeting rose at 17:55 p.m.