
**Comité exécutif du Programme
du Haut-Commissaire**

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Comité permanent
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**Programme du HCR dans le cadre des Nations
Unies proposé pour 2023**

Résumé

Le présent document montre le projet de programme du HCR (contenu dans l'annexe I) dans le budget-programme proposé par le Secrétaire général pour 2023. Il est présenté au Comité permanent pour examen. Le Comité doit en prendre note par l'adoption de la décision contenue dans l'annexe II.

1. Le HCR a présenté le projet de plan-programme pour 2023 (voir l'annexe I) à la Division de la planification des programmes et du budget du Secrétariat des Nations Unies. En mars/avril 2022, le document sera publié sous la cote A/77/6 (Sect.25), pour examen par les organes consultatifs et approbation de l'Assemblée générale.
2. En application du paragraphe 11 de la résolution A/72/266, le plan-programme sera présenté en juin 2021 au Comité du programme et de la coordination (CPC) pour qu'il en établisse un rapport avec ses conclusions et recommandations devant être approuvées par l'Assemblée générale. Le projet de budget-programme correspondant sera examiné par le Comité consultatif pour les questions administratives et budgétaires (ACABQ) à sa session de juin/juillet 2021. La Cinquième Commission de l'Assemblée générale examinera ensuite le projet de budget au dernier trimestre de 2022.
3. Une fois que la Division de la planification des programmes et du budget du Secrétariat des Nations Unies l'aura minutieusement examiné, le projet de plan-programme de 2023 sera examiné par le Comité permanent. Celui-ci en prendra note dans la décision figurant en annexe II.

Annexe I

[Anglais uniquement]

ADVANCE COPY

Extract

Seventy-seventh session

Items 140 and 141 of the preliminary list*

Proposed programme budget for 2023**Programme planning****Proposed programme budget for 2023****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**

* A/77/50.

** 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

There are some 84 million people forcibly displaced around the world, roughly twice the number of a decade ago. The landscape in the past years has been characterized by protracted displacement, recurring conflict and new crises, while the COVID-19 pandemic continued to exact a toll on the health and socio-economic situation of refugees, internally displaced persons and stateless people. The pandemic not only had an impact on the ability of those fleeing conflict and persecution to access asylum but also hindered efforts by aid organizations to ensure adequate health care, food security and livelihoods. Progress on improving access to education and gender equality suffered setbacks. Gender-based violence remained a serious risk, and conditions for women and girls often worsened during the pandemic. Climate change also contributed to the complex set of drivers of forced displacement.

With the upwards trend in forced displacement expected to continue, UNHCR will strengthen its emergency response capacity to address the many challenges. Yet it will not lose sight of solutions, which – together with protection – remain central to UNHCR's mandate. While seeking to expand third country solutions for refugees, including resettlement and complementary pathways, UNHCR will also deepen its engagement with development partners, the private sector and financial institutions to strengthen livelihoods and inclusion, and to create conditions for return in countries of origin.

None of this will be easy, and we will not be able to do it alone. The Global Compact on Refugees provides the blueprint for collective action and we will endeavour, in cooperation with States and a broad range of stakeholders at the global, regional, national and local levels, to safeguard protection and drive forward solutions, including by seeking to address the root causes of displacement. Critical, however, will be even more meaningful burden- and responsibility-sharing among States and stakeholders and even greater solidarity with displaced and stateless people until a durable solution to their plight is found.

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

A. Proposed programme plan for 2023 and programme performance for 2021

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 the priorities established in relevant General Assembly resolutions and decisions, including resolution 319 A (IV), by which the Assembly established the Office, and resolution 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 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 to various General 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. The Office 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 the programme contributes, is to ensure international protection for refugees and other persons of concern¹ to UNHCR and to achieve durable solutions to their plight, in cooperation with States and other organizations without discrimination and taking age, gender equality and diversity² into consideration.

Strategy

- 25.3 To contribute to the objective, the Office will:
- (a) Advocate adherence by States to relevant international instruments, including the refugee and statelessness conventions, and regional instruments;
 - (b) Collaborate with States and other partners to ensure that the attainment of durable solutions to displacement influences broader development agendas and is central to peacebuilding efforts, and advocate

¹ See A/AC.96/1213/Rev.1 chap. I.B, para. 3, p. 5.

² See UNHCR Policy on age, gender and diversity and A/AC.96/1187 Report of the sixty-ninth session of the Executive Committee of the High Commissioner's Programme, 8 October 2018

and support measures that foster inclusion, including with respect to educational opportunities, and access to formal economies and the labour market;

(c) Support implementation of the global compact on refugees, in close cooperation with States and other relevant stakeholders, advocate greater financial support for refugee host countries and communities, follow up on pledges made at the first Global Refugee Forum in 2019, 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, including through collaboration with national and local authorities and civil society to strengthen and expand reception facilities, develop transitional accommodation and ensure effective assistance, focusing on women, children and the needs of the most vulnerable;

(e) Raise awareness of protection principles and refugee law, and provide training for government officials and partner staff;

(f) Enhance protection and assistance for internally displaced persons, in line with relevant General Assembly resolutions, including resolution 74/160, in close collaboration with partners in the United Nations system and non-governmental organizations, and under the Inter-agency Standing Committee coordination system;

(g) Advocate the prevention and reduction of statelessness, as well as the protection of stateless persons, including by promoting accession to the relevant international instruments and working with States to facilitate the acquisition, reacquisition or confirmation of nationality by stateless persons.

25.4 By adopting inclusive and comprehensive approaches, the Office will contribute to relevant³ goals contained in the 2030 Agenda for Sustainable Development, ensuring that persons of concern are not left behind in development processes. This involves leveraging development partnerships, in the spirit of the global compact on refugees; collaborating with governments and partners to promote the inclusion of persons of concern in national emergency preparedness and response plans; and responding to emergency situations, in line with its strategy on accountability to affected populations. The work of UNHCR will be guided by its global results framework, which was utilized for the first time to guide the 2022 planning and budgeting process. The Office will continue to refine elements of its organizational transformation to enhance its effectiveness and predictability in responding to humanitarian crises.

25.5 For 2023, the Office's planned deliverables will include support to host countries in managing their response to and recovery from the COVID-19 pandemic, with an emphasis on the inclusion of persons of concern. In this regard, UNHCR has mainstreamed lessons learned and best practices in respect to the COVID-19 situation, updating business continuity protocols and upgrading emergency preparedness and response measures. These special measures related to COVID-19 will continue in 2023 and include increased budgetary flexibility awarded to partners, more extensive use of digital technologies and a stronger risk-based approach to project monitoring. The Office will also leverage delegated authorities and emergency procurement provisions to bolster regional supplies of core-relief items, and cash-based interventions will be implemented using contactless operating modalities more extensively.

25.6 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) Some 90,000 previously stateless individuals acquiring nationality or having it confirmed;
- (d) Some 24 million refugees and asylum seekers having improved access to protection and assistance as an outcome of registration in the Population Registration and Identity Management EcoSystem;

³ See A/AC.96/1213/Rev.1 chap. I.E, para. 61 and table I.17, p. 21.

- (e) Some 11 million persons of concern accessing protection services because of UNHCR's focus on mitigating the effects of COVID-19;
- (f) Effective operational support and agile emergency preparedness and response maintained, with rapid operational delivery, through strategically located global stockpiles, meeting the needs of up to 600,000 people within 72 hours.

External factors for 2023

- 25.7 With regard to external factors, the overall plan for 2023 may be impacted by the following planning assumptions:
- (a) Security conditions in most countries will 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 the Office to respond to urgent protection and assistance needs;
 - (b) States and the international community at large will remain committed to contributing to and supporting implementation of the global compact on refugees;
 - (c) Asylum space in some countries will be narrowed, with increasingly restrictive admission and asylum policies towards refugees and asylum seekers, requiring enhanced protection responses;
 - (d) Significant funding gaps will hamper the operational scope of assistance provided by UNHCR, particularly if there is no increase in resources commensurate with the increased needs of persons of concern;
- 25.8 Where feasible, as noted in paragraph 25.5, the programme plan for 2023 will streamline lessons learned thus far from COVID-19 pandemic. Notwithstanding the external factors listed above, the programme plan for 2023 assumes that the proposed deliverables and activities will be feasible to implement. Should planned deliverables and activities be impacted, modifications will be made in pursuance of the objective, strategies and mandates. Such adjustments would be reported as part of the programme performance report.
- 25.9 Partnerships will remain key to achieving the programme plan. The Office will work closely with an array of partners at the global, regional, national and local levels. These include governments, regional organizations, international humanitarian and development organizations, financial institutions, non-governmental organizations, the private sector, academia and persons of concern. The Office will remain committed to the principle of participation, ensuring that persons of concern who benefit from the programme activities should be consulted over decisions that affect their lives. The engagement of partners beyond the traditional humanitarian sphere will be critical to mobilizing effective responses and pursuing solutions to forced displacement and statelessness. The Office reached its Grand Bargain commitment of providing 25 per cent of its programme expenditure through local and national responders in 2019. Preliminary data for 2021 reflects sustained commitment, estimating disbursement at \$ 751 million, or 25 per cent.
- 25.10 With regard to the United Nations system, UNHCR will closely cooperate with the revamped resident coordinator system, Humanitarian Coordinators and United Nations country teams to ensure that overarching protection and solutions strategies are taken into account. UNHCR will share its expertise and provide advice on protection matters to its partners with the United Nations, ensuring the centrality of protection throughout the humanitarian response. The Office will remain engaged in relevant United Nations fora, particularly 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 for Sustainable Development.
- 25.11 With respect to its operational activities, deliverables and results, the Office will remain committed to a non-discriminatory approach and to the needs of the vulnerable. UNHCR will pay particular attention to gender

equality and redouble efforts to prevent gender-based violence, ensuring that victims have access to health care, psychosocial support, safe shelter and legal aid. This is in line with the Office's policy⁴ on the subject. Community engagement will be strengthened and awareness-raising initiatives prioritized in this regard.

- 25.12 In line with the United Nations Disability Inclusion Strategy, UNHCR will implement its 2020–2024 action plan for disability inclusion. It will seek to identify persons of concern with disabilities during registration exercises in order to better target their needs. The Office will leverage the International Disability Alliance to advance its strategy on disability inclusion. It will engage persons with disabilities and relevant organizations. The Office will pursue capacity-building on disability inclusion in displacement and statelessness situations, advocate disability inclusion in key humanitarian forums, including the Global Refugee Forum, and ensure policy implementation and monitoring.

Evaluation activities

- 25.13 UNHCR publishes its evaluation workplan, evaluation reports and management responses to recommendations stemming from evaluations on its public evaluation webpage. From 2021, UNHCR requires country operations and regional bureaux to prepare multi-year monitoring and evaluation plans. The following evaluations completed in 2021 have guided the proposed programme plan for 2023:

a) Evaluation undertaken by the UNHCR Evaluation Service

1. Strategic and centralized evaluations of UNHCR performance:

- UNHCR's engagement on development cooperation;
- Statelessness;
- Asylum capacity development;
- Voluntary repatriation and reintegration; learning and development;
- Level 3 response to internal displacement in the Democratic Republic of the Congo;
- Level 2 and 3 response in the Sahel;
- Synthesis of accountability to affected populations;

2. Decentralized evaluations and reviews of UNHCR performance:

- Sports programming for refugee inclusion and protection;
- Project on caring for refugees with noncommunicable diseases;
- Project on saving maternal and newborn lives in refugee situations in Cameroon, Chad and Niger;
- Child protection programming;
- United Kingdom of Great Britain and Northern Ireland Home Office alternatives to detention;
- *Somos Panas* campaign in Colombia;
- IKEA Foundation livelihoods and energy projects among Somali refugees and host communities in Ethiopia;

(b) Joint evaluations on United Nations system-wide performance:

- Protection of the rights of refugees during COVID-19 (conducted jointly with the Organisation for Economic Co-operation and Development's Assistance

⁴ Available from <https://www.unhcr.org/publications/brochures/5fa018914/unhcr-policy-prevention-risk-mitigation-response-gender-based-violence.html>.

- Committee and managed by UNHCR and the governments of Colombia, Finland and Uganda);
 - Year 1 of the UNHCR-UNICEF Blueprint for Joint Action for Refugee Children, co-led by UNHCR and UNICEF;
 - Inter-agency humanitarian evaluation in Yemen, led by OCHA with UNHCR.
- (c) Evaluations undertaken by the Office for Internal Oversight Services, the Joint Inspection Unit and other entities: Due to the maturity of the evaluation function in UNHCR, and the fact that UNHCR is not part of the United Nations Secretariat, OIOS has ceased to undertake evaluations of UNHCR programmes. However, OIOS past recommendations continue to orient UNHCR's work.
- 25.14 UNHCR organizational priorities will continue to be informed by evaluations, based on lessons learned. For example, key recommendations of the evaluation of initiatives led by UNHCR initiatives to end statelessness will significantly strengthen the organization's responses and bolster efforts made by stakeholders in the last years of the #IBelong Campaign and beyond. The cyclone Idai evaluation is influencing a revision of the organization's emergency preparedness and response policy aimed at strengthening the predictability of its response to natural disasters in 2022 and beyond.
- 25.15 Further efforts will be made to ensure that evaluation findings are more accessible and to promote their uptake and use including through videos, interactive online briefs and presentations, and synthesis reports.
- 25.16 The following evaluations of global UNHCR strategies and policies are planned for 2023:
- (a) (1) An evaluation of the organization's regionalization and decentralization process;
 - (2) An evaluation of development partnerships, solutions and disengagement strategies;
 - (3) Country strategy evaluations, as multi-year strategic planning is rolled out across UNHCR;
 - (b) The Joint Inspection Unit has also established a short list of potential evaluation topics that are relevant to UNHCR programmes and operations:
 - Review of decentralized evaluation functions in the United Nations;
 - Review of implementation of recommendations by the Joint Inspection Unit in the United Nations system;
 - Health insurance schemes;
 - Human resources function in the United Nations system;
 - Policies and practices in relation to non-staff;
 - Flexible working arrangements;
 - Payroll and treasury services;
 - UNHCR response to COVID-19;
 - Impact of COVID-19;
 - Duty of care;
 - Repositioning of the United Nations development system.

Programme performance in 2021

Response and mitigation measures lessening the impact of the COVID-19 pandemic on persons of concern

- 25.17 The continuation of the COVID-19 pandemic in 2021 impacted the implementation of the programme for that year. UNHCR focused on bolstering public health services, water, sanitation and hygiene activities, education programming, and the provision of shelter and core relief items. The programme also addressed protection and socioeconomic needs arising from the situation. The activities particularly targeted individuals who were newly vulnerable due to loss of income and livelihoods or who were already vulnerable but whose situation had further deteriorated. Specific attention was paid to women and girls due to heightened risks stemming from the pandemic.

- 25.18 The Office worked to address the challenges by swiftly identifying needs, reprioritizing and reallocating resources, and introducing measures to increase flexibility. It adjusted programming to mitigate the impact of the virus and ensure the continuity of essential protection and assistance services. UNHCR advocated equal access to vaccines for persons of concern and carried out information campaigns about risks and mitigation measures associated with the pandemic. In the context of internal displacement, and its leadership and coordination accountabilities in relation to the protection, shelter, and camp coordination and camp management clusters, UNHCR ensured an effective COVID-19 response. Progress towards the objective is presented in table 25.I below.

Table 25.I

Performance measure

| <i>2019 (actual)</i> | <i>2020 (actual)</i> | <i>2021 (actual)</i> |
|----------------------|--|--|
| N/A | By December 2020, over 15.34 million persons of concern accessed protection services, and 7.85 million benefited from cash assistance. Nearly 9.38 million persons of concern had accessed health services, with some 605,000 individuals receiving mental health and psychosocial support and over 1.18 million women and girls receiving comprehensive care. | As of 30 June 2021, 11 million persons of concern accessed protection services, and 4 million benefited from cash assistance. Some 4.2 million accessed health services, with more than 200,000 individuals receiving mental health and psychosocial support, and over 600,000 women and girls accessing comprehensive health services. In addition, almost 900,000 children were supported with connected or home-based learning. |

^a final data for 2021 will only be available in March 2022.

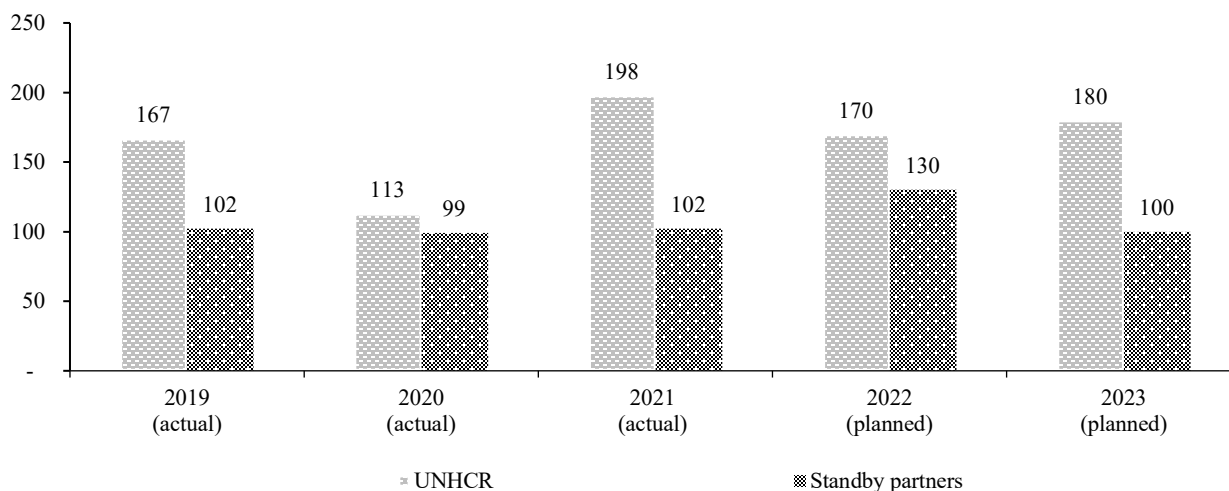
Planned results for 2023**Result 1: Emergency deployments in support of persons of concern****Programme performance in 2021 and target for 2023**

- 25.19 The Office met its planned target in 2021, as reflected in its programme budget⁵, ensuring an effective emergency response. This was achieved through nearly 200 deployments from the internal roster and over 100 from emergency standby partners. Experts in protection, shelter, water, sanitation and hygiene, cluster and sector coordination, and information management, among others, helped ensure a rapid surge of operational capacity.
- 25.20 In 2023, emergency deployments are expected to involve 180 experts from UNHCR and 100 from emergency standby partners. The Office will continue to maintain an active roster of emergency support staff and will continue to adjust its response to changing operational contexts. It will also adapt modalities where necessary, such as the use of in-country deployable experts and the provision of online remote support. Progress towards the objective and target for 2023 are presented in figure 25. I below.

Figure 25.I

Performance measure: Number of personnel deployed to respond to emergencies (annual)

⁵ See A/75/6/Add.1.



Result 2: Strengthening protection of and enabling durable solutions for refugees and asylum seekers through individual registration

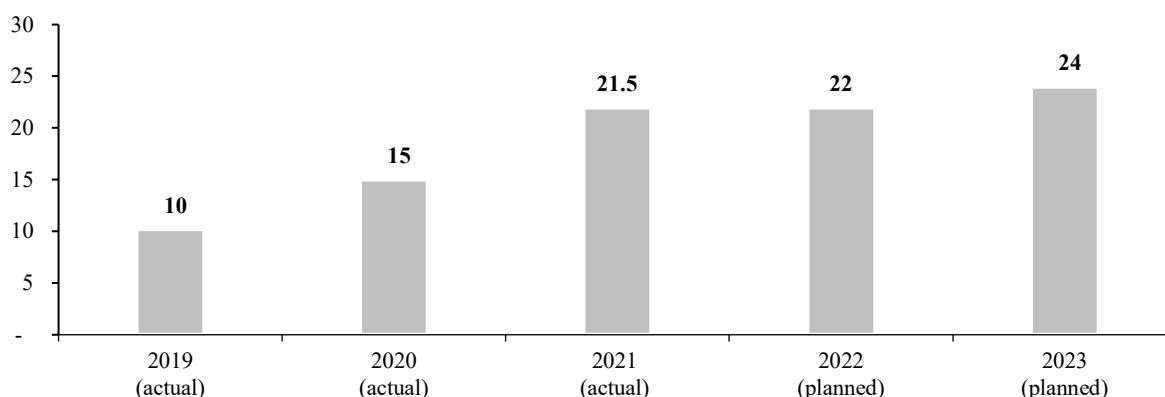
Programme performance in 2021 and target for 2023

- 25.21 In 2021, the programme contributed to improved access to protection and assistance through the individual registration of refugees and asylum seekers in the Population, Registration and Identity Management Ecosystem, which provides a suite of interoperable registration, identity management and case management tools and applications. The Office shared resources and expertise in strengthening national capacities for registration and documentation, including support for digitalization, biometrics and other relevant technologies. By the end of 2021, over 100 operations were using the system, with some 21.5 million refugees and asylum seekers registered and exceeding the planned target of 20 million.
- 25.22 In 2023, the UNHCR will strengthen its identity management capability and expand the coverage of the system, as well as case management tools and applications. A target of 24 million individually registered refugees and asylum seekers has been planned. Progress towards the objective and target for 2023 are presented in figure 25.II below.

Figure 25.II

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

(Millions of persons)



Result 3: Providing solutions for refugees at risk through resettlement

Proposed programme plan for 2023

- 25.23 Resettlement plays a vital role in achieving the Office's mandate to provide international protection to refugees and to seek durable solutions to their plight. It also represents an area for tangible burden- and responsibility-sharing. The resettlement needs of refugees have steadily increased, reaching 1.47 million in 2022, and are expected to further rise in 2023. In line with the multi-stakeholder strategy on resettlement and complementary pathways, the Office will support Member States to establish or expand resettlement programmes. Engagement with global stakeholders will continue so that the figure of 3 million refugees who can access third-country solutions by 2028 remains realistic. In 2023, the global yearly departures target⁶ is set at 100,000. The Annual Tripartite Consultations on Resettlement will continue to be the primary vehicle for collaboration with governments, international organizations and non-governmental organizations in enhancing the use of resettlement, and identifying and addressing challenges, while shaping joint strategies. The Office will engage with and support new community sponsorship programmes through the Global Refugee Sponsorship Initiative. It will also implement secure methods of transferring personal data in the context of resettlement and complementary pathways, through data-sharing agreements completed with States and partners.

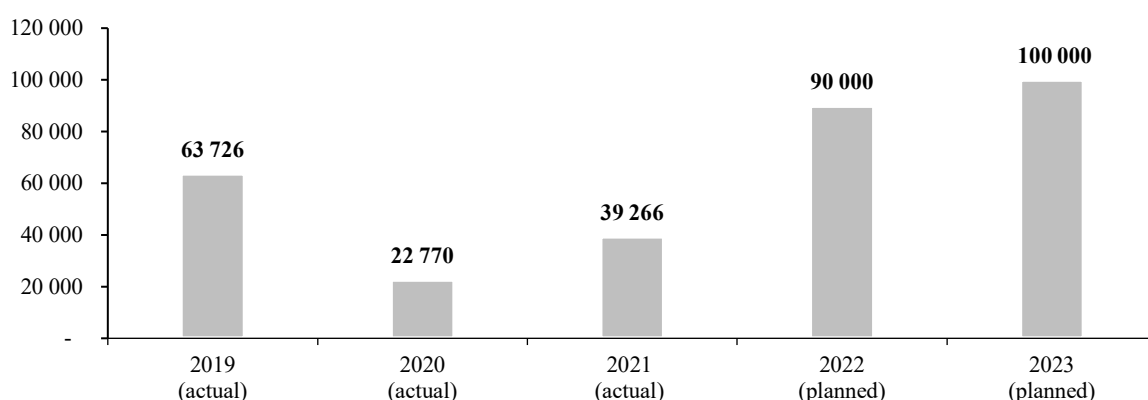
Lessons learned and planned change

- 25.24 The COVID-19 pandemic impacted the Office's ability to refer refugees for resettlement and the capacity of Member States to receive them. This required the adoption of more flexible processing mechanisms to mitigate the impact of COVID-19 containment measures, which affected face-to-face interviews for UNHCR referrals, resettlement country interviews and reception capacity in resettlement countries. Innovative working methods, such as video interviews and virtual counselling and communications with refugees, were adopted by UNHCR and Member States. By streamlining flexible processing mechanisms, the 2023 programme aims to ensure that resettlement processes remain uninterrupted. Expected progress towards the objective is presented in figure 25.III below.

Figure 25.III

Performance measure: Number of resettled refugees

(Thousands of persons)



⁶ The departures target relates to the number of refugees that depart on resettlement to third countries.

Legislative mandates

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

General Assembly resolutions

| | | | |
|------------------------|--|--------|--|
| 319 A (IV) | Refugees and stateless persons | 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 |
| 428 (V) | Statute of the Office of the United Nations High Commissioner for Refugees | | |
| 538 B (VI) | Assistance and protection of refugees | 70/1 | Transforming our world: the 2030 Agenda for Sustainable Development |
| 1166 (XII) | International assistance to refugees within the mandate of the United Nations High Commissioner for Refugees | 74/160 | Protection of and assistance to internally displaced persons |
| 50/152; 73/151; 75/163 | Office of the United Nations High Commissioner for Refugees | 46/108 | Assistance to refugees, returnees and displaced persons in Africa |

Conventions and conference declarations

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

Convention relating to the Status of Stateless Persons, 1954

Convention on the Reduction of Statelessness, 1961

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

Cartagena Declaration on Refugees, 1984

Convention on the Rights of the Child, 1989

San José Declaration on Refugees and Displaced Persons, 1994

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

Deliverables

25.26 Table 25.2 lists all deliverables of UNHCR.

Table 25.2

Deliverables for the period 2021–2023, by category and subcategory

| <i>Category and subcategory</i> | <i>2021planned</i> | <i>2021 actual</i> | <i>2022 planned</i> | <i>2023 planned</i> |
|---|--------------------|------------------------|-------------------------|-------------------------|
| A. Facilitation of the intergovernmental process and expert bodies | | | | |
| Parliamentary documentation (number of documents, per entity/theme) | 18 | 16 | 16 | 16 |
| 1. Report of the United Nations High Commissioner for Refugees to the General Assembly | 1 | 1 | 1 | 1 |
| 2. 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 | 7 | 7 | 7 |
| 6. Reports of the Standing Committee to the Executive Committee | 4 | 4 | 4 | 4 |
| 7. General Assembly on the annual programme budget of the Office of the United Nations High Commissioner for Refugees | 1 | 1 | 1 | 1 |
| Substantive services for meetings (number of three-hour meetings, per entity/theme) | 32 | 34 | 31 | 35 |
| 8. Advisory Committee on Administrative and Budgetary Questions | 2 | 2 | 2 | 2 |
| 9. Fifth Committee | 1 | 1 | 1 | 1 |
| 10. Committee for Programme and Coordination | 1 | 1 | 1 | 1 |
| 11. the Executive Committee and Standing Committee | 23 | 25 | 26 | 26 |
| 12. the Ad Hoc Committee of the General Assembly for the Announcement of Voluntary Contributions to the Programme of the United Nations High Commissioner for Refugees | 1 | 1 | 1 | 1 |
| 13. Global Refugee Forum | 4 | 4 | 0 | 4 |
| Documentation services for meetings (thousands of words) | 200 | 285 | 200 | 200 |
| 14. Executive Committee and Standing Committee documents | 200 | 285 | 200 | 200 |
| B. Generation and transfer of knowledge | | | | |
| Field and technical cooperation projects (number of projects) | 6 | 6 | 6 | 9 |
| 15. managed by headquarters and implemented in cooperation with implementing partners on (a) attaining favorable protection environment; (b) realizing rights in safe environments; (c) empowering communities and (d) securing solutions | | | | |
| Seminars, workshops and training events (number of days) | 60 | 40 | 60 | 60 |
| 16. Training courses for government and implementing partners on emergency management, refugee law, protection and operations management | 45 | 30 | 45 | 45 |
| 17. Seminars on programme areas for UNHCR implementing partners and government officials, including on the global compact on refugees. | 15 | 10 | 15 | 15 |
| Fact-finding, monitoring and investigation missions (# of countries) | 25 | 20 | 45 | 45 |
| Humanitarian assistance missions (# of countries) | | | | |
| undertaken by the senior executive team | 30 | 24 | 50 | 50 |
| Publications (number of publications) | 6 | 7 | 6 | 6 |

| | | | | |
|--|-----------|-----------|-----------|-----------|
| 18. Mid-year and year-end trends of global forced displacement | 2 | 2 | 2 | 2 |
| 19. on a range of protection-related themes | 5 | 6 | 7 | 7 |
| Technical materials (number of materials) | 20 | 23 | 20 | 20 |
| 20. the Executive Committee and the Standing Committee | 20 | 23 | 20 | 20 |

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.

Direct service delivery: biometric registration of 24 million persons of concern; cash assistance to some 8 million persons of concern across operations; at least 400,000 persons of concern provided with shelter-related relief items; approximately 14 million persons of concern access protection services; access to a sustainable source of electricity to about 2 million people of concern; about 90,000 people acquired nationality or had it confirmed; at least 85 per cent of UNHCR operations with functioning complaint and feedback mechanisms in place.

D. Communication deliverables

Outreach programmes, special events and information materials: special annual events: (a) international consultations with NGOs; (b) High Commissioner's dialogue on protection challenges with States, academics, NGOs and other stakeholders; (c) World Refugee Day, focusing on raising public awareness of refugee issues and increasing support for refugees; (d) Nansen Refugee Award, a yearly event intended to acknowledge people, groups and organizations for their outstanding work on behalf of forcibly displaced people; (e) at least 80 goodwill ambassadors and other high profile supporters, spanning all regions and including advocates who are themselves former refugees, to raise awareness and amplify voices of refugees and others of concern; (f) www.refworld.org is the reference website on protection containing UNHCR's policies, thematic guidelines, information on Country of Origin, news and statistics etc.

External and media relations: media briefings and press conferences reaching a global and geographically diverse audience on the work of UNHCR and situations relating to refugees and others of concern; regular media engagements on protection and operation-related themes and issues.

Digital platforms and multimedia content: multimedia content (text, photos and videos) at www.unhcr.org on the work of UNHCR and issues relating to refugees and others of concern; UNHCR global social media accounts;

[.....]

Annexe II

Projet de décision sur le projet de programme du HCR dans le projet de budget-programme du Secrétaire général pour 2023

Le Comité permanent,

Prend note du titre VI, chapitre 25, programme 21 : protection internationale, solutions durables et assistance aux réfugiés du projet de budget-programme des Nations Unies pour 2023.
