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**Executive Committee of the  
High Commissioner's Programme**  
Seventy-third session  
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Item 6 of the provisional agenda  
**Consideration and adoption of the  
annual programme budget 2023**

## **Annual programme budget 2023 of the Office of the United Nations High Commissioner for Refugees (A/AC.96/1224)**

### **Report of the Advisory Committee on Administrative and Budgetary Questions**

#### **I. Introduction**

1. The Advisory Committee on Administrative and Budgetary Questions has considered an advance version of the annual programme budget 2023 of the Office of the United Nations High Commissioner for Refugees (A/AC.96/1224). During its consideration of the report, the Committee was provided with additional information and clarification, concluding with written responses received on 3 August 2022. The Advisory Committee notes the timely submission of UNHCR's proposed annual budget for its review.

2. The Advisory Committee will consider the financial report and audited financial statements for the year ended 31 December 2021 and the report of the Board of Auditors on the voluntary funds administered by the United Nations High Commissioner for Refugees during its fall session 2022. The Committee will include its main observations on any issues specific to UNHCR in its related report, which will be presented to the General Assembly in the fourth quarter of 2022.

## II. Financial resources and related matters

**Table 1**  
**Revised and current budgets for 2022 and proposed 2023**  
*(in thousands of US dollars)*

	2022 budget		2023		Variance					
	Original	Variance	Current		Proposed	Proposed vs Original				
			Current	Proposed vs Current						
	Amount	% over total	Amount	% over total	Amount	% over total	Amount	% change	Amount	% change
West and Central Africa	824,260	9%	884,066	8%	896,486	9%	12,420	1%	72,226	9%
East and Horn of Africa and the Great Lakes	1,880,186	21%	1,880,186	18%	2,021,249	20%	141,063	8%	141,063	8%
Southern Africa	436,508	5%	436,508	4%	471,462	5%	34,954	8%	34,954	8%
Middle East and North Africa	2,432,453	27%	2,432,670	23%	2,470,154	24%	37,483	2%	37,700	2%
Asia and the Pacific	848,124	9%	1,081,604	10%	944,741	9%	(136,863)	-13%	96,617	11%
Europe	591,261	7%	1,821,584	17%	1,293,533	13%	(528,051)	-29%	702,272	119%
Americas	779,374	9%	779,583	7%	827,188	8%	47,605	6%	47,814	6%
<b>Subtotal country and regional programmes</b>	<b>7,792,167</b>	<b>87%</b>	<b>9,316,201</b>	<b>88%</b>	<b>8,924,814</b>	<b>87%</b>	<b>(391,388)</b>	<b>-4%</b>	<b>1,132,647</b>	<b>15%</b>
Global programmes	520,803	6%	539,500	5%	542,115	5%	2,615	0%	21,312	4%
Headquarters	241,038	3%	238,799	2%	246,650	2%	7,851	3%	5,612	2%
<b>Subtotal programmed activities</b>	<b>8,554,008</b>	<b>95%</b>	<b>10,094,500</b>	<b>96%</b>	<b>9,713,578</b>	<b>95%</b>	<b>(380,922)</b>	<b>-4%</b>	<b>1,159,571</b>	<b>14%</b>
Operational reserve	427,700	5%	427,502	4%	485,679	5%	58,177	14%	57,979	14%
Junior Professional Officers	12,000	0%	12,000	0%	12,000	0%	—	0%	—	0%
<b>Total</b>	<b>8,993,708</b>	<b>100%</b>	<b>10,534,003</b>	<b>100%</b>	<b>10,211,257</b>	<b>100%</b>	<b>(322,745)</b>	<b>-3%</b>	<b>1,217,549</b>	<b>14%</b>

3. As indicated in Table 1 above, the 2023 budgetary requirements of the Office of the United Nations High Commissioner for Refugees for regional programmes, headquarters and global programmes, amount to a total of \$10,211,257,000, reflecting a decrease of \$322,745,000 (3.0 per cent) as compared with the current budget of \$10,534,003,000 approved as at 31 May 2022. The consolidated 2023 budgetary requirements comprise: (a) \$9,713,578,000 for country and regional programmes (\$8,924,814,000), global programmed activities (\$542,115,000), and headquarters activities (\$246,650,000); (b) \$485,679,000 for the operational reserve; and (c) \$12,000,000 for the Junior Professional Officer (JPO) Fund (A/AC.96/1224, Table I.19). The UNHCR budget is a needs-based budget, and shows shifts in funding between projected needs and actual funds available. The report indicates that over the last 10 years (2012-2021) the final programme budget increased at an average rate of 9.1 per cent, while funds available and expenditure rose at an average rate of 7.9 per cent and 8.3 per cent, respectively, indicating an increasing gap between needs and available funding (ibid, para 13). **The Advisory Committee notes that the UNHCR budget is presented on a needs basis and that the level of available funding has fluctuated. The Committee further notes the increase in requirements relating to headquarter activities compared with country and regional programmes and trusts that further clarification will be provided to the Executive Committee at the time of its consideration of the present report.**

4. The report indicates that the 2023 programme budget is underpinned by the High Commissioner's strategic directions, which were renewed for the period 2022-2026. These are reflected in the organization's strategies at the global, regional and country level, and establish direct linkages with the organization's plans and budgets to ensure the progression of strategy into action (ibid, para. 30).

5. The report provides an update of the major reforms and strategic focus areas under the renewed strategic directions that UNHCR will pursue in 2023 (ibid, paras. 30 to 47):

(a) Governance of the business transformation programme. Upon enquiry, the Advisory Committee was informed that the aim is to set out the robust framework and project governance and oversight via a cascading structure of bodies, each with a related focus aimed at ensuring the success of the business transformation programme and, ultimately, UNHCR's transformation as a whole, namely: Transformation Governance Board (TGB), Programme Executive Committee (PEC), Project Steering Committee (PSC) and Programme Management Office. Risk registers are in place at the programme and project level, with reporting and, as needed, escalation to the PSC, PEC and TGB;

(b) Implementation of the green financing facility. The Committee was informed that the project receives and manages voluntary contributions earmarked to encourage the greening of UN offices;

(c) Transformation of the vehicle fleet and amended travel policy. Upon enquiry, the Advisory Committee was informed that UNHCR is partnering with the World Food Programme (WFP) to utilize the WFP global travel management contract (see also para. 33 (f) below);

(d) Accountability and oversight, including the five-year strategy of the Inspector General's Office. The Committee was provided with additional information regarding independent oversight providers, the monitoring of UNHCR activities and the creation of an anti-fraud unit in the Office of the Inspector General that were intended to strengthen UNHCR's capacity to address both proactively and reactively financial fraud and aid diversion. The Committee was informed that the increased capacity is planned to comprise two Senior Investigation Specialists (Fraud, P-4) and two general service posts (one Investigation Associate, G-6 and one Oversight Associate, G-6), which would require resources of \$0.55 million per year, when fully staffed;

(e) Sexual exploitation and abuse and sexual harassment. Upon enquiry, the Committee was provided with information relating to the dedicated capacity established by the High Commissioner in 2018, the measures employed and resources devoted to the effort, as well as key lessons learned and best practices. The Committee was also provided with statistics of reported cases, and notes that UNHCR received 28 allegations of sexual exploitation and abuse involving its personnel in 2020, 26 allegations in 2019 and

34 allegations in 2018. As of 30 June 2022, UNHCR received 12 allegations of sexual exploitation and abuse involving its personnel in 2022.

6. **The Advisory Committee encourages UNHCR to continue to strengthen its efforts in the aforementioned areas, in particular to expedite the process to address accountability and oversight and sexual exploitation and abuse and sexual harassment. The Committee trusts that further information regarding the strategic focus areas, as well as the impact of the increased investment in the Office of the Inspector General, will be provided in future budget reports.**

7. The report provides information on the mapping of the 2023 proposed budget to four impact areas, following the establishment of “impact areas” introduced in the 2022 annual budget under UNHCR’s new global results framework, namely: Impact area 1: attaining favourable protection environments, amounting to \$2,429.4 million (24 per cent); Impact area 2: realizing rights in safe environments, amounting to \$4,181,100 (47 per cent); Impact area 3: empowering communities and achieving gender equality, amounting to \$1,338.6 million (13 per cent); and Impact area 4: securing solutions, amounting to \$1,130.5 million (11 per cent) (ibid, para 51 and Table I.15; see also A/AC.96/1213, summary and para. 56).

#### **A. Budget methodology: variances between the 2022 current budget and the 2023 proposed budget**

8. The 2023 proposed budget for global programmes and headquarters amount to \$542.1 million and \$246.7 million, respectively. Compared to 2022, there is a projected \$7.9 million increase, or 3 per cent, for headquarters; and a projected \$2.6 million increase, or nearly 1 per cent, for global programmes (A/AC.96/1224, para 74 and Table II.8). The main variances between the 2022 current budget and the 2023 proposed budget are described in paragraphs 75 and 76 of the report, including budget decreases under executive direction and management, the programme support component, programme component and Headquarters and global programme by results. Budget increases under the headquarters component relate to treasury functions, the human resources solution Workday, global supply management platforms and upgraded protection services and support for resettlement activities. Increases under global programmes include strengthening resource mobilization, global communications and registration data and knowledge management in the Global Data Service.

9. As regards the budget methodology, upon enquiry, the Committee was informed that UNHCR’s cost classification methodology comprises three cost categories: (a) programme costs; (b) programme support costs; and (c) management and administration costs that are only incurred at Headquarters. The proposed management and administration budget for 2023 is \$193.3 million, with 734 posts and headquarters costs mostly funded from in cash or in-kind voluntary contributions, along with the United Nations regular budget allotment to UNHCR (see also A/AC.96/1224, paras. 2, 9 and 74, tables 1 and 3 of Annex I).

10. The Committee was also informed that, at the planning stage of a new budget and in cooperation and coordination with partners and other stakeholders, the operations and headquarters divisions and entities submit strategies and identify the impacts and outcomes that they are planning to achieve. The operations indicate outputs supported by needs-based budgets that contribute to impacts and outcomes. Once submitted, the strategies are reviewed by regional bureaux and various headquarters divisions before their review by the senior executive team and approval by the High Commissioner. Following approval of the programme budget by the Executive Committee, the operations, regional bureaux and headquarters divisions and all other entities prepare detailed budgets for implementation. They prioritize, refine and define their deliverables based on the most realistic projections for voluntary contributions and other revenue in the budget year. The Committee was informed that there are two targets for output indicators: (a) the needs-based level (how much UNHCR aspires to deliver); and (b) the most realistic funding framework (how much UNHCR can deliver based on the available resources). The Committee was further informed that, as funds become available during the budget year, resource-based targets are continually revised. Further, UNHCR monitors the linkages between resources and results on an on-

going basis and ensures that resources are continually prioritized towards areas where they are most needed (see also [A/AC.96/1224](#), Table 1.2 and paras. 13-15).

11. The Committee was informed that, in October each year, the Executive Committee approves the programme budget for the following year. The operations, regional bureaux and headquarters divisions and all other entities are issued an initial spending authority that is based on the most realistic funding projections at that time; offices prioritize activities that fall within these projections, prioritize their activities and detail their budgets; and core indicators associated with impact and outcome areas enable measurement of changes globally, with targets set for indicators based on what is feasible to achieve in each context and aligned to national goals. The Committee was also provided with information regarding the four transformative projects that the Global Data Service plans to implement in 2023 and beyond, as well as the increased resources proposed in the amounts of \$17,587,000 in 2022 and \$18,493,000 in 2023. **The Advisory Committee notes that enabling areas do not have core indicators and that indicators are developed by concerned entities based on good practice indicators made available by UNHCR. The Committee is of the view that greater efforts are necessary to capture the level of needs-based requirements at headquarters and in the field and expects that the expansion of the Global Data Service will lead to opportunities to triangulate data sources and greater information regarding impact and outcome areas as well as associated enablers and indicators. The Committee trusts that UNHCR will provide additional information to the Executive Committee on the link to needs-based requirements at the time of its consideration of the present report, as well as in the context of future budget reports.**

12. Upon enquiry, the Advisory Committee was informed that enabling areas do not have core indicators, and that good practice indicators are made available for various UNHCR entities to choose from when developing their indicators. **The Advisory Committee sees merit in the development of core indicators for enabling areas and trusts that such indicators will be included in future budget reports.**

13. In terms of currency rate exchange fluctuations, the Committee was informed that UNHCR does not use the same budget formulation methodology as the United Nations Secretariat and does not engage in budget recosting. UNHCR uses a needs-based budget methodology, whereby operations factor in anticipated needs in cooperation with stakeholders, including persons of concern. The Committee was informed that budgets include no contingencies and are prepared using the currency exchange rate in effect at the time the budget is formulated, roughly half a year prior to the start of the budget period, and that exchange risk is effectively managed at the implementation stage by the Treasury and Cash Service. The Committee was also informed that: UNHCR evaluates and assesses foreign exchange risk against set tolerance levels based on inbound and outbound cash flows; and, UNHCR holds a well-diversified global currency portfolio that is naturally hedged for the most part and benefits from a very high diversification of currencies with inflows in approximately 10 currencies and outflows in 100 currencies. **The Advisory Committee trusts that UNHCR will provide additional details on the management and impact of currency rate exchange fluctuations to the Executive Committee at the time of its consideration of the present report, as well as in the context of the next budget report.**

14. The report indicates that, for 2022, the United Nations appropriation amounts to \$42.2 million, a decrease of nearly \$1.0 million compared to 2021, and that the same amount of \$42.2 million is reflected in the programme budget for 2023. The report also indicates that, as voluntary contributions are unpredictable and fall short of actual needs, the United Nations regular budget contribution remains critical and its decrease in percentage terms over time is concerning. The share of United Nations contributions to the management and administrative costs of UNHCR is projected to drop to 22 per cent in 2023. Comparatively, it was 37 per cent in the 2010-2011 budget biennium (*ibid*, para. 78).

## **B. Revised and current budgets 2022**

15. The report represents the sum of the original programme budget for 2022 of \$8,993.7 million, which the Executive Committee approved at its seventy-second plenary

session in October 2021, and the 2022 supplementary budgets amounting to \$1,540.3 million, to address exceptional humanitarian and protection needs (*ibid*, summary). At 31 May 2022, the 2022 current budget was \$10,534.0 million, an increase of \$1,540.3 million (approximately 17 per cent) compared to the original annual budget for 2022. This is due to three supplementary budgets: (a) \$1,246.8 million for the Ukraine crisis; (b) \$233.9 million in support of the humanitarian situation in Afghanistan; and (c) \$59.6 million for the Cameroon crisis (*ibid*, paras. 24 to 26 and Table I.11).

### **C. Proposed programme budget 2023**

16. The proposed resources for 2023 for the regular budget contribution for section 25, International protection, durable solutions and assistance to refugees, amount to \$42,212,300 (before recosting) and reflect no change as compared to the appropriation for 2022. The General Assembly will consider the related report of the Advisory Committee in the main part of its seventy-seventh session ([A/76/6 \(Sect. 25\)](#), tables 25.3, 25.6 and 25.8).

### **D. Donor contributions**

17. The report indicates that UNHCR is constantly seeking more flexible funding (i.e. unearmarked and softly earmarked resources). Such funding helps cover acute needs at risk of being neglected and may serve to bridge a short-term financing gap until earmarked funding arrives, at which point flexible funds can be redeployed elsewhere. Table II.8 also indicates a proposed increase for UNHCR Innovation (\$7,954,000 in 2022; \$8,500,000 for 2023) ([A/AC.96/1224](#), Annex II, page 58; Table II.8). Upon enquiry, the Advisory Committee was informed that: the goal of the Innovation Service is to support and facilitate a culture of innovation and change at UNHCR; together with the Division of External Relations, the Service has also developed a multi-year fundraising strategy, which aims at proactively fundraising for its programmes; and the Service's budget for 2022 and 2023 reflects the anticipated increase in funding and the planned programmatic expansion.

18. The Committee was informed that the planned investments in resource mobilization are aimed at: broadening UNHCR's current donor base; seeking new sources of funding from development and thematic sources; increasing capacity to support country operations and regional bureaux in fundraising; and supporting fundraising partners. The expansion of the private sector and partnership service is rooted in UNHCR's strategy to broaden partnerships with corporations, foundations and philanthropists. The Committee was further informed that income generated from private sector partnerships increased from \$400 million in 2017 to \$625 million in 2021, of which a significant portion is unearmarked.

19. The Committee was informed that the increase in the 2023 budget for private sector partnerships foresees strengthened staffing for account management to generate increased fundraising opportunities for UNHCR in terms of income, donor acquisition, visibility and positioning. The Committee was further informed that a net increase of 96 posts is proposed for programme support, of which 49 are under global programmes and most of which are to enhance staff capacity in private sector partnerships aimed at strengthening fundraising (see paras. 17 above and 21 below).

20. As regards programme activity, the Committee was informed that private sector partnerships will continue to strategically invest \$157.5 million in 2023, focusing on priority countries, global partnerships, and fundraising programmes expected to deliver loyal donors and the highest long-term net income growth and return on investment, with the overall aim of expanding private sector fundraising and private sector partnerships globally. In addition, communications, public engagement activities and campaigns in support of forcibly displaced people will be scaled up to engage with the general public and to obtain shared-value partnerships that bring savings or financial benefits to UNHCR and grow innovative financing (see also *ibid*, table II.8).

**Table 2**  
**Total income results by income stream, 2017-2023**  
*(in thousands of US dollars)*

<i>Income stream</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022 (Mid-year results)</i>	<i>2022 (projection)</i>	<i>2023 (Budget plan)</i>
<b>Individual Giving</b>	276,062	292,127	304,697	339,591	377,198	208,399	350,000	425,000
<b>Private Partnerships</b>	124,137	129,383	116,959	197,941	248,082	136,878	200,000	275,000
<b>Total</b>	<b>400,199</b>	<b>421,510</b>	<b>421,656</b>	<b>537,532</b>	<b>625,280</b>	<b>345,278</b>	<b>550,000</b>	<b>700,000</b>
<b>Individual Giving Ukraine</b>	—	—	—	—	—	98,000	100,000	50,000
<b>Private Partnerships Ukraine</b>	—	—	—	—	—	391,200	400,000	100,000
<b>Grand Total</b>	<b>400,199</b>	<b>421,510</b>	<b>421,656</b>	<b>537,532</b>	<b>625,280</b>	<b>834,478</b>	<b>1,050,000</b>	<b>850,000</b>
<b>Of which unearmarked</b>	207,085	225,106	242,286	256,408	281,155	153,282	300,000	330,000

21. Upon enquiry, the Committee was provided with the information relating to income streams in table 2 above, and notes that the percentage of unearmarked funding ranges between 45 per cent and 57 per cent in the 2017 -2021 period. The Committee further notes the increase in income from private sector partnerships in the same period. **The Advisory Committee encourages UNHCR to continue to strengthen its fundraising efforts and further broaden its donor base, in order to achieve sufficient, predictable and sustained levels of voluntary and unearmarked funding and to provide detailed information thereon in the context of the next budget report. The Committee trusts that information regarding the return on the increased investment in the multi-year fundraising strategy and in the UNHCR Innovation Service will also be provided in future budget reports.**

## **E. Enterprise resource planning solution**

22. The report provides information on four new solutions that are key components of UNHCR's business transformation programme: (a) Workday, human resources solution; (b) Cloud ERP, finance and supply chain solution; (c) PROMS, project reporting, oversight and management solution; and (d) Synergy, external engagement system (ibid, paras. 38 and 39; Annex II, page 53). Upon enquiry, the Advisory Committee was provided with the benefits of each solution and was informed that the UNHCR strategy consisted of moving to cloud-based technology solutions, rather than to the on-premises solutions currently used by many United Nations agencies. The Committee was also informed that the "best of breed" solutions come with built-in industry best practices, which contribute to the simplification and effectiveness of UNHCR's business processes and offer interoperability with other systems; thereby, reducing the effort required for future integration with UNHCR and, possibly, external systems.

23. The Committee was also informed that similar to all other United Nations system agencies, UNHCR needs to ensure compatibility only with respect to limited "touch points" with other United Nations system organizations and that experience to date with the "best of breed" solution has not proven overly complicated to manage similar integrations. Furthermore, opportunities to collaborate with sister United Nations agencies are also being pursued to achieve efficiencies, including in the areas of strategic workforce planning and travel. The Committee was informed that the Cloud ERP is planned to be deployed in the third quarter of 2023, with a total budget of \$43,407 million. **The Advisory Committee notes the "best of breed" approach and that multiple other UNHCR systems will interface with the two core Cloud ERP and Workday systems. Nevertheless, the Committee reiterates the necessity to ensure that the new UNHCR enterprise resource planning systems are, as much as possible, compatible with and enable a seamless interface with all of the systems of those entities with which UNHCR collaborates, including the United Nations Secretariat, and trusts that further information thereon will be provided in the context of the next budget report.**



## F. Staffing

24. The overall UNHCR staffing levels are provided in Annex I, Table 3 of the report. The Committee notes the overall increase in staffing by programme. With respect to the 2023 proposed programme budget, a total 7,842 programme support posts are proposed: 6,911 in country and regional programmes, 699 under global programmes and 232 at Headquarters. A net increase of 96 posts is proposed for programme support: 33 in the field, 49 under global programmes and 14 at Headquarters (see also para. 19 above). As regards the United Nations regular budget contribution funds, the Committee was informed that 218 temporary posts under UNHCR's management and administration cost category are maintained stable by grade and function from year-to-year and represent approximately 30 per cent of the 734 total UNHCR management and administration posts (A/AC.96/1224, Annex III).

## G. Affiliate workforce

25. Upon enquiry, the Advisory Committee was provided the table below regarding the numbers of staff and non-staff personnel.

**Table 3**  
**UNHCR staff and non-staff personnel, 2019-2022**

<i>Year</i>	<i>Staff</i>	<i>Non-staff</i>	<i>Staff %</i>	<i>Non-staff %</i>	<i>Total workforce</i>	<i>Total workforce %</i>
2019	12,832	4,581	74%	26%	17,413	100%
2020	13,334	4,493	75%	25%	17,827	100%
2021	14,094	4,787	75%	25%	18,881	100%
Jul-22	15,159	4,973	75%	25%	20,132	100%

Note: Number of staff is based on headcount and differs from number of budgeted positions presented in the 2023 proposed programme budget.

26. As regards the conditions of service of non-staff personnel, the Advisory Committee was informed that, with the issuance of the UNHCR/AI/2020/7 Administrative Instruction on Managing Affiliate Workforce, UNHCR upgraded leave entitlements for individual contract holders, who now benefit from a wide range of leave possibilities. In addition, as part of the Workday implementation (see para. 22 above), UNHCR is looking into making all functionalities of the solution available to individual contract holders. The current offline hiring process will be end-to-end in Workday as of 1 October 2022; other functions, such as leave, absence and performance management, will also be in the system soon after. The Committee was informed that, by the end of 2023, the overall employee experience for this category of personnel will have increased with the above enhancements and launch of the in-house health insurance scheme.

27. In terms of health insurance, upon enquiry the Committee was informed that UNHCR is in contact with other UN organizations regarding their insurance offerings for non-staff employees with the goal of identifying the most suitable insurance options to directly hired individual contractors. UNHCR is also recruiting an insurance expert and aims at engaging its Medical Section to identify the best insurance package. UNHCR expects these efforts to take place in third and fourth quarters of 2022, so that a suitable insurance solution would become available in 2023. **The Advisory Committee notes UNHCR's efforts to improve the conditions of non-staff personnel, trusts that it will redouble its efforts to ensure that health insurance will be available to UNHCR-administered individual local contractors as soon as possible, and looks forward to an update thereon in the context of the next budget report.**



## H. Geographical mobility: UNHCR staff in-between assignments

28. As regards the UNHCR staff mobility management system and geographical mobility requirements, upon enquiry, the Advisory Committee was informed that UNHCR has a strong field orientation and presence, stemming from its mandate. The Committee was informed that approximately two-thirds of UNHCR's vacancy management is served through internal mobility/rotation of the serving international professional staff members and the remaining through conversion of the serving local staff, staff on temporary appointments and affiliated workforce, and external recruitment.

29. As regards staff between assignments, the report indicates that all UNHCR staff members may find themselves between assignments for various reasons at some stage in their careers. The most common cause is the rotation framework, as outlined in the 2017 Recruitment and Assignments Policy, with standard assignment lengths and rotations among duty stations. The varying categories of duty stations and rotation requirements may result in an occasional misalignment of positions with the workforce. The report indicates close monitoring to ensure that cases are kept to a minimum and the strategic efforts of UNHCR to reduce the number ([A/AC.96/1224](#), Table III.4, and Annex II, page 54). Upon enquiry, the Committee was informed that as of 27 July 2022 there were 20 staff in between assignments, that the number changes over time, and that UNHCR reports as staff in-between assignments those for whom a matching position has not yet been found at the time of the report. The number of staff charged to Special Staff Costs Cost Centre during the year determines the total expenditure for staff in-between assignments for a year. **The Advisory Committee notes the UNHCR staff mobility management system and trusts that posts subject to staff mobility and geographical mobility will also be filled by means of accessing available staff between assignments, as applicable, and looks forward to an update thereon in the next budget submission.**

## I. Junior Professional Officers

30. The report indicates that, at the end of May 2022, UNHCR had deployed 64 Junior Professional Officers (JPOs) funded by 20 donor governments and has leveraged lessons to strengthen the management of the programme (*ibid*, para. 92, Annex II, page 52). Upon enquiry, the Advisory Committee was provided with the number of JPOs by country of origin and informed that contributions for JPOs as at 2022 and 2023 are \$5.94 million and \$0.48 million, respectively. **The Advisory Committee notes the predominance of Junior Professional Officers from a limited number of countries and encourages UNHCR to seek greater representation within the Junior Professional Officers programme, including from the least developed countries, and looks forward to an update thereon in the next budget submission.**

## J. Gender statistics

31. The UNHCR gender parity plan is described in Annex II of the report ([A/AC.96/1224](#), page 55-56), in response to the Committee's prior recommendation. UNHCR is striving to achieve gender parity by 2026. Overall, UNHCR is approaching gender parity at all grade levels in the international professional category. **The Advisory Committee notes the efforts made to date and trusts that efforts will continue to be made to improve the gender balance in UNHCR, and that updated information regarding gender representation and the related recruitment efforts will be provided in the context of all future budget submissions.**

### III. Other matters

#### K. Resident coordinator system

32. As indicated in the budget report, UNHCR continued supporting key United Nations development system reforms, including through: the UNHCR global results framework; guidance to ensure alignment with the United Nations Management and Accountability Framework; a learning programme; and contributions in the amount of \$2.5 million in 2021. UNHCR country operations are also solicited by Resident Coordinators to provide ad-hoc financial contributions (A/AC.96/1224, page 57). **The Advisory Committee notes the information on financial support to the United Nations development system and the Mutual Accountability Framework and Working Arrangements provided in the context of the budget report. Nevertheless, the Committee trusts that more detailed information on the operational nature of the relationship between UNHCR and the Resident Coordinator System, and the areas of improvement and related efficiencies, will be presented in a transparent manner in future budget reports (see also para. 34 below).**

#### L. Business Innovation Group

33. Upon enquiry, the Advisory Committee was informed that UNHCR has been actively working towards the rollout of the initiatives of the United Nations Sustainable Development Group (UNSDG) Business Innovations Strategic Results Group (BIG) and has reported estimated cost efficiencies of \$11.3 million for 2021 to the United Nations Development Coordination Office (UNDCO). As regards the roll-out of initiatives, the Committee was provided with the following information, upon enquiry:

(a) **Global Shared Services:** UNHCR continues to participate in the Global Shared Service Task Team. In February and March 2022, the team mapped potential services that could be offered by various UN entities. UNHCR and WFP have jointly offered the United Nations fleet as a service (see paras. 5 (c) above and 33 (f) below). In April 2022, five services were prioritized for scale up, including the United Nations fleet. In June 2022, the Global Shared Service Task Team launched a survey to assess the needs of various United Nations entities for the global services that can be offered. The results from the survey are expected later in 2022;

(b) **Business Operations Strategy (BOS):** The United Nations country teams in 131 countries agreed on so-called business operations strategies to increase the efficiencies of enabling functions at country level, by sharing location-dependent services to the extent possible. UNHCR participates in the BOS in 92 operations. In March and April 2022, UNHCR actively participated in the first review of the BOS, which allowed operations to take stock of efficiencies realized thus far and to adjust the strategies, as necessary, to ensure realistic and deliverable projected efficiencies for 2022 and 2023. The Committee was informed that details on efficiencies were in a UNDCO dashboard;

(c) **Local Shared Service Centres (LSSCs):** In some United Nations operations, creating one LSSC for all United Nations entities that wish to participate may yield efficiencies, rather than each entity managing their location-dependent business processes individually. Between January and April 2022, UNHCR actively participated in reviewing the LSSC process in six pilot countries and will review the respective country business cases, opting into LSSCs wherever there is a business case;

(d) **Common Premises:** UNHCR has participated in the Task Team on Common Premises and Facility Services. The focus has been on providing guidance and tools for United Nations country teams, which intend to engage in the United Nations common premises renovation and construction and/or relocation projects, and to recommend solutions to enhance efficiencies and increase the number of common premises worldwide. Under the new UNSDG Efficiency Roadmap 2022-2024, the focus has been placed on locations with the highest savings potential. UNHCR supports this new methodology. The vast majority of

UNHCR's country operations have reported their data in the common premises stocktaking exercise;

(e) Mutual recognition: UNHCR signed the mutual recognition statement and continues to participate in the Mutual Recognition Task Team. This workstream started in March 2022. UNHCR strongly supports mutual recognition as an enabler for collaboration and consolidation of shared services; and,

(f) United Nations Fleet: In line with the United Nations efficiency reform, UNHCR and WFP have established a joint venture, United Nations fleet, to leverage their own expertise and experience to offer light vehicle provision to other United Nations agencies. UNHCR and WFP are investing in the United Nations fleet to provide benefit to the wider United Nations system. The United Nations fleet offers cost-effective vehicle leasing options and a portfolio of client-focused services that can meet the needs of almost any agency and operation. The United Nations fleet applies the three United Nations reform principles of client satisfaction, full cost recovery and mutual recognition to its business model. The United Nations fleet seeks to provide safe, efficient and sustainable vehicle lifecycle management, which in turn leads to cost reduction, lower emissions and increased road safety.

34. The Advisory Committee notes the efforts of UNHCR and the progress made with respect to the rollout of the initiatives of the Business Innovations Strategic Results Group, and trusts that detailed information, including quantifiable savings and efficiency gains, will be included systematically in future budget submissions (see also [A/AC.96/1213](#), Add.1, paras. 18-19).