

**Executive Committee of the
High Commissioner's Programme**

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**UNHCR's draft programme in the
Secretary-General's proposed programme budget
for 2022**

Summary

This paper presents UNHCR's draft programme (contained in annex I) in the Secretary-General's proposed programme budget for 2022. It is provided to the Standing Committee for review. The Committee is asked to take note of the draft programme through the adoption of the decision contained in annex II.

1. UNHCR has submitted the draft programme plan for 2022 (see annex I) to the Programme Planning and Budget Division of the United Nations Secretariat. In March/April 2021, the document will be issued under symbol A/75/6 (Sect.25), for the subsequent review of the advisory bodies and the approval of the General Assembly.
2. In keeping with paragraph 11 of resolution A/72/266, it is anticipated that the programme plan will be presented to the Committee for Programme and Coordination (CPC) in June 2021, following which the CPC will issue a report with conclusions and recommendations for approval by the General Assembly. The corresponding programme budget proposal will be considered by the Advisory Committee on Administrative and Budgetary Questions (ACABQ) during their session in June/July 2021. The Fifth Committee of the General Assembly will then consider the budget proposals in the final quarter of 2021.
3. Having been thoroughly examined by the Programme Planning and Budget Division of the United Nations Secretariat, the Standing Committee is asked to review the draft programme plan for 2022 and, through the decision contained in annex II, take note of it.

ADVANCE COPY

Seventy-fifth session

Items xxx and xxx of the preliminary list*

Programme planning

Proposed programme budget for 2022

Part VI

Human rights and humanitarian affairs

Section 25

International protection, durable solutions and assistance to refugees

Programme 21

International protection, durable solutions and assistance to refugees

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* [A/74/50](#).

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

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

Foreword

Violence, conflict, persecution and human rights abuses continue to drive people from their homes. At the end of 2020, more than 80 million people were forcibly displaced around the world. The plight of refugees, internally displaced persons (IDPs) and the stateless was compounded by the COVID-19 pandemic. Providing protection has become more challenging due to restrictions on movements and the closure of borders in some cases, while many of the displaced have been driven into deeper poverty and despair, losing their livelihoods and access to basic services and support.

In 2020, UNHCR stepped up its response to this global emergency and bolstered national efforts to stem the spread of the virus and its multiple consequences. This included, among other initiatives, expanding health, shelter, and water and sanitation programmes, as well as greatly extending cash assistance to address the socioeconomic situation and ensure the most vulnerable received support. These investments will continue to generate positive outcomes in 2021, 2022 and beyond, and will result in lasting effects through improved health and sanitation infrastructure.

Looking ahead, UNHCR notes that, while humanitarian assistance is desperately needed to save lives and reduce suffering, this alone is insufficient. It is imperative that refugees and other persons of concern are included in national responses, with host governments receiving adequate and predictable support from the international community. The Global Compact on Refugees (GCR), affirmed by the General Assembly in 2018, has been critical in reshaping how the international community responds to forced displacement. Its underlying thrust of inclusion of refugees in national programmes is needed now more than ever. Many countries around the world demonstrated the benefits of including refugees in their initial health responses to the pandemic, though further efforts are required – not only as vaccines are rolled out, but also as governments and international financial institutions develop economic rescue packages and social safety nets to support the most vulnerable.

In 2022, UNHCR will continue to strengthen protection and assistance for those in need, while advocating greater inclusion of the forcibly displaced and stateless people in national systems. The Office will also work with the international community to enhance support to refugee hosting countries and communities. Lessons drawn from the COVID-19 pandemic will be useful in developing preparedness measures for future pandemics and other crises. The Office will continue, according to its mandate, to innovate and improve its ways of working, in order to better prevent and respond to all forms of forced displacement and to bolster efforts aimed at achieving durable solutions. At the same time, UNHCR will aim to further reduce its carbon footprint and address the environmental impact of displacement through more environmentally sustainable responses.

UNHCR's transformation, particularly the decentralization of its regional bureaux and key support functions, were largely implemented ahead of the pandemic, allowing for a stronger response to the crisis, with authorities delegated closer to the point of delivery. The strides made to strengthen risk management will continue, as will the focus on maintaining the highest standards of integrity and a commitment to combat all forms of sexual exploitation and abuse and sexual harassment. In parallel, UNHCR will bolster efforts to address racism and promote diversity within the organization.

Despite the efforts of humanitarian workers around the world, the plight of the displaced can only be resolved if the international community puts humanity above politics and does more to prevent and end the conflicts and abuses that have driven millions of women, men and children from their homes.

(Signed) Filippo Grandi
United Nations High Commissioner for Refugees

A. Proposed programme plan for 2022 and programme performance for 2020

Programme of work

International protection, durable solutions and assistance to refugees

Overall orientation

Mandates and background

- 25.1 The Office of the United Nations High Commissioner for Refugees (UNHCR) is responsible for leading and coordinating international action for the protection of refugees and the search for solutions. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolution 319A (IV), by which the Assembly established the Office, and resolution 428 (V), which sets out its Statute, including the High Commissioner's function of providing international protection to refugees and seeking durable solutions to their plight. In addition, the mandate of the High Commissioner is embedded in international law, in particular international treaty law, notably the 1951 Convention relating to the Status of Refugees and its 1967 Protocol. 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 3274 XXIX and 31/36, in relation to the 1954 Convention relating to the Status of Stateless Persons and the 1961 Convention on the Reduction of Statelessness. Over the years, UNHCR's mandate has been extended to other groups through various General Assembly resolutions. It provides protection and assistance to IDPs, working in cooperation with the 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.

Objective

- 25.2 The objective is to ensure protection for refugees and other persons of concern to UNHCR and to achieve durable solutions to their plight, in cooperation with States and other actors, and to do so without discrimination and taking age, gender and diversity into consideration.

Strategy

Planned activities

- 25.3 In pursuit of the objective of ensuring protection for refugees and other persons of concern, and the Office will encourage States to adhere to relevant international instruments, including the refugee and statelessness conventions, as well as regional instruments. Complementary forms of protection will also be promoted, including on the basis of human rights law. UNHCR will work with States and other partners to ensure that the attainment of durable solutions to displacement influence broader development agendas and are central to peacebuilding efforts. The Office will endeavour to advocate and support measures that foster inclusion, including with respect to educational opportunities and access to formal economies and the labour market, which will improve the well-being of persons of concern, enhance protection and bring about solutions. It will continue to support the implementation of the GCR, in close cooperation with States

and other relevant stakeholders, and will advocate greater financial support for refugee host countries and communities. In this regard, UNHCR will follow up on the pledges made at the Global Refugee Forum and redouble its efforts to expand international cooperation and responsibility-sharing.

- 25.4 UNHCR will promote adequate and proper reception conditions for asylum-seekers, alternatives to detention and the fair treatment of protection claims. Ensuring adequate reception arrangements remains a challenge for States receiving large numbers of new arrivals. UNHCR will continue to work with national and local authorities and civil society to strengthen and expand reception facilities, develop transition accommodation and ensure effective assistance, targeting women and children and the most vulnerable. The promotion and dissemination of refugee law and protection principles, through the training of government officials and staff of non-governmental agencies, will be another means of achieving the stated objective.
- 25.5 The Office will provide protection and assistance to IDPs, with its engagement based on relevant General Assembly resolutions, namely 74/160, in close collaboration with partners in the United Nations system under the Inter-Agency Standing Committee and non-governmental organizations (NGOs). The Office will also continue to advocate the prevention and reduction of statelessness, as well as the protection of stateless persons. This includes promoting accession by States to the relevant international instruments and working with States to facilitate the acquisition, reacquisition or confirmation of nationality by stateless persons.
- 25.6 Furthermore, the Office, will seek to contribute to the objectives of the 2030 Agenda for Sustainable Development. Notably, in support of sustainable development goal 4 on education, UNHCR will promote equitable access to education and inclusion in national educational systems. It will support persons of concern through a wide variety of partnerships, and explore innovative ways to bring learning to even the most isolated communities. UNHCR's "Refugee education 2030: A strategy for refugee inclusion" will guide the Office's engagement in this area.
- 25.7 The Office will continue to collaborate with governments and partners to promote the inclusion of refugees, IDPs and others of concern in national emergency preparedness and response plans. It will respond to emergency situations, in line with its strategy on accountability to affected populations, and will strengthen communication and feedback mechanisms for persons of concern and host communities. In 2022, UNHCR will leverage COMPASS, its new results-based framework and results-based management tool deployed in 2021, in order to better plan through evidenced-based decision-making and improve the link between resources and results. COMPASS will also enable the Office to better report on the impact of its programmes for persons of concern.
- 25.8 For 2022, UNHCR's planned deliverables and activities take into account the fact that States are likely to continue to be grappling with the effects of the COVID-19 pandemic, impacting public health and humanitarian needs, with prospects for recovery varying across countries. The Office also assumes that its health and water and sanitation activities, many of which are already mainstreamed in its 2021 programme, will continue to be sufficient to deal with the continued effects of the pandemic, including possible new variances. UNHCR recognizes that sustained advocacy for the inclusion of persons of concern in national vaccine roll-out and socioeconomic recovery plans will remain critical. Conversely, COVID-19 presents an entry point to strengthen the inclusion of persons of concern in national systems. UNHCR has already taken steps to ensure the mainstreaming of protection and pandemic response activities in its 2021 programme budget and will continue to monitor the evolution of the pandemic and to scrutinize the needs.

Expected results

- 25.9 Despite persistent and emerging challenges in providing protection, assistance and solutions for persons of concern, UNHCR's work is expected to result in the following key achievements:
- (a) Key advances towards more predictable and equitable burden- and responsibility-sharing within the framework of the Global Compact on Refugees;
 - (b) Strengthened national asylum systems;
 - (c) Some 90,000 individuals acquiring nationality or having it confirmed;
 - (d) Some 22 million individual records registered in UNHCR's population registration and identity management ecosystem (PRIMES);
 - (e) Advancements in ensuring inclusion for persons of concern, with concrete socioeconomic benefits.

External factors for 2022

- 25.10 With regard to external factors, the plan for 2022 is based on the following planning assumptions:
- (a) Security conditions in most countries will allow UNHCR to carry out its programmes, though vigilance will need to be maintained due to the presence of armed groups and violence against humanitarian workers. Humanitarian access will be granted in most countries, enabling the Office to respond to urgent protection and assistance needs;
 - (b) Continued ownership by the international community and the willingness of States and relevant stakeholders to contribute to and support the implementation of the Global Compact on Refugees;
 - (c) The narrowing of asylum space in some countries, with increasingly restrictive admission and asylum policies towards refugees and asylum-seekers, will continue to require enhanced protection responses.
 - (d) Significant funding gaps will continue to hamper the operational scope and assistance provided by UNHCR, particularly if there is no increase in resources commensurate to the increased needs of persons of concern.
- 25.11 Specifically regarding the pandemic, the programme plan is based on the assumption that the proposed deliverables and activities for 2022 are implementable. However, if the pandemic were to further impact the planned deliverables and activities, plans would be adjusted during 2022 within the scope of the overall objectives, strategies and mandates. Any such adjustments would be reported as part of the programme performance information.
- 25.12 Through its age, gender and diversity (AGD) policy, UNHCR integrates an AGD perspective in its operational activities, deliverables and results and established mandatory core actions to help strengthen these commitments. The Office has integrated the AGD approach in its renewed results-based management framework to further promote the empowerment of all persons of concern. It continues to support survivors of gender-based violence (GBV) with access to healthcare, psychosocial support, safe shelter and legal aid. Meanwhile, community engagement will be strengthened and awareness-raising initiatives prioritized to prevent gender-based violence. The Office will continue to promote gender equality and will strengthen mechanisms to ensure accountability to affected persons.
- 25.13 UNHCR has developed a 2020-2024 action plan to meet the United Nations disability inclusion strategy requirements. To this end, the Office will seek to identify persons of concern with disabilities during registration exercises and in its direct engagement with persons of concern in order to better target their needs. The International Disability Alliance (IDA) will support the Office in advancing its strategy on disability inclusion with the direct participation of persons with disabilities and their representative organizations. The Office will pursue capacity-building on disability inclusion in displacement and statelessness situations; advocate disability inclusion in key humanitarian fora, including the Global Refugee Forum; and ensure policy implementation and monitoring.
- 25.14 To implement its programme, UNHCR will continue to work closely with a wide range of actors at the global, regional, national and local levels. This includes governments, regional organizations, international humanitarian and development organizations, financial institutions, NGOs, private sector partners, academia and refugees themselves. The Office reached its “grand bargain” commitment of providing 25 per cent of its programme expenditures through local and national responders in 2019. Preliminary data for 2020 show disbursement of approximately \$802 million, or 28 per cent of programme expenditures through local and national responders. The Office will remain committed to the principle of participation, believing that refugees and other persons of concern who benefit from the programme’s activities should be consulted over decisions that affect their lives.
- 25.15 With regard to coordination and cooperation within the United Nations system, UNHCR remains committed to the United Nations reform agenda and will continue its strong engagement in various fora, including the IASC and the United Nations System Chief Executives Board for Coordination. The engagement of a broad range of actors, including those beyond the traditional humanitarian sphere, is critical to mobilizing effective responses and pursuing solutions to forced displacement and statelessness. This

means strengthening existing partnerships, but also pursuing new ones that can help foster innovative approaches. The Office will pursue measures to strengthen the humanitarian-development-peace nexus in addressing the long-term development needs of refugees and host communities.

UNHCR response to COVID-19 in 2020

- 25.16 COVID-19 has affected everyone around the world. It has had a debilitating effect on the most vulnerable, including refugees and other persons of concern to UNHCR. In addition to its health impacts, COVID-19 has produced a significant protection crisis and has been referred to as a pandemic of poverty. It has deepened a sense of despair among the world's forcibly displaced, straining their coping mechanisms, threatening livelihoods and exacerbating challenges to mental health. The pandemic has also contributed to a more constrained humanitarian space, with pandemic-related restrictions and border closures affecting access to asylum and territory.
- 25.17 Committed to “staying and delivering”, UNHCR introduced early measures to ensure staff health and well-being, adopted flexibility measures to account for changing operational contexts, and adjusted its programmes to mitigate the impacts of the virus and ensure continuity of essential services. UNHCR seized opportunities provided by the decentralized bureaux to expedite urgent decisions. The regional bureaux identified COVID-19 related requirements quickly, allowing Headquarters to allocate resources swiftly. This resulted in increased speed in the delivery of assistance and a high implementation rate. UNHCR also leveraged new technologies and made greater use of data, allowing the spread of COVID-19 among persons of concern to be tracked to ensure an effective response, despite an average of 88 per cent of its workforce working remotely at the peak of the pandemic. By moving early and with procurement undertaken at scale, the Office benefited from bulk prices, with global stockpiles maintained and supplies prepositioned. As of October 2020, \$118.7 million worth of personal protective equipment and medical items had been procured.
- 25.18 Operationally, UNHCR worked in collaboration with governments, partners and persons of concern, scaling up and adapting its response modalities to mitigate the pandemic's impacts. The response focused on life-saving support, including health, water and sanitation interventions; increased shelter capacity; information-sharing and communication; the provision of vital protection services; and cash support for persons of concern impacted by the economic downturn and loss of jobs, which proved to be a valuable and cost-effective way of providing immediate assistance to families in need. Across operations, UNHCR and partners leveraged community-based approaches and reinforced and supported national efforts. As of October, nearly 4 million people of concern had accessed health services, with 265,000 individuals receiving mental health and psychosocial support in 68 countries, and over 468,000 women and girls accessing comprehensive care in 46 countries. Over 9.3 million people had accessed protection services, and 3 million people of concern benefited from cash assistance.

Evaluation activities

- 25.19 The following evaluations and self-evaluations were completed in 2020:

(a) Strategic/centralized evaluations of UNHCR performance

1. UNHCR Iraq country operations (September 2020)
2. UNHCR Afghanistan country operations (August 2020)
3. Synthesis: Afghanistan, Angola, Iraq and Morocco country operations evaluations
4. UNHCR level-3 response to cyclone Idai in Malawi, Mozambique and Zimbabwe
5. Humanitarian development cooperation – year II (December 2020)
6. UNHCR's emergency response to the Venezuela (Bolivarian Republic of) situation (December 2020)
7. UNHCR's approaches to learning and development (November 2020)

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

1. UNICEF/IOM/UNHCR evaluation synthesis report – “Children on the move”
2. Inter-agency humanitarian evaluation of gender equality

(c) Decentralized evaluations/reviews of UNHCR performance

1. Independent review of individual donor assessments in humanitarian operations
2. Independent review of UNHCR’s global strategy “Beyond detention 2014-2019”
3. Livelihood evaluations synthesis
4. Evaluation of the UNHCR-Government of Colombia four-year IDP plan (2015-2019)
5. Evaluation of the IKEA Foundation livelihoods and energy projects among Somali refugees and host communities in Ethiopia
6. Independent evaluation of the UNHCR innovation fund
7. Evaluation of the effects of UNHCR cash-based interventions on protection outcomes in Rwanda

25.20 The findings of these evaluations and self-evaluations contribute to the framework for the programme plan for 2022. For example, the first results of the 3-year evaluation of humanitarian development cooperation – year II (December 2020) have shown that, since the New York Declaration (2016) and the launch of the Global Compact on Refugees (2018), UNHCR has made substantial and systematic progress in increasing its outreach to and deepening its cooperation with development actors. Highlights of the progress achieved include joint advocacy with the World Bank Group targeting host governments and deepened collaboration on data and joint analysis. Furthermore, UNHCR has established global operational partnerships with other UN entities that are being translated into cooperation in country operations. The evaluation also found that concerted efforts by UNHCR to engage directly with bilateral development institutions were underway to secure the inclusion of displaced populations in development frameworks. The evaluation highlighted further opportunities for UNHCR to engage with the United Nations Sustainable Development Cooperation processes, and to improve collaboration with the United Nations Development System and development NGOs, particularly at the field level.

25.21 The evaluation of UNHCR’s approaches to learning and development (November 2020) found that the organization approaches skills and knowledge development through training courses. The evaluation identified the need for UNHCR to reframe and update its current learning model and transform learning approaches across the organization. It recommended that, in order to make learning more relevant and accessible to UNHCR’s workforce and partners, some responsibilities and resources for learning be devolved at the regional level.

25.22 The following evaluations and self-evaluations are planned for 2022:

Global UNHCR strategies/policies including:

1. Humanitarian development cooperation – year III
2. Elimination of statelessness
3. Repatriation programmes and activities
4. Asylum capacity development
5. Implementation of UNHCR’s age, gender and diversity policy
6. Major humanitarian responses in the Democratic Republic of the Congo and the Sahel
7. Country strategies in Egypt, Mexico, Myanmar, Sudan, Uganda and Zambia, and multi-country operations in the Baltic and Nordic countries
8. Joint United Nations system-wide evaluations of the response in Yemen, the COVID-19 response, and the UNHCR-UNICEF “Blueprint for refugee children”

In line with UNHCR’s organizational realignment, and to better support evidence-based decision-making at regional and country levels, integration of the evaluation function that started in 2020 at the regional level will bring evaluations closer to the point of delivery. The selection of programmes and activities to be evaluated within regions will be increasingly determined by the regional bureaux and aligned to regional

priorities. It is anticipated that in 2022, a sizeable number of decentralized evaluations will be commissioned by the regional bureaux.

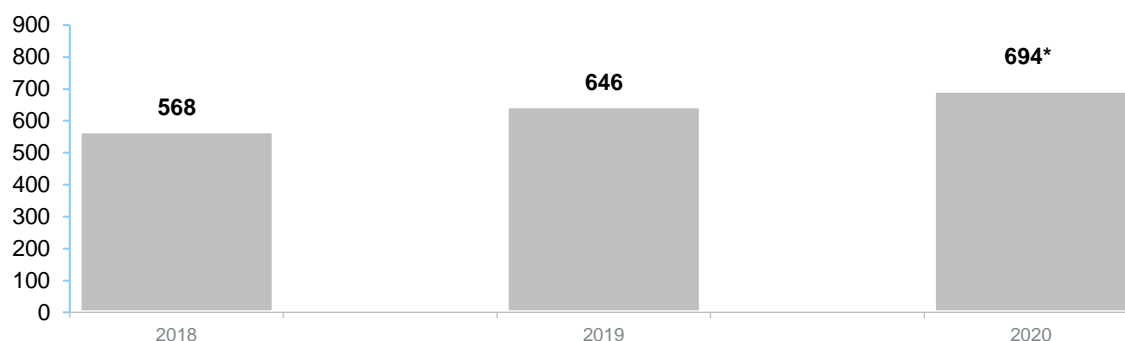
Result 1: Cash assistance lessens protection risks and economic hardship - A/75/6 (Sect. 25)

Programme performance in 2020

- 25.23 In 2020, the Office continued providing cash assistance to support immediate needs, address protection risks and mitigate the socioeconomic hardship on the most vulnerable. It pursued the establishment of robust refugee registration and cash delivery systems. Cash assistance was ramped up to mitigate the impact of COVID-19. New modalities for cash deliveries were deployed, including increasing one-off transfers; advancing payments; aligning cash assistance with national social safety nets; switching from cash to in-kind assistance when markets were not functioning; and increasing the use of digital payments. New technology was also tested, such as contactless biometric identification systems.
- 25.24 The expansion of cash assistance contributed significantly to UNHCR's objective. While the volume of funding released is still far from sufficient to meet all basic needs, cash assistance has proven efficient and effective in reaching persons of concern. It complements government efforts by putting in place an additional safety net for vulnerable refugees and others of concern. In 2020 more than 65 operations launched new cash initiatives and expanded existing cash assistance, reaching some 4.7 million vulnerable individuals by the end of October 2020. In line with UNHCR's "Strategy for the institutionalization of cash-based interventions (2016-2020)", around \$2.4 billion in cash assistance has been delivered to persons of concern since 2016 in over 100 countries, resulting in cash assistance exceeding in-kind assistance.

Figure 25.1

Performance measure: Cash assistance distributed to persons of concern (millions of US dollars)



*preliminary figures until the closure of 2020 accounts

Result 2: Implementation of the Global Compact on Refugees - A/75/6 (Sect. 25)

Programme performance in 2020

- 25.25 The Office continued to support the implementation of the GCR, in line with its mandate and in close cooperation with States and other relevant stakeholders. Expectations were high to mobilize action towards the objectives of the GCR and the fulfilment of the 1,400 pledges made at the Global Refugee Forum. The COVID-19 pandemic highlighted the importance of the principles outlined in the GCR – particularly the

spirit of solidarity to work together, the importance of shared responsibilities, and the commitment to ensure that people forced to flee are included in national responses.

- 25.26 UNHCR has continued to track progress in relation to pledges made at the Global Refugee Forum and the high-level segment on statelessness, which took place during the seventieth session of the Executive Committee of the High Commissioner’s Programme in 2019. More than 70 per cent of these pledges are in progress, with 71 pledges fulfilled by the end of 2020. Behind these figures are countless examples of States, NGOs, civil society organizations, the private sector, academia, development actors and many other stakeholders stepping up to fulfil their commitments to refugees and the communities that host them, alongside UNHCR. Numerous governments have included refugees in their national health systems in 2020 to ensure “no one is left behind” in the COVID-19 response.

Proposed programme plan for 2022

- 25.27 The Office will continue to support implementation of the GCR. To contribute to further progress towards its objectives, UNHCR will also support the [Digital Platform for the GCR](#), which contains good practices and serves as an information-sharing portal, including on implementation of the pledges. To support the periodic review of the GCR and its impact, an indicator framework that reflects key areas of the GCR, as well as interlinked aspects of displacement in host countries and countries of origin, was developed. An improved GCR indicator framework will be deployed in 2022. Looking ahead, UNHCR will continue to monitor the offers of technical, material and financial support that States and other donors made at the Global Refugee Forum. The expected progress is shown below in table 25.1.

Table 25.1

Performance measure: Monitoring the implementation of the Global Compact on Refugees

2018	2019	2020	2021	2022
Affirmation of the Global Compact on Refugees.	Participation by States in the Global Refugee Forum to announce pledges and contributions of financial, material, technical and other kinds of support, as well as the sharing of best practices to meet the objectives of the GCR.	Contributions pledged at the Global Refugee Forum and commencement of implementation of pledges.	States, through a digital platform provided by UNHCR, share good practices and information on the implementation of pledges. Plan and hold the high-level officials meeting to review the progress made.	Review and implement a GCR indicator framework. Start planning for the Global Refugee Forum in 2023.

Result 3: Emergency deployments in support of persons of concern – A/75/6 (Sect.25)

Programme performance in 2020

- 25.28 In March 2020, the High Commissioner declared a global level-2 emergency in response to the COVID-19 pandemic. Like other emergencies, the response to COVID-19 in the context of forced displacement required a collective effort to support persons of concern and address the wide-ranging impacts. Yet the pandemic was unlike any other emergency UNHCR had seen in its 70-year history. It was a crisis on top of multiple layers of crises already faced by some 80 million forcibly displaced people around the world. Alongside the pandemic, UNHCR responded to new and growing displacement crises, including in the Sahel, northern Mozambique and Ethiopia’s Tigray region. In the Sahel region, nearly 3.7 million people

were forced to flee, both internally and across borders. Hundreds of thousands more were forced from their homes by violence in northern Mozambique and Ethiopia's Tigray region. Other protracted situations, such as Afghanistan, Somalia and the Syrian Arab Republic, as well as the Rohingya in Asia, continued to require emergency support in 2020.

- 25.29 As part of UNHCR's response, a total of 212 emergency support staff members were deployed in 2020, 113 (53 per cent) through various internal rosters and 99 (47 per cent) through emergency standby partners. The Office did not meet the expected number of 300 personnel planned to be deployed, as reflected in the proposed programme budget for 2021, because of COVID-19 travel restrictions and border closures. However, the missions deployed before the pandemic started were of a more extended duration than originally planned. In total, emergency deployments accounted for 36,999 mission days in 2020. New emergency deployments rose after the first wave of COVID-19 ended in many countries in September 2020 and in response to new emergencies. COVID-19 prompted a rethinking of modalities for emergency deployment. Several new deployments started remotely until travel was possible, and the use of in-country deployable experts from standby partners helped fill the gaps.

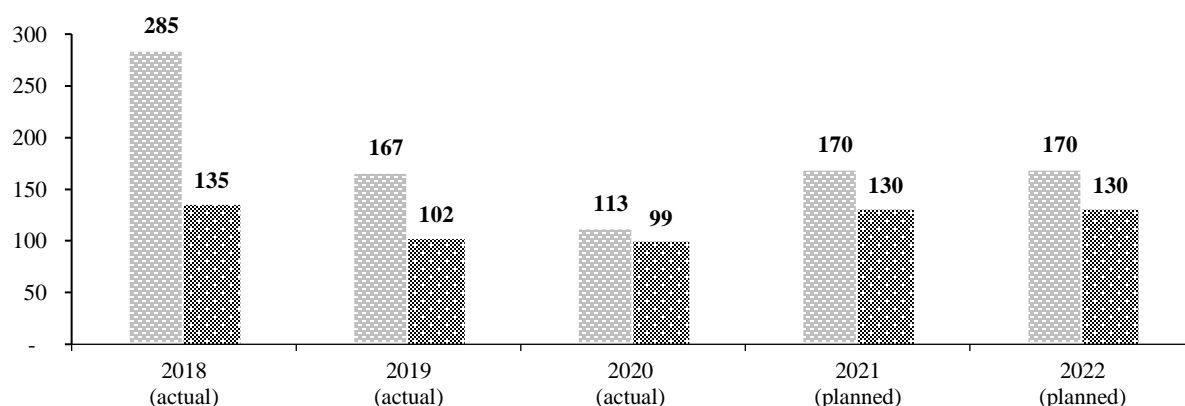
Proposed programme plan for 2022

- 25.30 The Office will continue to prepare for emergency deployments in support of persons of concern. It will continue to maintain an active roster of emergency support staff available for deployment and to proactively adjust to changing operational contexts at all levels. The Office will also apply new modalities for emergency deployment as appropriate. The expected progress is presented in the performance measure below (see figure 25.2).

Figure 25.2

Performance measure: Number of personnel deployed to respond to emergencies

[No. of personnel deployed by UNHCR (light grey) and partners (dark grey)]



Result 4: Strengthening protection and enabling durable solutions through individual registration of refugees and asylum-seekers – A/75/6 (Sect.25)

Proposed programme plan for 2022

- 25.31 Individual registration and strengthening of the quality of registration data enables refugees and asylum-seekers to access their rights. The Office is sharing resources and expertise to strengthen national capacity for registration, documentation (including support for digitalization) and the use of biometrics. In line with data protection and privacy principles, UNHCR is also collecting registration data disaggregated by age, gender, disability and diversity, to inform programming. In 2022, the Office will carry out the individual registration of refugees and asylum-seekers, ensuring that they receive documentation and have improved access to protection and available services. UNHCR will continue to strengthen its identity

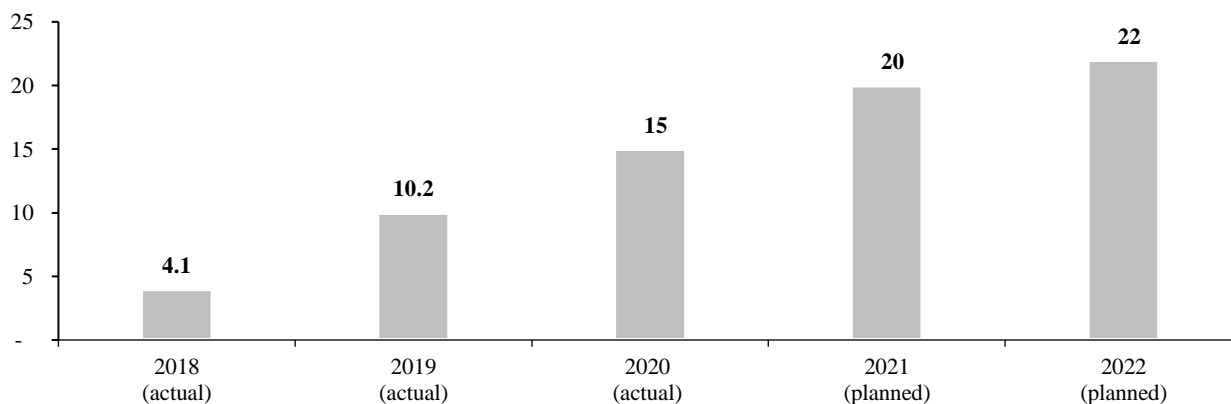
management capability and expand the coverage of its Population Registration and Identity Management Eco System (PRIMES) – a suite of interoperable registration, identity management and case management tools and applications.

- 25.32 The COVID-19 pandemic restricted personnel movements, interfering with the deployment of PRIMES, which requires staff from Headquarters to perform onsite trainings and data migration activities in the field. Nonetheless, innovative remote deployment modalities resulted in the roll-out of PRIMES tools to 27 new operations, bringing to 100 the number of operations that use PRIMES. The number of individuals with records in PRIMES also rose from 10.2 million to 15 million in 2020. Delivery of training on emergency registration was also impacted by restricted movements, placing reliance on the roster of previous trainees to fill gaps in emergencies. In 2022, by applying lessons learned, the Office will place greater focus on new and emerging registration methods, including technologies that facilitate self-service methods, remote training and simulations and contactless data collection. Other innovations include the manual remodeling of biometric devices to capture irises of persons of concern without physical contact with devices and conducting registration interviews via video calls using smartphones. Some of these approaches have enabled high productivity during COVID-19.
- 25.33 This work is expected to contribute to UNHCR’s objective, as demonstrated by the continued increase in the numbers of refugees and asylum-seekers registered on an individual basis. The individual data collected during registration will provide the comprehensive population data needed for programme planning. Registration data is also an important tool in ensuring the integrity of refugee protection systems and preventing and combating fraud and crime, including trafficking in persons (see figure 25.3).

Figure 25.3

Performance measure: Individual registration of refugees and asylum-seekers

(millions of persons)



Legislative mandates

- 25.34 The list below provides the key mandates entrusted to the Office and other relevant mandates:

General Assembly resolutions

319A (IV)	Refugees and stateless persons	70/1	Transforming our world: the 2030 Agenda for Sustainable Development
428 (V)	Statute of the Office of the United Nations High Commissioner for Refugees	75/164	Assistance to refugees, returnees and displaced persons in Africa
538B (VI)	Assistance and protection of refugees	75/163	Office of the United Nations High Commissioner for Refugees
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 Office of the United Nations High Commissioner for Refugees [73/151](#) Global Compact on Refugees [A/73/12 \(Part II\)](#)
- 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

Conventions and conference declarations

- | | |
|---|--|
| Convention relating to the Status of Refugees, of 1951, and the Protocol thereto, of 1967 | Cartagena Declaration on Refugees, 1984 |
| Convention relating to the Status of Stateless Persons, 1954 | Convention on the Rights of the Child, 1989 |
| Convention on the Reduction of Statelessness, 1961 | San José Declaration on Refugees and Displaced Persons, 1994 |
| Organization of African Unity Convention Governing the Specific Aspects of Refugee Problems in Africa, 1969 | African Union Convention for the Protection and Assistance of Internally Displaced Persons in Africa, 2009 |

Deliverables

25.35 Table 25.2 lists all deliverables, by category and subcategory, for the period 2020-2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.2

UNHCR: deliverables for the period 2020–2022, by category and subcategory

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	16	16	18	18
1. Report of the United Nations High Commissioner for Refugees to the General Assembly	1	1	1	1
2. Report of the Secretary-General to the General Assembly on assistance to refugees, returnees and displaced persons in Africa	1	1	1	1
3. Report of the Executive Committee of the Programme of the United Nations High Commissioner for Refugees to the General Assembly	1	1	1	1
4. Annual note on international protection to the Executive Committee of the Programme of the High Commissioner	1	1	1	1
5. Documents related to oversight issues, including UNHCR inspection and evaluation activities, submitted to the Executive Committee of the Programme of the High Commissioner	7	7	9	9
6. Reports of the Standing Committee to the Executive Committee	4	4	4	4
7. Report to the General Assembly on the biennial 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)	20	30	32	28
8. Meetings of the Advisory Committee on Administrative and Budgetary Questions	2	2	2	2
9. Meetings of the Fifth Committee	1	1	1	1
10. Meetings of the Committee for Programme and Coordination	1	1	1	1
11. Meetings of the Executive Committee and Standing Committee	15	25	23	23
12. Meetings of 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 and preparations	0	0	4	0
Documentation services for meetings (thousands of words)	228	228	200	200
14. Editing in English and translation into French of Executive Committee and Standing Committee documents	228	228	200	200
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	6	6	6	6
15. Annual field projects in cooperation with implementing partners on (a) promoting security from violence and exploitation, (b) supporting basic needs and essential services, (c) supporting community participation and self-management, (d) promoting a favourable protection environment, (e) promoting durable solutions and (f) promoting fair protection processes	6	6	6	6
Seminars, workshops and training events (number of days)	66	66	60	60
16. Training courses for government and implementing partners on emergency management, refugee law, protection and operations management	45	25	45	45

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
17. Seminars on programme areas for UNHCR implementing partners and government officials, including on the global compact on refugees.	21	21	15	15
Publications (number of publications)	6	6	6	6
18. Statistical Yearbook	1	1	1	1
19. Research papers on a range of protection-related themes	5	5	5	5
Technical materials (number of materials)	26	23	20	20
20. Documents and conference room papers for the Executive Committee and the Standing Committee	26	23	20	20

C. Substantive deliverables

Consultation, advice and advocacy: assistance to governments on the establishment of national legal and administrative frameworks in line with protection standards.

Fact-finding, monitoring and investigation missions: fact-finding missions on programme areas and relating to the search for durable solutions; missions undertaken by senior management on protection issues relating to refugees and other persons of concern.

Humanitarian assistance missions: missions undertaken by senior management to review issues relating to the provision of basic services and assistance provided to refugees and other persons of concern.

Direct service delivery: biometric registration provided for some 22 million individuals; cash assistance amounting to \$700 million delivered to persons of concern across all operations; 4.75 million of persons of concern targeted with shelter assistance; 2 million children enrolled in primary education; access to a sustainable sources of electricity provided to 2.9 million persons of concern; 90,000 individuals acquiring nationality or having it confirmed; 85 per cent of UNHCR operations have functioning complaints and feedback mechanisms in place.

D. Communication deliverables

Outreach programmes, special events and information materials: special annual events such (a) the international consultations with NGOs; (b) the High Commissioner's dialogue on protection challenges with States, academics, NGOs and other stakeholders; (c) World Refugee Day; and (d) the Nansen Refugee Award ceremony.

External and media relations: At least 100 media briefings and press conferences 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: Publication of at least 100 pieces of multimedia content (text, photos or videos) at www.unhcr.org on the work of the UNHCR and issues relating to refugees and others of concern; weekly publishing plans at UNHCR's global social media accounts (indicative figures): (a) English: 20 Facebook posts (including stories), 20 Instagram posts (including stories and IGTV), 14 LinkedIn posts, 4 TikTok videos and 70 tweets; (b) French: 28 Facebook posts, 3 Instagram posts, 21 LinkedIn posts and 140 tweets. Social media audience growth: Engagement rate of the existing 10 million+ followers of UNHCR's global accounts continue to grow, along with follower numbers, particularly in terms of geographic diversity; 41 Goodwill Ambassadors and 42 other high profile supporters, spanning all regions, reflecting gender and other forms of diversity and including advocates who are themselves former refugees; update and maintenance of www.refworld.org.

Annex II

Draft decision

The Standing Committee,

Takes note of part VI, section 25, programme 21: International protection, durable solutions and assistance to refugees of the United Nations proposed programme budget for 2022.
