

# Identifying Needs and

**U**NHCR is deeply conscious of the need to work in close partnership with all of its main stakeholders to gather the resources required to fulfil the humanitarian responsibilities it is asked to undertake on behalf of the international community.

In 2013, the High Commissioner and his staff will seek further ways of showing donors that their efforts to support this work are matched by clear, appropriate and timely information on results, and constant attention to greater efficiency and accountability. UNHCR will endeavour to engage more fully with donors to build meaningful relationships that are not just measured in financial terms, but which will

enable a true sense of partnership to emerge where there is a will to do so.

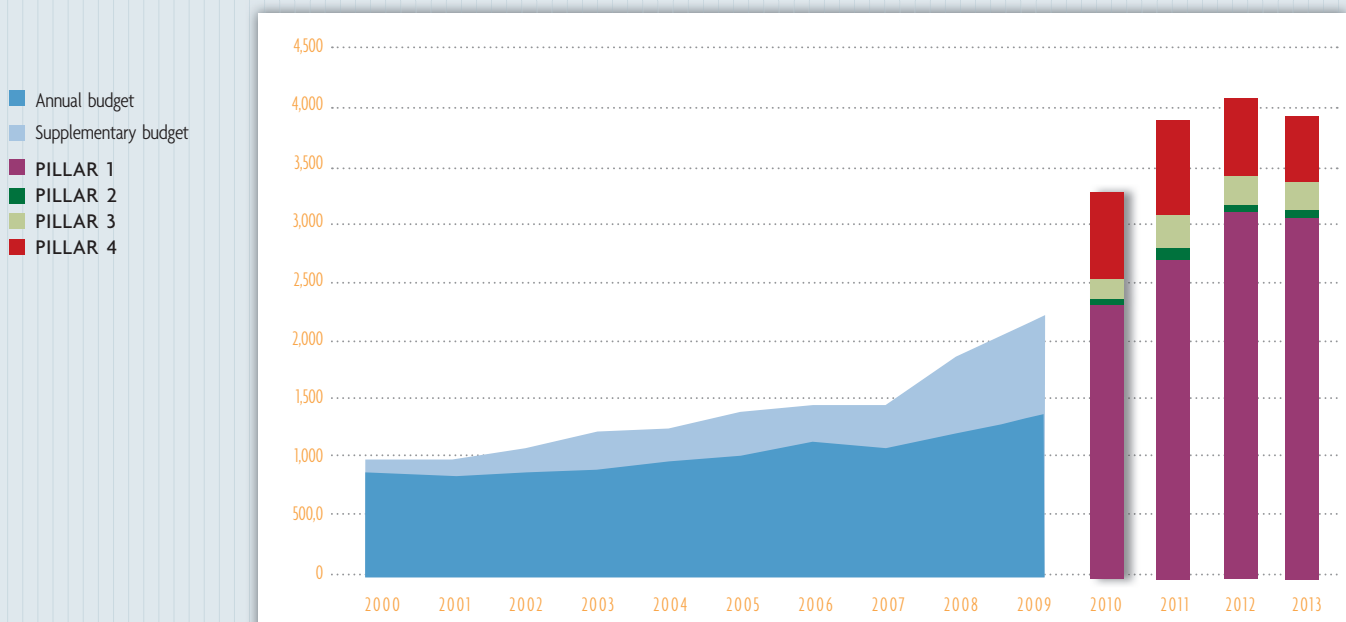
The Office is optimistic that more donors will join in this appeal to provide generous support in 2013 for some 35 million people in what are some of the most compelling humanitarian situations in the world. UNHCR is also hopeful that donors will respond to the High Commissioner's call for funding that is unrestricted, or only loosely earmarked for specific purposes. Without this consideration, the organization will not have the flexibility to respond as rapidly and efficiently to emergencies, and millions of people in protracted, forgotten situations will remain locked in limbo for want of much needed funding to put in place sustainable solutions.

## | The planning process |

**U**NHCR's budgetary requirements for 2013 are based on a comprehensive assessment of the needs of people of concern, which the Office anticipates it will be able to address in 2013 subject to availability of funding. **Figure 1** illustrates the evolution of UNHCR's financial requirements since 2000.

The planning process starts for each country operation with thorough assessments of the needs of the people of concern to UNHCR. Information is gathered by multifunctional teams, in consultation with all involved parties, including representatives of host communities, government officials, donors, NGOs and other UN agencies.

**FIGURE 1** UNHCR's requirements 2000-2013 | USD • millions



# Funding Requirements

At the start of 2012, UNHCR offices updated their initial plans for 2013 in line with revised projections for population numbers (planning figures – see *Glossary*) and the results of their needs assessments. As the beginning of 2012 was marked by a rapidly changing context for many operations, teams worked together to adapt their strategies to meet new humanitarian needs. Objectives were identified with partners, taking into consideration their capacities, so as to provide a comprehensive picture of what the Office can realistically expect to achieve if sufficient resources are made available in 2013.

All teams entered their plans into UNHCR's operations management software *Focus*, highlighting priority interventions. In line with the Global Strategic Priorities (see the *Global Strategic Priorities 2012-2013* chapter), offices selected their planned strategies for delivering life-saving assistance; ensuring core protection activities; and facilitating durable solutions. Particular attention continues to be paid to addressing urban and protracted displacement situations. Headquarters

divisions presented revised plans and budgets for 2013 in line with the principles of ensuring efficiency and cost effectiveness.

In May and June 2012, the revised plans for 2013 were reviewed at Headquarters to ensure overall coherence, alignment with global and regional strategies and priorities, consistency with guidelines and the feasibility of implementing the proposed activities within the planning year. With several important emergency operations continuing from 2011 and new emergencies arising, particular attention was given to critical sectors of protection and assistance, including water and sanitation; nutrition; food security; education; and response to sexual and gender-based violence.

As usual, at the beginning of 2013, the Office will not know exactly how much funding it will receive for the year. This means that activities will be implemented step by step, as funds become available. Plans will be updated on a regular basis to reflect new priorities and show progress towards meeting the assessed needs.

## | Overview of the 2013 revised requirements |

**A**fter the planning process, the programme budget is drawn up for approval by UNHCR's Executive Committee. In October 2011, the Executive Committee had approved an initial budget for 2013 amounting to USD 3.42 billion, comprising: USD 3.15 billion for programmed activities; USD 241 million for the Operational Reserve; USD 20 million for the "New or additional activities, mandate-related" Reserve (NAM Reserve); and USD 12 million for the Junior Professional Officers scheme.

At its sixty-third session in October 2012, the Executive Committee approved a revised budget for 2013 amounting to USD 3.92 billion, comprising: USD 3.61 billion for programmed activities; USD 283 million for the Operational Reserve; USD 20 million for the NAM Reserve; and USD 12 million for the Junior Professional Officers scheme.

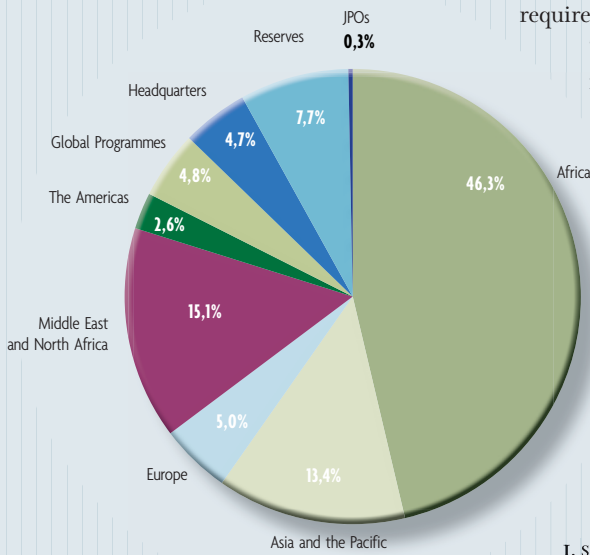
The increase of USD 462 million in programmed activities corresponds primarily to the resources required to address new and

ongoing needs in major emergencies that arose after the approval of the initial 2013 budget. More specifically, this relates to emergency responses to address life-saving needs and the displacement crises related to situations such as those in Sudan/South Sudan, Mali and the Syrian Arab Republic. Requirements contained in this appeal reflect only those needs that were assessed and budgeted for in advance of the budget approval process. New needs arising in the second half of 2012 and continuing into 2013 will be addressed through use of the operational reserve or supplementary appeals.

UNHCR's 10 largest operations are located in three regions: Africa, Asia and the Pacific, and the Middle East and North Africa. These are: Kenya, South Sudan, the Regional Office in Senegal (which includes the Mali situation), Ethiopia, and Chad, followed by Pakistan, the Democratic Republic of the Congo, Iraq, Afghanistan, and the Syrian Arab Republic. These 10 operations have requirements amounting to USD 1.75 billion,

FIGURE 2

**2013 Revised budget by region** | USD • millions



which corresponds to more than half of the total requirements in the Field. **Figure 2** illustrates the geographic distribution of the revised requirements for 2013.

The distribution of the revised requirements for 2013 by region and pillar is shown in **Figure 3**. **Pillar 1**, the refugee programme, makes up the largest component of total budgetary requirements, at some USD 3.07 billion (78 per cent). Almost half of the requirements for **Pillar 1**, some USD 1.5 billion (49 per cent), are in Africa, which remains the region with the highest levels of displacement. This is followed by the Middle East and North Africa, accounting for 13 per cent (USD 404 million). Asia and the Pacific, Europe and the Americas account for 9 per cent, 5 per cent and 2 per cent of the **Pillar 1** requirements, respectively. The remainder covers Global Programmes, Headquarters, the Reserves and the Junior Professional Officers scheme. It should be noted that Headquarters continues to account for less than 5 per cent of total requirements.

**Pillar 2**, the stateless programme, accounts for some USD 79.2 million or 2 per cent of the total requirements. Thirty-six per cent of UNHCR's financial requirements for stateless people are in Africa, followed by 28 per cent in Asia and the Pacific, 16 per cent in Europe, 12 per cent in the Americas and 8 per cent in the Middle East and North Africa.

Reintegration projects, budgeted under **Pillar 3**, account for some USD 252 million or 6 per cent of total requirements. Over half of the reintegration projects (USD 130 million) are in the Asia and the Pacific region (51 per cent), followed by USD 85 million (34 per cent) in Africa. Reintegration projects in the Middle East and North Africa and Europe regions account for 12 per cent (USD 30 million) and 3 per cent (USD 7 million) respectively.

Projects for internally displaced persons (IDPs), included in **Pillar 4**, account for 13 per cent (USD 521 million) of the total requirements, highlighting UNHCR's continued engagement with the internally displaced, albeit at a lower level than in 2012. In 2013, 40 per cent of IDP-related requirements are in Africa, again underscoring the scale of displacement issues in this region. Africa is followed by the Middle East and North Africa region (29 per cent), Asia and the Pacific (18 per cent), with Europe and the Americas accounting for the remainder of the requirements included in this pillar.

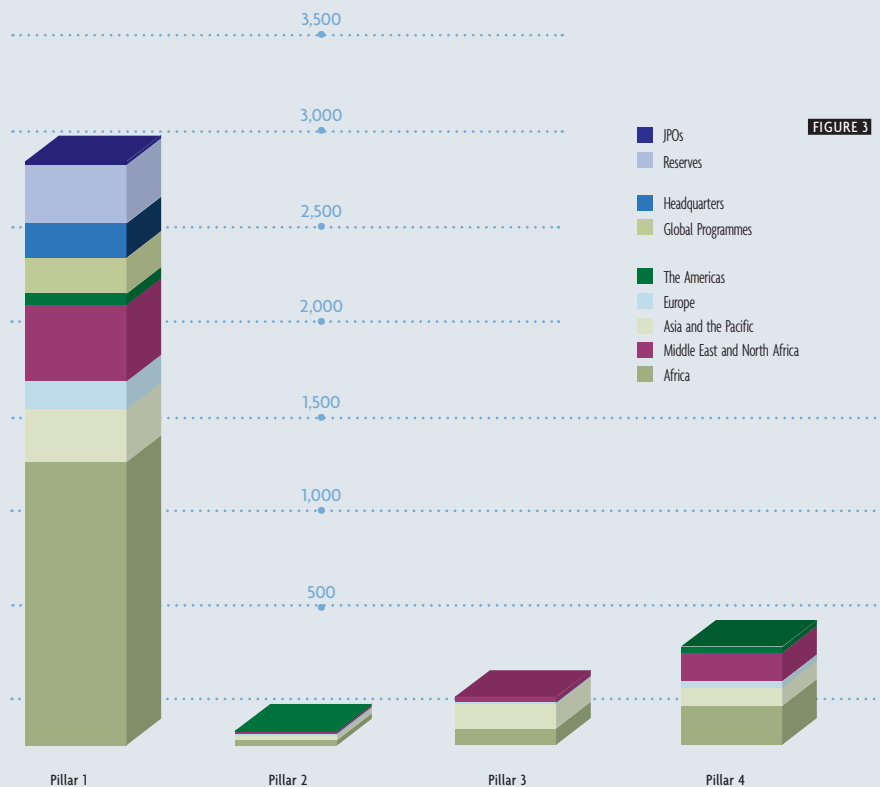


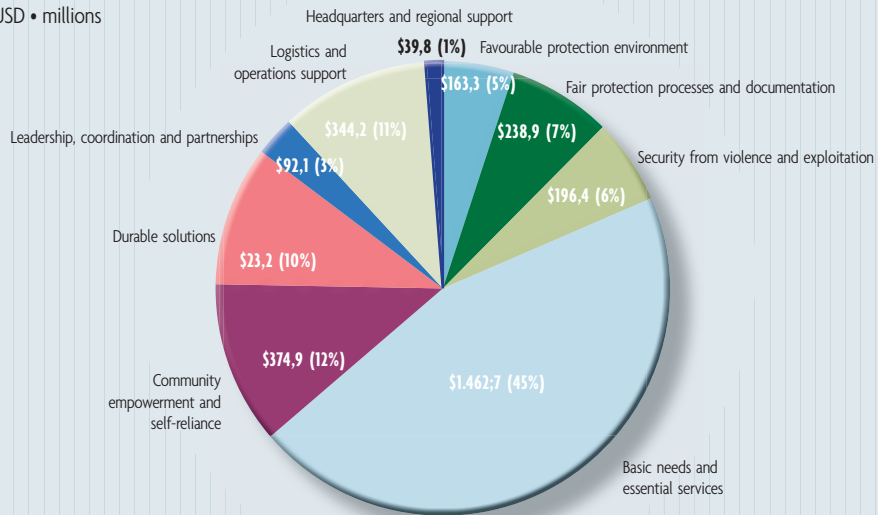
FIGURE 3 **2013 Revised budget by region and pillar** | USD • millions



**Afghan refugees** in Khorasan Province in the Islamic Republic of Iran can attend arts and crafts workshops.

**FIGURE 4** 2013 Revised field budget by rights group

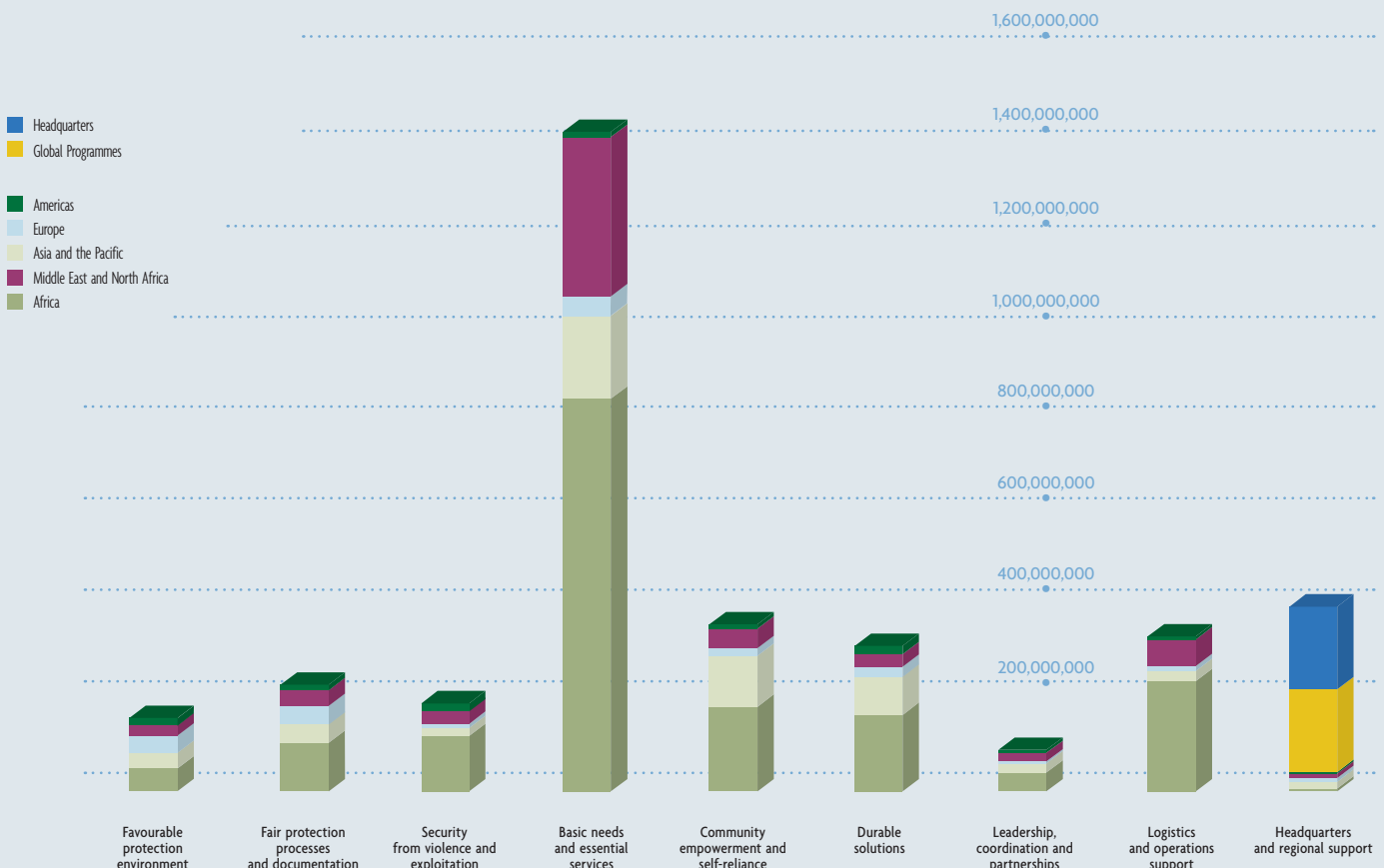
| USD • millions



**Figure 4** illustrates the revised field budgets by rights group (see *Glossary*). Basic needs and essential services comprise the majority of these activities, accounting for almost 45 per cent (USD 1.42 billion). Key protection work and durable solutions carried out by UNHCR (durable solutions, community empowerment and self-reliance, fair protection processes and documentation, security from violence and exploitation, favourable protection environment)

accounts for 40 per cent (USD 1.3 billion) of total requirements in the Field. Logistics and operations support represent 11 per cent. Leadership, coordination and partnerships, together with Headquarters and regional support (representing regional structures in the Field), account for 4 per cent. **Figure 5** shows the revised budget for programmed activities by region and rights group, including Global Programmes and Headquarters.

**FIGURE 5** 2013 Revised budget by region and rights group (programmed activities only) | USD • millions



## | Consolidated appeals process |

In complex emergencies, UN agencies, NGOs, other international organizations and governments work together to ensure a swift, efficient and appropriate response to the needs and scale of any given crisis.

For members of the Inter-Agency Standing Committee, a response plan is developed jointly through the UN Country Team and with the guidance of the Humanitarian Coordinator. This enables an integrated approach to planning, implementing, monitoring and appealing for funds. Thus each agency endeavours to ensure that its activities have maximum impact while avoiding duplication in the response.

In 2013, UNHCR will participate in 15 consolidated appeals (CAPs) for Afghanistan, Burkina Faso, the Central African Republic, Chad, the Democratic Republic of the Congo, Djibouti, Kenya, Mali, Mauritania, Niger, the

Philippines (Mindanao), Somalia, South Sudan, Sudan and Yemen. In addition, the Office will work together with UN Country Teams on the humanitarian country strategies in Haiti and Zimbabwe. UNHCR will also be part of any other inter-agency appeals and emergency responses to crises that have an impact on people of concern to the Office in the coming year.

For new refugee emergencies, UNHCR assumes the lead role and will, when appropriate, coordinate a joint funding appeal with other agencies. Similar to the consolidated appeals for complex emergencies, UNHCR, together with its partners will prepare a response plan proportionate to the severity of the refugee crisis. In 2013, UNHCR will continue to coordinate the inter-agency Syria Regional Response Plan.

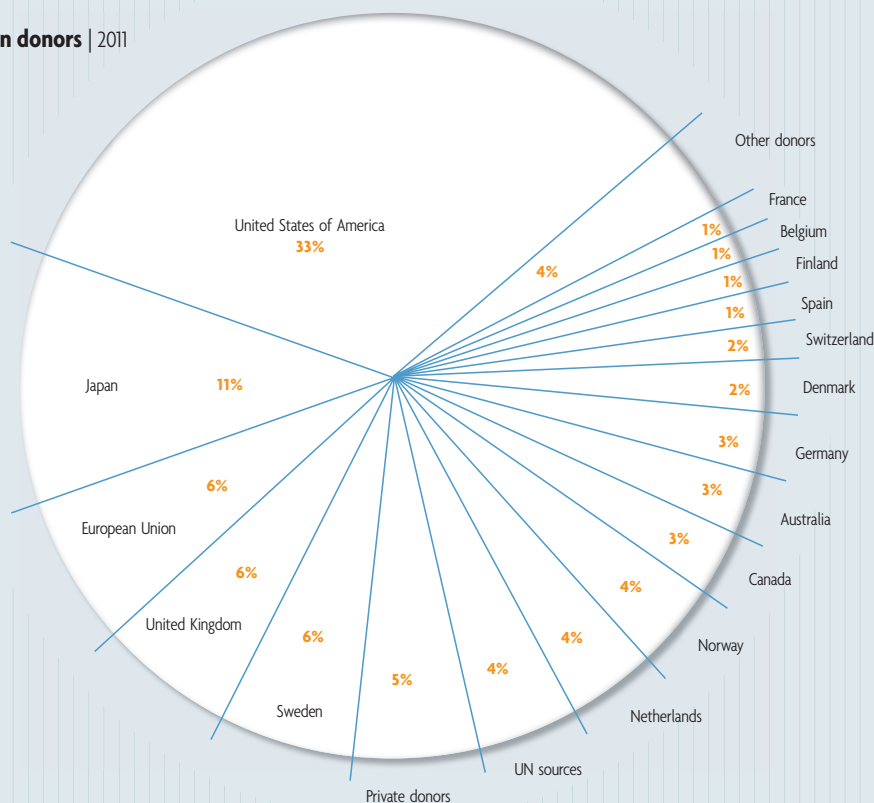
## | Mobilizing resources |

In 2013, UNHCR will pursue its efforts to maintain and increase support from traditional donors and to broaden its donor base, in particular in Asia, Latin America and the Gulf countries. Expanding the donor base is even more important in times of economic uncertainty, and additional efforts are needed for UNHCR to secure funding from decentralized humanitarian, transitional and development

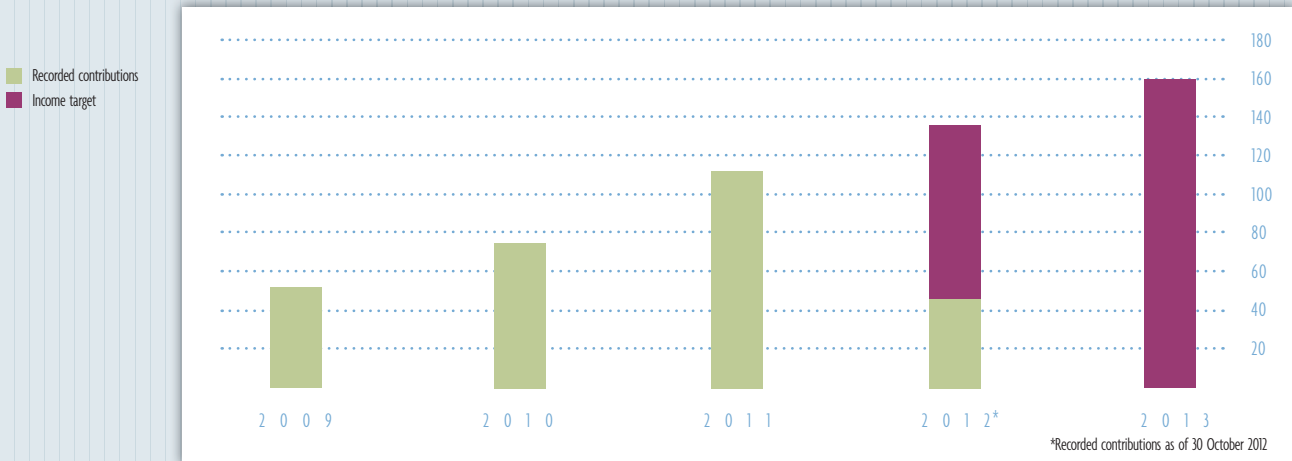
sources, in particular pooled funds. **Figure 6** shows the breakdown of contributions from UNHCR's main donors in 2011. While the Office has made strenuous efforts to diversify its donor base, as illustrated in this figure, 50 per cent of all voluntary contributions in 2011 came from UNHCR's top three donors (the United States, Japan and the European Union), and 78 per cent from the top 10 donors.

FIGURE 6

UNHCR's main donors | 2011



**FIGURE 7** Contributions from the private sector 2009 • 2013 | USD • millions



Fund raising from the private sector is playing an increasingly greater role in diversifying UNHCR's funding base. Robust growth in private contributions is expected to continue thanks to sustained investment over the past few years. After receiving a record USD 111 million in 2011, UNHCR expects to raise over USD 150 million from private donors in 2013, as shown in [Figure 7](#).

Individual donors, especially regular monthly givers, are the bedrock of private sector fund raising. Their contributions bring predictable, sustainable and flexible income to the Office.

By 2013, UNHCR expects to have over 700,000 individual donors, including individuals giving one-off gifts, as well as committed donors who make multiple donations on a regular basis. The private sector fund-raising strategy remains focused on attracting and retaining these donors in priority countries, including Australia, Germany, Italy, Japan, Spain and the United States.

Over the next two years, UNHCR's partnerships with corporations, foundations and high net-worth individuals are also expected to yield substantial funds, in-kind support and expertise. ■

## Multi-year funding requirements for solutions

Alongside the challenges of responding quickly to complex displacement emergencies – often several at the same time – UNHCR must uphold its mandated responsibilities to protect and assist millions of displaced or stateless people in protracted or other situations. Tackling protracted refugee and IDP situations and facilitating the reintegration of returnees require long-term planning and programming. The Office's extensive experience has shown that the key to success lies in joint planning with development actors and, most importantly, garnering the support and commitment of the host communities and authorities. UNHCR has now formulated several multi-year, area-based programmes together with development actors. Two programmes - in eastern Sudan and in Colombia - have been formally launched as joint programmes with UNDP under the Transitional Solutions Initiative.

In eastern Sudan, the programme aims at consolidating twelve camps hosting Eritrean refugees and several local communities into self-reliant villages. The initiative includes projects to improve health services, schools and infrastructure for water. Baseline surveys on local markets are being carried out to help identify appropriate income-generating activities to be supported under the programme. It is estimated that the total financial requirements for five years (up to 2016) will amount to some USD 100 million.

In Colombia, a newly established three-year programme specifically aims at providing successful examples of solutions for IDPs by targeting a number of communities in three country Departments during the first phase, and in additional communities subsequently. The areas of intervention are: land, housing, access to basic services and local economic development, in parallel with protection measures. UNHCR and UNDP are appealing jointly for USD 26.2 million for the period 2012-2014.

These solutions-oriented, multi-year programmes will depend on the availability of predictable resources for a minimum of three years. UNHCR is urging donors to support this initiative by identifying additional resources, so that activities to promote durable solutions will not be implemented at the expense of humanitarian or emergency programmes.

In addition, UNHCR and UNDP have worked together to identify pilot countries for joint efforts under the Secretary-General's October 2011 Policy Committee decision on Durable Solutions, and will be working in 2013 with relevant country teams on developing solutions strategies for those pilot countries.

# UNHCR FINANCIAL REQUIREMENTS | USD

Operation	Revised budget	PILLAR 1 Refugee programme	PILLAR 2 Stateless programme	PILLAR 3 Reintegration projects	PILLAR 4 IDP projects	Total 2013
	2012 (as of 30 June 2012)	2013				
Central Africa and the Great Lakes	383,669,068	188,844,735	8,816,926	56,384,349	68,600,026	322,646,037
East and Horn of Africa	1,198,535,781	959,843,452	14,416,908	22,009,409	132,216,201	1,128,485,971
West Africa	282,727,796	268,434,931	2,391,416	6,511,468	6,074,449	283,412,264
Southern Africa	90,394,698	78,250,728	2,849,131	0	1,826,905	82,926,765
North Africa	170,459,163	134,095,098	2,774,988	0	2,790,418	139,660,504
Middle East	538,883,910	269,794,498	3,184,830	30,304,146	150,102,728	453,386,203
South-West Asia	336,791,691	157,715,261	1,489,107	125,420,484	67,567,979	352,192,831
Central Asia	23,029,293	10,696,863	3,360,446	0	4,045,439	18,102,748
South Asia	46,670,749	30,531,784	1,595,971	4,258,080	2,450,569	38,836,404
South-East Asia	99,031,330	66,673,107	15,520,378	0	20,204,266	102,397,750
East Asia and the Pacific	16,608,090	14,452,888	388,098	0	0	14,840,986
Eastern Europe	76,882,836	72,845,268	3,277,976	0	13,076,262	89,199,506
South-Eastern Europe	63,581,840	18,178,765	5,251,053	7,221,243	20,249,852	50,900,913
Northern, Western, Central and Southern Europe	54,305,180	52,786,061	4,112,091	0	0	56,898,152
North America and the Caribbean	21,556,702	7,752,760	9,319,646	0	3,513,278	20,585,683
Latin America	79,474,971	52,211,870	475,324	0	28,388,581	81,075,775
Global programmes	180,684,056	188,848,990	0	0	0	188,848,990
Headquarters <sup>1</sup>	184,168,628	184,293,748	0	0	0	184,293,748
<b>Subtotal</b>	<b>3,847,455,782</b>	<b>2,756,250,807</b>	<b>79,224,289</b>	<b>252,109,179</b>	<b>521,106,955</b>	<b>3,608,691,229</b>
Operational Reserve	173,309,234	283,547,507	0	0	0	283,547,507
<b>Subtotal</b>	<b>4,020,765,016</b>	<b>3,039,798,314</b>	<b>79,224,289</b>	<b>252,109,179</b>	<b>521,106,955</b>	<b>3,892,238,736</b>
NAM Reserve	19,795,400	20,000,000	0	0	0	20,000,000
Junior Professional Officers	12,000,000	12,000,000	0	0	0	12,000,000
<b>Total</b>	<b>4,052,560,416</b>	<b>3,071,798,314</b>	<b>79,224,289</b>	<b>252,109,179</b>	<b>521,106,955</b>	<b>3,924,238,736</b>

<sup>1</sup> Includes allocations from the UN Regular Budget as follows: USD 47 million for 2012 and USD 48.5 million for 2013.