

Funding UNHCR's Programmes

INTRODUCTION

This chapter presents an overview of UNHCR's requirements, income and expenditure in 2016. More detailed information can be found on UNHCR's main operational reporting platform, Global Focus (<http://reporting.unhcr.org>).

2016 was a record-breaking year in financial terms for UNHCR (Chart 1). It saw the office end the year with its highest budget, of \$7.510 billion, up from \$6.546 billion at the beginning of the year. The \$963 million net increase to its approved budget came mainly as a result of supplementary appeals for UNHCR's work to protect people of concern and mitigate the effects of conflict or displacement.

2016 was also a record-breaking year for support. UNHCR received its highest ever level of voluntary contributions at \$3.902 billion as 145 governmental and private donors, a range of pooled funding

mechanisms, as well as income from the UN Regular Budget, supported the Office's work. This included \$563 million in unearmarked funding, and \$352 million in funding from the private sector. Taking into account the carryover and other income and adjustments, UNHCR had funds available to it in 2016 of \$4.411 billion.

UNHCR spent \$3.967 billion in 2016, its highest level of expenditure, an increase of \$673 million from that achieved in 2015. 86 per cent of its expenditure was in the field on operations.

Lastly, the year saw a slight diminution in the funding gap between what was requested based on needs and what was received. The percentage of UNHCR's budgeted activities that went unfunded was 41 per cent, or \$3.099 billion. This was a drop on the 48.7 per cent from 2015, at \$3.525 billion.

Chart 1 | BUDGET, FUNDS AVAILABLE AND EXPENDITURE OVERVIEW | 2010 - 2016

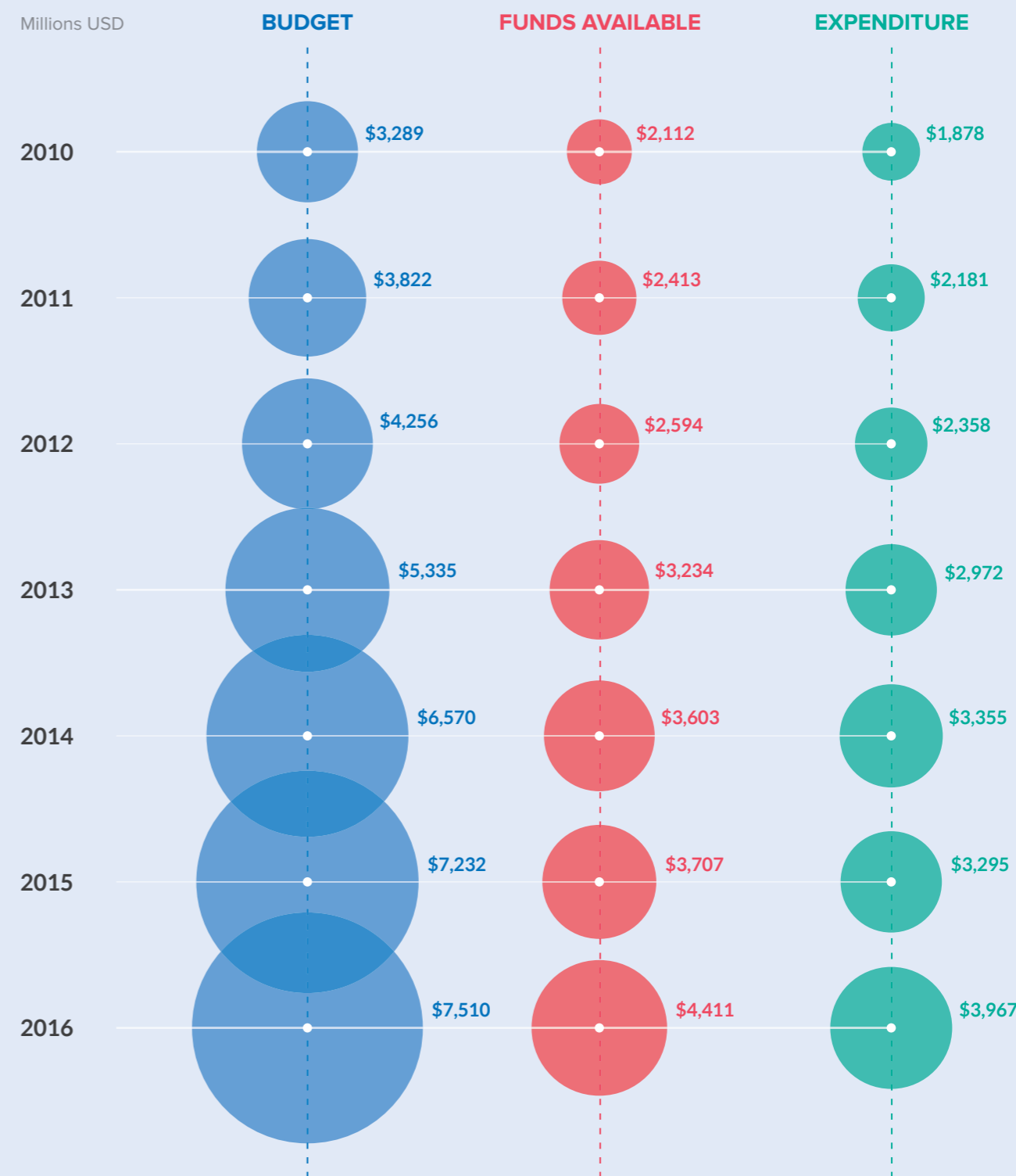


Table 1 | **BUDGET AND EXPENDITURE | 2016**

REGION AND SUBREGION		PILLAR 1	PILLAR 2	PILLAR 3	PILLAR 4	(USD)
		Refugee programme	Stateless programme	Reintegration projects	IDP projects	TOTAL
AFRICA						
West Africa	Budget	184,511,416	8,507,410	37,016,635	43,194,398	273,229,858
	Expenditure	92,525,415	4,359,275	8,833,522	23,953,164	129,671,377
East and Horn of Africa	Budget	1,464,041,379	7,863,523	34,862,433	173,224,765	1,679,992,100
	Expenditure	657,796,682	4,278,471	8,315,002	59,558,324	729,948,478
Central Africa and the Great Lakes	Budget	458,162,113	4,737,131	66,331,967	112,924,936	642,156,147
	Expenditure	250,012,179	1,852,927	16,662,616	24,262,790	292,790,511
Southern Africa	Budget	74,672,626	1,801,866	-	-	76,474,492
	Expenditure	40,038,936	1,063,701	-	-	41,102,636
SUBTOTAL AFRICA	Budget	2,181,387,534	22,909,929	138,211,036	329,344,099	2,671,852,598
	Expenditure	1,040,373,211	11,554,374	33,811,140	107,774,278	1,193,513,003
THE AMERICAS						
North America and the Caribbean	Budget	15,065,033	8,762,284	-	-	23,827,317
	Expenditure	8,803,426	3,591,427	-	-	12,394,853
Latin America	Budget	78,616,649	1,172,494	-	35,603,568	115,392,710
	Expenditure	43,154,531	905,649	-	16,739,848	60,800,028
SUBTOTAL AMERICAS	Budget	93,681,682	9,934,777	-	35,603,568	139,220,027
	Expenditure	51,957,957	4,497,076	-	16,739,848	73,194,880
ASIA AND THE PACIFIC						
South-West Asia	Budget	332,708,683	234,630	92,349,153	48,059,136	473,351,601
	Expenditure	242,522,961	150,996	29,047,930	17,037,560	288,759,447
Central Asia	Budget	9,848,954	4,829,499	-	-	14,678,453
	Expenditure	4,079,055	2,827,936	-	-	6,906,991
South Asia	Budget	29,547,250	799,784	-	789,056	31,136,090
	Expenditure	14,425,122	508,101	-	575,771	15,508,993
South-East Asia	Budget	104,829,617	7,317,299	-	27,594,683	139,741,598
	Expenditure	39,163,829	5,094,948	-	11,950,308	56,209,086
East Asia and the Pacific	Budget	11,731,098	459,187	-	-	12,190,285
	Expenditure	8,052,754	254,000	-	-	8,306,754
SUBTOTAL ASIA AND THE PACIFIC	Budget	488,665,601	13,640,399	92,349,153	76,442,875	671,098,027
	Expenditure	308,243,721	8,835,980	29,047,930	29,563,640	375,691,270

REGION AND SUBREGION		PILLAR 1	PILLAR 2	PILLAR 3	PILLAR 4	(USD)
		Refugee programme	Stateless programme	Reintegration projects	IDP projects	TOTAL
EUROPE						
Eastern Europe	Budget	379,893,593	2,210,527	-	41,141,652	423,245,773
	Expenditure	144,869,977	1,010,618	-	22,411,130	168,291,725
South-Eastern Europe	Budget	40,972,104	3,551,882	3,807,006	19,776,321	68,107,313
	Expenditure	27,853,020	2,356,990	1,799,393	8,197,904	40,207,308
Northern, Western, Central and Southern Europe	Budget	382,144,095	3,391,180	987,344	-	386,522,619
	Expenditure	236,409,630	2,638,127	960,912	-	240,008,669
SUBTOTAL EUROPE	Budget	803,009,793	9,153,589	4,794,350	60,917,973	877,875,705
	Expenditure	409,132,627	6,005,736	2,760,306	30,609,034	448,507,702
MIDDLE EAST AND NORTH AFRICA						
Middle East	Budget	1,072,479,635	2,287,131	26,707,855	808,583,831	1,910,058,452
	Expenditure	751,368,406	1,486,312	1,890,220	458,096,544	1,212,841,482
North Africa	Budget	170,324,742	-	-	5,044,663	175,369,405
	Expenditure	95,300,801	-	-	2,324,963	97,625,764
SUBTOTAL NORTH AFRICA AND MIDDLE EAST	Budget	1,242,804,376	2,287,131	26,707,855	813,628,494	2,085,427,856
	Expenditure	846,669,207	1,486,312	1,890,220	460,421,507	1,310,467,246
SUBTOTAL FIELD	Budget	4,809,548,986	57,925,825	262,062,393	1,315,937,009	6,445,474,213
	Expenditure	2,656,376,723	32,379,477	67,509,595	645,108,307	3,401,374,102
Global Programmes	Budget	415,551,670	-	-	-	415,551,670
	Expenditure	337,591,349	-	-	-	337,591,349
Headquarters¹	Budget	230,989,589	-	-	-	230,989,589
	Expenditure	221,512,234	-	-	-	221,512,234
SUBTOTAL PROGRAMMED ACTIVITIES	Budget	5,456,090,244	57,925,825	262,062,393	1,315,937,009	7,092,015,471
	Expenditure	3,215,480,306	32,379,477	67,509,595	645,108,307	3,960,477,685
Operational Reserve	Budget	385,687,332	-	-	-	385,687,332
NAM Reserve²	Budget	20,000,000	-	-	-	20,000,000
JPO	Budget	12,000,000	-	-	-	12,000,000
	Expenditure	6,617,969	-	-	-	6,617,969
TOTAL	Budget	5,873,777,576	57,925,825	262,062,393	1,315,937,009	7,509,702,804
	Expenditure	3,222,098,275	32,379,477	67,509,595	645,108,307	3,967,095,654

¹ Includes allocations from the UN Regular Budget.
² "New or additional activities - mandate-related" (NAM) Reserve.

BUDGET OVERVIEW

The final annual budget for 2016 amounted to \$7.510 billion, an increase of \$963.4 million compared to the original annual budget of \$6.546 billion approved by the Executive Committee at its 66th session in October 2015, and \$325.0 million more than the revised annual budget of \$7.184 billion approved by the Executive Committee at its 67th session in October 2016. The greatest increases occurred in Pillar 1, which was increased 20 per cent from \$4.511 billion to \$5.456 billion due mainly to needs in Africa and Europe; and regionally, in Europe, which saw its budget increased nearly 70 per cent from \$516.9 million to \$877.9 million given the refugee and migrant crisis.

UNHCR's focus remained on responding to multiple, large-scale refugee operations, while continuing to ensure its deep involvement in IDP projects as well as continued investment in reintegration and efforts to eradicate statelessness. The final annual budget of \$7.510 billion comprised programmed activities of \$7.092 billion (including provisions for administrative costs at Headquarters, which are covered in part by the United Nations Regular Budget contribution); an operational reserve of \$385.7 million; the "new or additional activities – mandate related" reserve of \$20 million; and \$12 million for Junior Professional Officers (JPOs).

There was also a \$43.4 million reduction in requirements, which included a \$38.4 million reduction in the Africa region due to a revision of the population figures in Chad, and a \$5 million reduction in the Middle East and North Africa region from an alignment with the Regional Refugee and Resilience Plan in response to the Syria crisis.

Programmed activities made up 94 per cent of the 2016 budget, reaching \$7.092 billion. Compared to 2015, this was a slight increase of \$328.1 million, or 5 per cent and, compared to 2015, requirements for all Pillars were slightly up. Of programmed activities, the

majority of UNHCR's budget—\$6.772 billion or 95 per cent—was for programmes in Pillar 1 (Refugees) or Pillar 4 (IDPs).

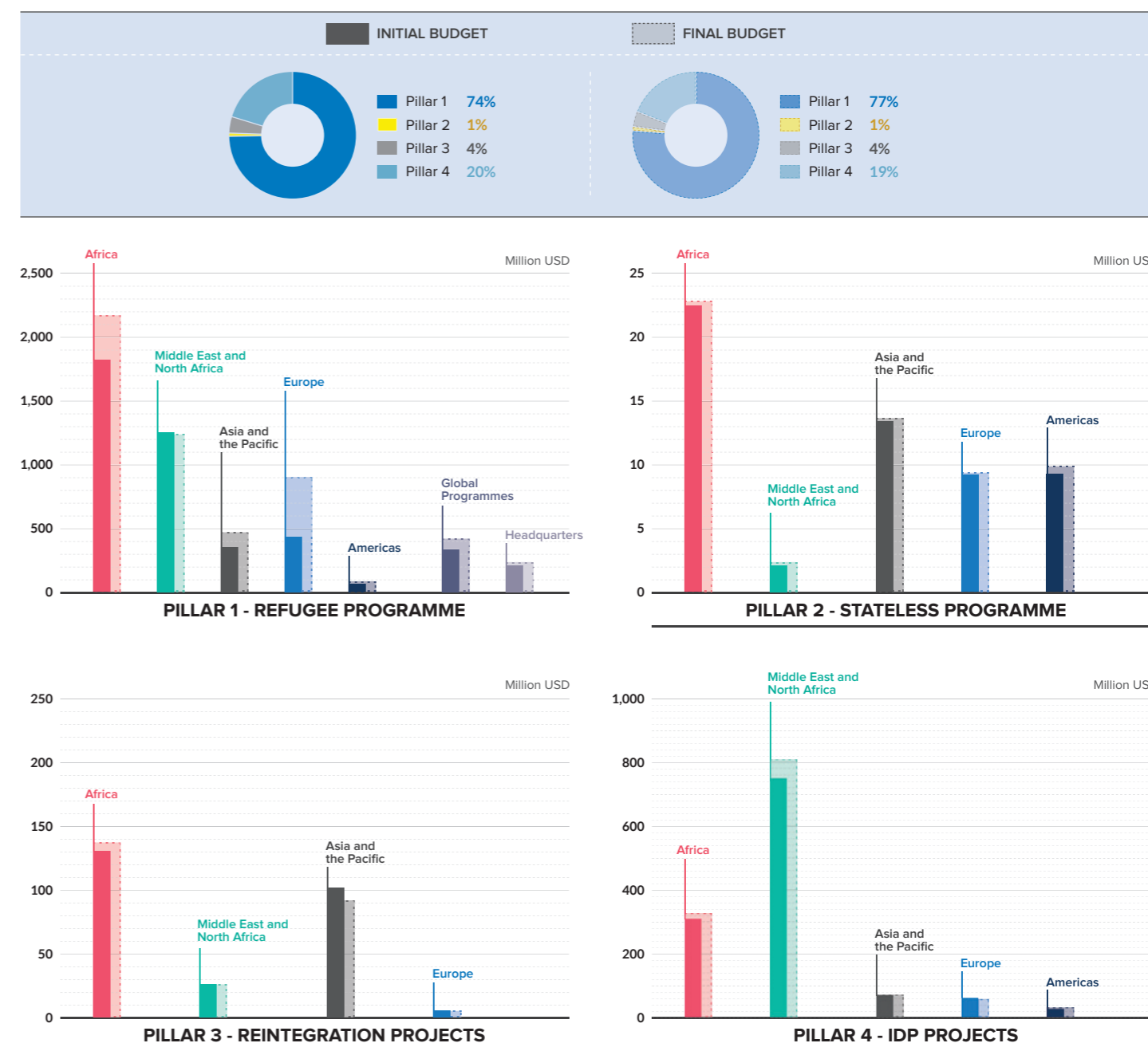
Of those two Pillars, the greater part was concentrated in Pillar 1, with \$5.456 billion or 77 per cent of programmed activities. Of those Pillar 1 requirements, \$2.181 billion or 40%, was in Africa, testament to the continuing majority of refugees worldwide being hosted in countries on that continent. Requirements for Pillar 2 (Stateless) remained fairly stable at \$57.9 million or approximately 1 per cent of programmed activities. Pillar 3 (Reintegration) represented \$262 million or 4 per cent.

The second highest concentration of budgetary requirements was in Pillar 4, with \$1.315 billion or 19 per cent of programmed activities. The greatest regional needs were in the Middle East and North Africa, with \$813.6 million in requirements or 62 per cent, evidence of the scale of needs and pattern of displacement triggered by the conflicts in that region.

Within the budget for programmed activities, the total field budget came to \$6.445 billion, or 91 per cent. Of UNHCR's regions, the financial requirements for two of them—Africa and the Middle East and North Africa—accounted for \$4.757 billion or 67 per cent of programmed activities. The budget for Africa at \$2.671 billion, or 38 per cent of programmed activities, was the largest of the regional budgets. It was closely followed by that of the Middle East and North Africa at \$2.085 billion, or 29 per cent of programmed activities. The budget for global programmes and Headquarters, providing critical operational and policy support to operations worldwide, was \$646.5 million, or 9 per cent of all programmed activities.

Compared to budgets in 2015, the overall trend was an increase in pillar and regional budgets, but there was significant fluctuation within that trend. Whereas the budgets for Pillars 1 and 3 increased 7 and 8 per cent respectively, budgets for Pillars 2 and 4

Chart 2 | PROGRAMMED ACTIVITIES: INITIAL AND FINAL BUDGETS BY REGION AND PILLAR | 2016



reduced 23 per cent and 7 per cent. Regionally, compared to 2015, the budgets for Africa and the Middle East and North Africa decreased 4 per cent and 2 per cent respectively. The growth compared to 2015 came in Europe, which increased 48 per cent as a result of requirements to manage the Europe refugee response; in the Americas, which increased 19 per cent as a result of the

complex situation that emerged in the Northern Triangle of Central America; and in Asia and the Pacific, which saw a 12 per cent increase in order to support the voluntary repatriation of Afghans.

For more details on all these operations, please see the respective regional summaries.

SUPPLEMENTARY APPEALS

Responding to new or unforeseen requirements throughout the year saw UNHCR issue nine supplementary appeals. Four of these were for situations in Africa, one each in the Americas, Asia and the

Pacific, the Middle East and North Africa and Europe regions, and one for resettlement. The financial requirements for these appeals came to just over \$1 billion, and constituted 14 per cent of programmed activities.

Table 2 | SUPPLEMENTARY BUDGETS | 2016

DESCRIPTION	REGION / SUBREGION	BUDGET (USD)
Afghanistan Situation	Asia and the Pacific	131,500,000
	SUBTOTAL	131,500,000
Burundi Situation	East and Horn of Africa	10,150,246
	Central Africa and the Great Lakes	150,162,900
	Southern Africa	250,000
	SUBTOTAL	160,563,146
Crisis in Europe	Europe	344,033,035
	Headquarters	6,390,538
	Global programmes	642,322
	SUBTOTAL	351,065,895
Dedicated Resettlement Plus	Global programmes	40,240,770
	SUBTOTAL	40,240,770
Nigeria Situation	West Africa	11,417,669
	Headquarters	63,000
	SUBTOTAL	11,480,669
Northern Triangle of Central America	Americas	16,945,218
	SUBTOTAL	16,945,218
Somalia Situation	East and Horn of Africa	107,881,832
	SUBTOTAL	107,881,832
South Sudan Situation	East and Horn of Africa	60,761,600
	Central Africa and the Great Lakes	17,186,473
	Global programmes	1,191,643
	SUBTOTAL	79,139,716
Yemen Situation	East and Horn of Africa	41,930,724
	Middle East and North Africa	65,402,412
	Headquarters	287,863
	Global programmes	339,165
	SUBTOTAL	107,960,164
	TOTAL	1,006,777,409

INCOME OVERVIEW

As outlined above, 2016 was a record year for contributions to UNHCR's work, as well as a record year in the demands made on it. UNHCR's donor base remains strong, and the levels of income in 2016 showed the Office can count on sustained

financial support for its activities. The section below analyses UNHCR's income along the key indicators for funding of quantity, quality, timeliness, predictability, and diversity, with explanatory graphics included in Charts 3 to 5.

Table 3 | SUMMARY OF CONTRIBUTIONS | 2016

DONOR	UNEARMARKED OR BROADLY EARMARKED	PILLAR 1	PILLAR 2	PILLAR 3	PILLAR 4	TOTAL	
		Refugee programme	Stateless programme	Reintegration projects	IDP projects		JPOs
Governments and the European Union	1,648,405,857	1,473,817,674	1,464,908	33,915,270	279,311,880	7,656,753	3,444,572,341
Inter-governmental bodies	75,932	-	62,814	-	556,161	-	694,908
UN funds	3,258,710	63,839,958	173,232	1,745,266	36,218,706	-	105,235,871
Private donors	233,052,000	109,567,881	728	732,573	8,399,247	-	351,752,429
UN Regular Budget	-	41,175,000	-	-	-	-	41,175,000
TOTAL	1,884,792,499	1,688,400,513	1,701,683	36,393,108	324,485,994	7,656,753	3,943,430,550

Note: contributions include 7% programme support costs

Quantity

Not including the transfer from the UN Regular Budget, UNHCR received \$3.902 billion in voluntary contributions pledged and received in 2016. Compared to the \$3.361 billion in voluntary contributions received in 2015, this was an increase of \$541 million or 16 per cent. Including \$411.9 million carried over from 2015, \$41.0 million from the United Nations Regular Budget, and \$55.6 million (excluding the Working Capital Fund provision of \$50 million) in other income and adjustments, this meant total funds available were \$4.411 billion. When compared to the overall level of funds available in 2015 of \$3.706 billion, funds in 2016 increased by approximately \$705 million, or 19 per cent.

Quality

Only 14 per cent of UNHCR's voluntary contributions were unrestricted, or unearmarked, the most valuable type of funding allowing the Office to spend it as and where it was most needed (Chart 3; see as well section on unearmarked funding below). The remainder had varying levels of earmarking attached to it, with the largest percentage—65 per cent—being what is referred to as tightly earmarked to a country or other location, or to a sector. More broadly earmarked funding, to the regional, subregional, situational or thematic level, constituted the remaining 20 per cent.

Compared to 2012, the trend is one of a gradual decline in the percentages of both unearmarked and broadly earmarked funding. At the same time, earmarked funding has increased at the country level while declining at the sector level. Although unearmarked or broadly earmarked remains the most valuable type of funding, the rise in the amount of earmarking going to the country or operational level and away from the sectoral level is a positive trend for which UNHCR was grateful.

Timeliness and predictability

With the *timing* of receipt of income having a significant impact on when the Office can spend or allocate, 80 per cent of UNHCR's income arrived in the first half of the year, and 46 per cent in the first quarter. The third quarter saw UNHCR reach 89 per cent of its income for 2016. This rate of receipt of income was broadly comparable to previous years. Insofar as the earlier in the year income is received the better, this is a trend that UNHCR was grateful for. Lastly, while trends in timing offer strong predictability in receipt of income, of course this analysis must be paralleled by an analysis on income against the budget. Thus, for example, whilst UNHCR received 80 per cent of income in the first half of the year, that income was equivalent to only 42 per cent of the budget. Critically, 17 per cent of the funding received in the first half of the year was unearmarked (amounting to 73 per cent of all the unearmarked funding received in 2016). This gave invaluable flexibility in allowing UNHCR to allocate funding pending receipt of earmarked or broadly earmarked funding later in the year.

Regarding the timeliness of receipt of income, but also a strong indicator of its quality, some 15 per cent of UNHCR's contributions in 2016 were part of multi-year contributions, covering more than 12 months. The percentage of contributions that exceeded 12 months implementation is

increasing, which is a positive sign and a good source of *predictability* in UNHCR's income.

Diversity

Overall, 145 separate donors—governments, private sector sources in Member States, intergovernmental mechanisms, and pooled funds—contributed financially to UNHCR in 2016, with a spread of income that remained relatively stable compared to previous years. Over half—57 per cent—came from the top three donors, and the top 10 overall provided 80 per cent, including governmental income and income from private sector sources within those States.

Within that top 10, which contributed \$3.289 billion, 93 per cent or \$3.063 billion, was from governments. The remaining 7 per cent, or \$225.6 million, was from the private sector. That sum accounted for 64 per cent of private sector income in 2016, and for income streams coming from five of the six National Partners.

Most of UNHCR's income came from governmental donors, which provided 87 per cent, up from 82 per cent in 2015 (**Chart 3**). Governmental income increased from \$2.982 billion in 2015 to \$3.444 billion in 2016.

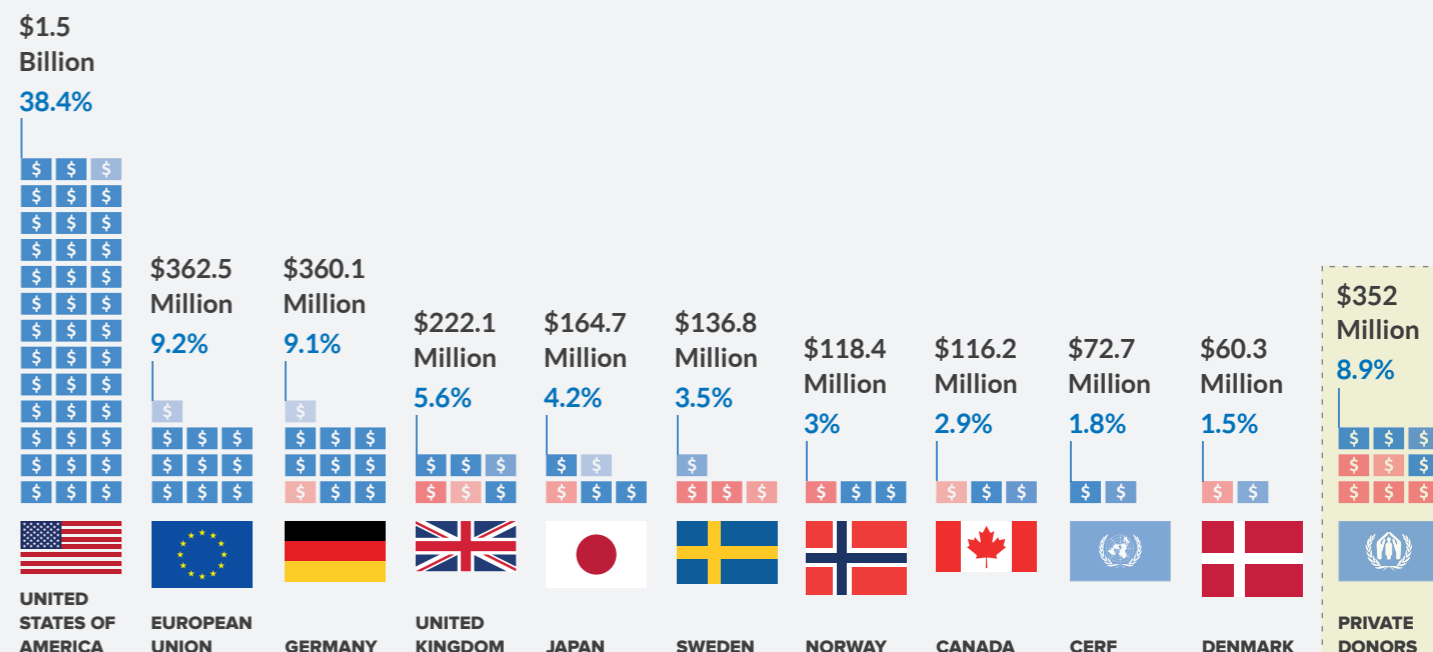
The second largest group of donors was the private sector, providing 9 per cent, slightly up on 2015's level of 8 per cent. Private sector income increased from \$283.8 million to, in 2016, over \$351.7 million (**Chart 3**) from four sources: individual giving; foundations; corporate; and private philanthropy or leadership giving. Of these, individual giving was the largest portion of private sector income, totalling \$227.7 million or 63 per cent.

The six National Partners played a significant role in securing income from the private sector. They raised 51 per cent of all

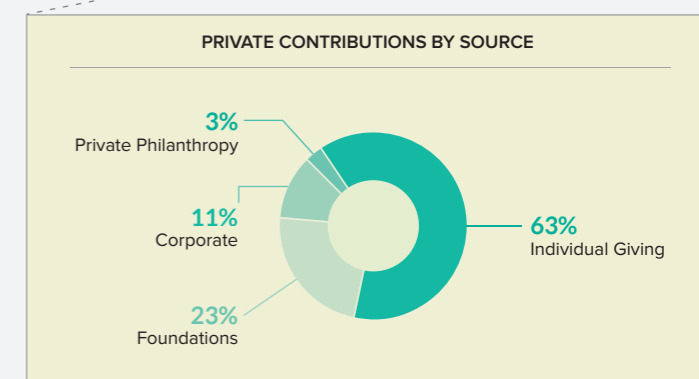
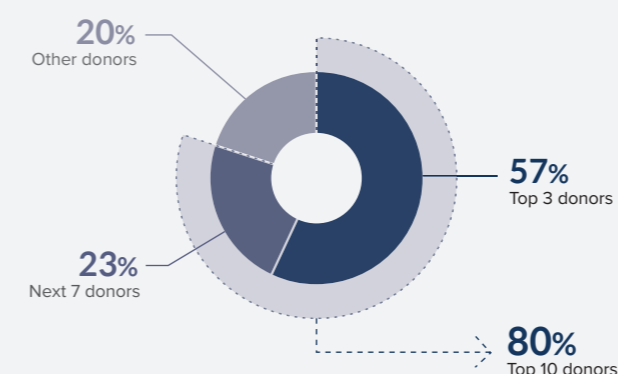
Chart 3 | INCOME OVERVIEW | 2016

Top 10 donors

\$ EARMARKED
 \$ UNEARMARKED
 \$ 1% = \$39.4 Million

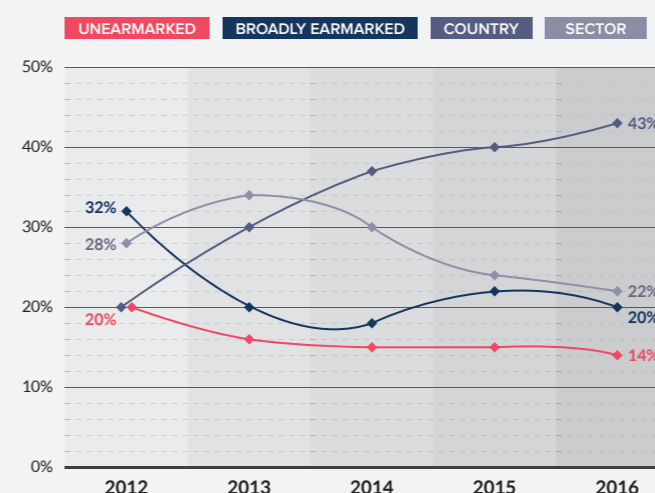


Share of contributions by main donors



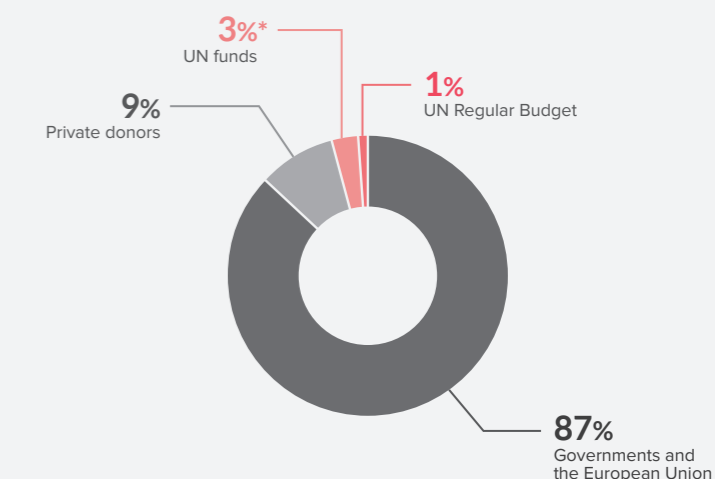
Earmarking trend* 2012-2016

(Percentage of Total Contributions)



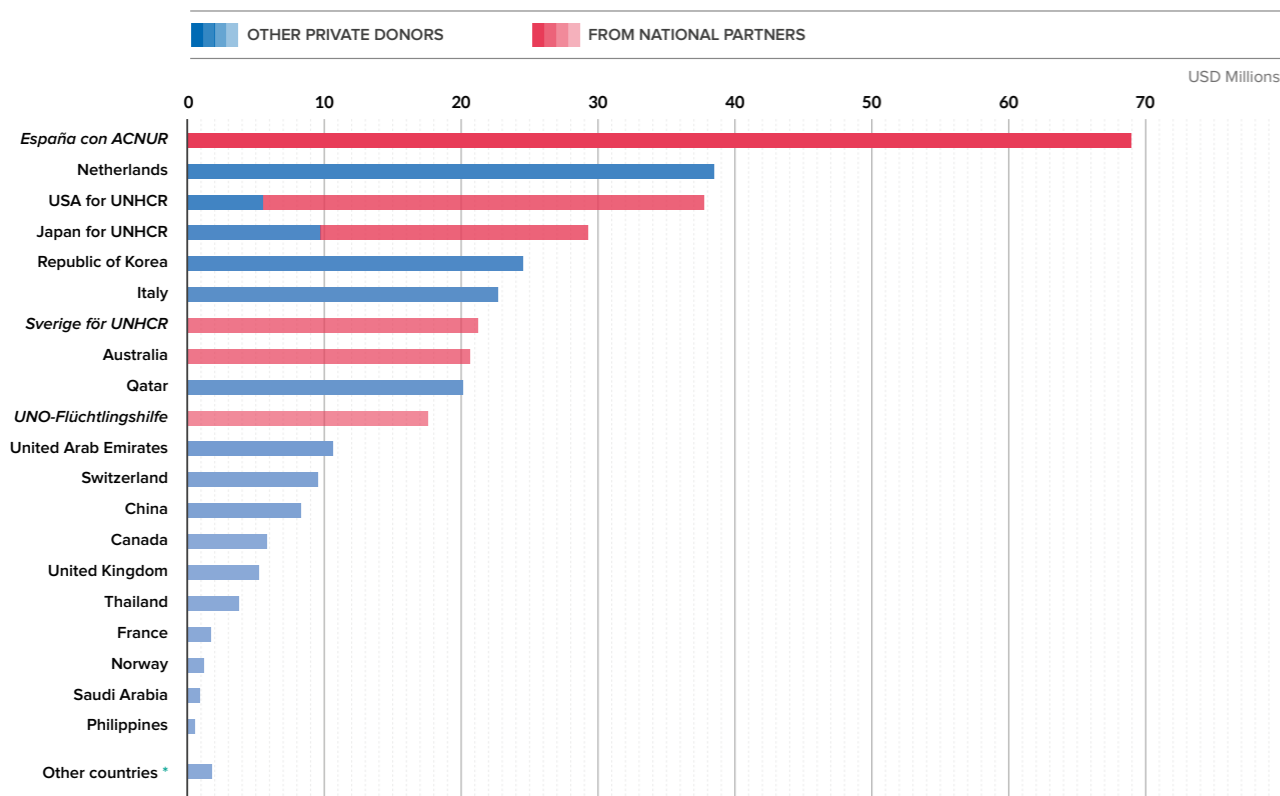
* UN Regular Budget excluded.

Source of contributions



* UN funds includes 0.02% of Intergovernmental bodies.

Chart 4 | PRIVATE SECTOR CONTRIBUTIONS BY ORIGIN | 2016



* See Table 5

private sector income, including 68 per cent of the income raised from individual donors, as well as 21 per cent of income raised from private philanthropy. The private sector also was able to further diversify sources of income, increasing individual donors from 1.4 million to 1.6 million thanks as well to, in large part, the efforts of the National Partners in engaging the public and civil society, and in UNHCR's own investment in researching the most promising markets for this type of outreach and then investing the appropriate time and capacity in them. (For more details on the work UNHCR does with the private sector, and particularly the work done by the National Partners in raising funds and awareness, please see the chapter on *Supporting UNHCR's work*.)

Pooled fund mechanisms, including the CERF and other humanitarian country-based pooled funds, were the third largest group of donors, contributing 3 per cent, the same level as in 2015. Whereas UNHCR secured income of \$91.3 million from

pooled funds in 2015, it was \$146.4 million in 2016, an increase of 58 per cent. This income level saw one of the most important funds, the CERF, become one of UNHCR's top 10 donors with \$72.7 million contributed. The success with fundraising from pooled funds in 2016 was testament to UNHCR's commitment to increasing its engagement in inter-agency processes and with these important sources of funding, and in widening understanding of them within the organization. The Office acknowledges the support from the funds, and from the donors that provide resources for them.

A final note on diversity should be paid to in-kind income, the value of which increased 31 per cent from 2015. UNHCR received in-kind assistance to the value of \$35.7 million, with assistance ranging from core relief items and similar goods (\$17 million), to support for premises (\$9 million), to the provision of assistance such as stand-by partners and software licenses.

Focus on unearmarked funding

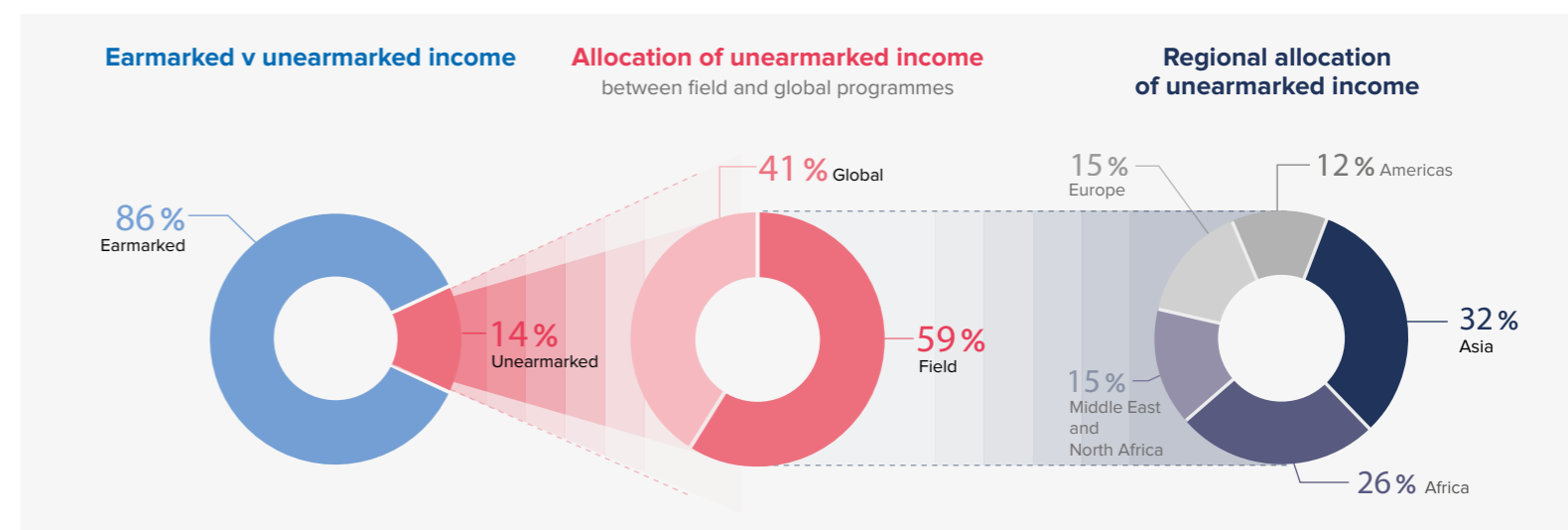
In these challenging times, UNHCR relies more than ever on early, predictable and unrestricted donor support to provide uninterrupted protection and assistance for populations of concern. As the gap between needs and available humanitarian resources widens ever further, unrestricted support has become even more crucial in providing both the flexibility to implement emergency operations as soon as possible, and the ability to continue to address ongoing operations including to those overlooked or protracted situations to which donors do not explicitly direct funds.

Contributed without restrictions on their use, unearmarked funding allows UNHCR

critical flexibility in how best to reach refugees and other populations of concern in the greatest need and at the greatest risk. All UNHCR offices benefit from the allocation of these resources, with the largest share spent on delivering programmes in the field, and the balance used to support global programmes, without which UNHCR would not be able to deliver on its mandate.

Unearmarked income was allocated throughout the year in line with identified priorities and needs. The main recipients of unearmarked income were the regions, which received 59 per cent of the funds, with the largest amount—32 per cent—being used in the Asia and Pacific region.

Chart 5 | UNEARMARKED INCOME | 2016



UNHCR received \$562.6 million in unearmarked funding in 2016 from 87 donors (Table 4). This was a 9 per cent increase on the \$514.1 million received in 2015, which was a most positive trend, but which has to be set against the general decline in the overall percentage of unearmarked income against total income received. The top three donors of unearmarked funding were Sweden with \$94.9 million or 17 per cent of all unearmarked funding; private donors in Spain with \$58 million or 10 per cent, all of which was channelled through the National Partner, *España con ACNUR*; and the

Netherlands with \$46.1 million or 8 per cent. Respectively, this unearmarked funding accounted for 69 per cent and 78 per cent of Swedish and Dutch contributions.

Within the top 10 donors of unearmarked funding there were four private sector donors, including two of the six National Partners, and the \$172.6 million of unearmarked income raised from the private sector accounted for 31 per cent of all unearmarked funding, and nearly half of all private sector contributions.

Table 4 | UNRESTRICTED VOLUNTARY CONTRIBUTIONS | 2016

DONOR	AMOUNT (USD)	DONOR	AMOUNT (USD)
Sweden	94,922,585	Private Donors in Saudi Arabia	105,185
Private Donors in Spain	58,032,379	Israel	100,000
Netherlands	46,153,846	Algeria	100,000
United Kingdom	45,305,509	Estonia	87,912
Norway	40,243,762	Private Donors in France	67,844
Japan	24,116,790	Singapore	60,000
Denmark	23,560,595	Indonesia	60,000
Private Donors in the Republic of Korea	21,441,713	Peru	49,642
Private Donors in Italy	19,799,844	Liechtenstein	49,603
Private Donors in Japan	18,438,782	Private Donors in Austria	38,892
Private Donors in Sweden	17,663,314	Hungary	33,296
Private Donors in the United States of America	16,068,362	Monaco	32,780
Australia	15,444,215	Azerbaijan	30,000
Switzerland	15,243,902	Mexico	30,000
France	14,000,000	Uruguay	30,000
Germany	12,637,363	Thailand	20,000
Italy	10,204,082	Private Donors in Brazil	18,899
Canada	9,019,327	Costa Rica	15,453
Belgium	8,503,401	Bulgaria	15,000
Private Donors in China	7,751,196	Private Donors in Finland	14,893
Finland	7,692,308	India	14,788
Ireland	7,675,439	Private Donors in Denmark	13,644
Private Donors in Switzerland	5,596,822	Private Donors in Thailand	11,402
Private Donors in Canada	4,214,498	Private Donors in Luxembourg	11,038
New Zealand	4,008,016	Mozambique	10,163
Republic of Korea	3,141,620	Sri Lanka	10,000
Luxembourg	1,648,352	Private Donors in Ireland	5,797
Private Donors in the Netherlands	1,635,263	Cyprus	5,308
Kuwait	1,000,000	Holy See	5,000
Saudi Arabia	1,000,000	Serbia	5,000
Private Donors in the United Kingdom	836,490	Private Donors in Belgium	4,361
China	800,000	Private Donors in Argentina	3,479
Private Donors in the Philippines	638,013	Private Donors in South Africa	3,199
Austria	593,407	Private Donors in Indonesia	2,726
Russian Federation	500,000	Private Donors in Greece	2,503
Argentina	400,000	Private Donors in Germany	1,790
Portugal	385,231	Private Donors in the United Arab Emirates	1,516
Turkey	300,000	Private Donors in Egypt	1,090
Qatar	200,000	Private Donors in Kenya	974
United Arab Emirates	200,000	Private Donors in Lebanon	609
Poland	156,193	Private Donors in Malta	210
Private Donors in India	145,795	Private Donors in Venezuela	101
Romania	112,740	Private Donors in Cyprus	55
Private Donors in Mexico	112,143	TOTAL	562,617,449

EXPENDITURE OVERVIEW

Expenditure was \$3.967 billion, or 90 per cent of funds available. The final budget, based on globally assessed needs, was underfunded by \$3.099 billion, or 41 per cent. When

compared to the \$3.294 billion in expenditure in 2015, expenditure in 2016 increased by approximately \$672.3 million, or 20.4 per cent.

Expenditure by region

Taking the Middle East and North Africa and Africa together, these two regions accounted for almost two-thirds of expenditure on programmed activities. The highest level was incurred in the the Middle East and North Africa region, with 33.1 per cent, followed by Africa, at 30.1 per cent. The Europe, Asia and Pacific, and Americas regions followed on 11.3 per cent, 9.5 per cent, and 1.8 per cent respectively. Global programmes at 8.5 per cent and Headquarters at 5.6 per cent complete the expenditure on programmed activities.

In dollar terms expenditure increased in all regions, but in percentage terms over total expenditure for programmed activities there were drops in Africa (-3.2%) and in the Middle East and North Africa (-1.9%), and increases in Asia and the Pacific (+1.7%) and Europe (+3.9%). Additionally, there was a drop in the ratio between Headquarters over total expenditure for programmed activities from 6.5% to 5.6% (-0.9%).

Within each region, the subregions with the highest rates of expenditure were Middle East at 93 per cent of the Middle East and North Africa's expenditure; East and Horn of Africa with 61 per cent of Africa's expenditure; South-West Asia with 77 per cent of Asia and Pacific's expenditure; Northern, Western, Central and Southern Europe with 53 per cent of Europe's expenditure; and Latin America

with 83 per cent of expenditure within the Americas.

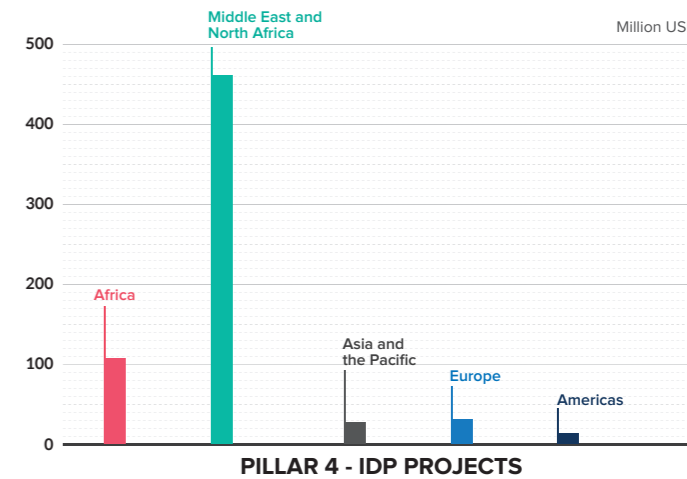
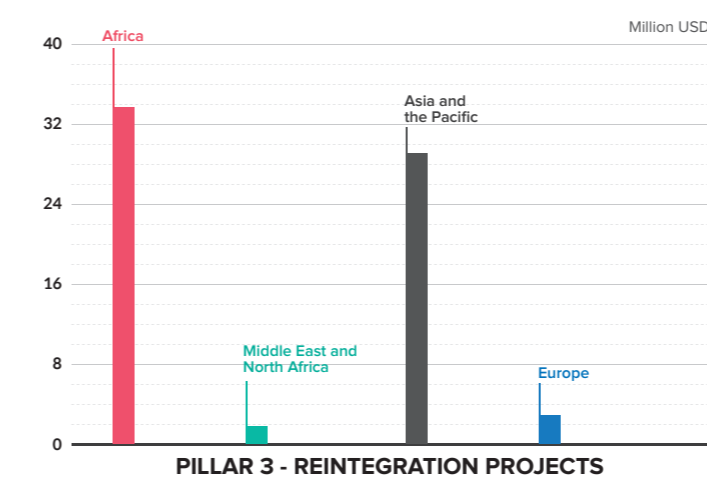
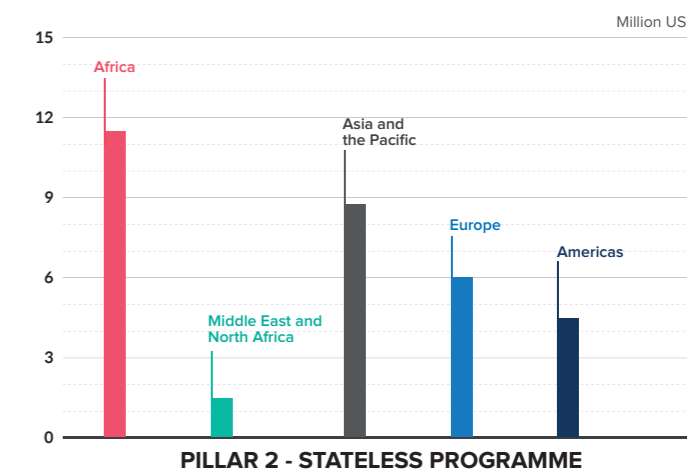
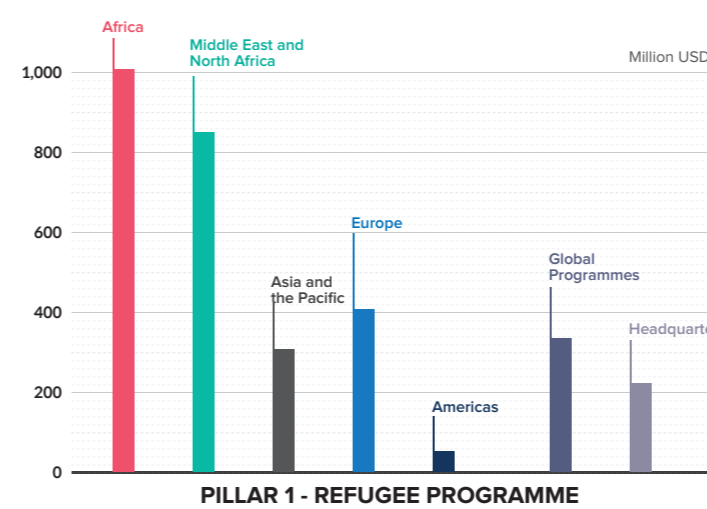
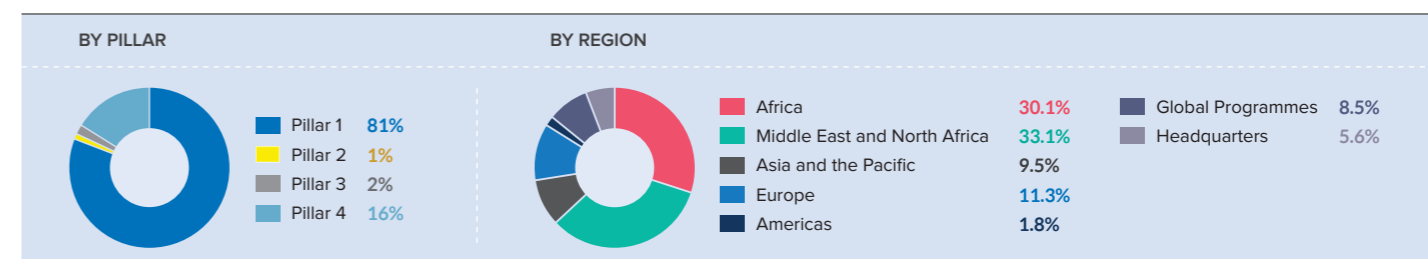
For full details, please see the regional summaries.

Seven per cent programme support costs

Guided by three key objectives—those of stable, adequate and transparent funding of Headquarters costs; equitable programme support contribution across pillars; and better aligning UNHCR's practice with the policies of the UN System—UNHCR now applies a 7 per cent programme support component to all earmarked contributions received, excluding contributions earmarked to cover Headquarters costs, in-kind contributions and JPOs.

This policy was adopted with the intent of ensuring transparent, equitable and predictable coverage of Headquarters costs through a means that more accurately reflects the distribution of income and expenditure in UNHCR's operations across all four budget pillars. In 2016, this policy generated \$204 million, of which \$165 million was used to fund Headquarters, \$12 million was allocated to the staff benefits fund, and the balance of \$271 million to the field.

Chart 6 | EXPENDITURE BY PILLAR AND REGION | 2016



Status of UNHCR's Grand Bargain commitments in 2016

The table below outlines achievements made under the five work streams against which UNHCR made specific commitments at the occasion of the World Humanitarian Summit (WHS). UNHCR is also committed to active and wide-ranging engagement and

participation in work streams for which a specific commitment was not made. For more information on its commitments and its participation, please refer to the UNHCR Grand Bargain self-reporting at <https://interagencystandingcommittee.org/grand-bargain-hosted-iasc>.

MORE SUPPORT AND FUNDING TOOLS FOR LOCAL AND NATIONAL RESPONDERS

UNHCR is committed to transfer at least 25 per cent of its programme expenditures to the local and national responders by 2020.	In 2016, UNHCR transferred 16 per cent of its total expenditure to local partners (local NGOs and local/national governments combined). While the percentage increase from 2015 remained at 1 per cent, overall expenditure increased from \$490 million in 2015 to \$623 million in 2016.
UNHCR commits to expand its investment in institutional capacity building of national partners, and to support effective emergency preparedness.	In collaboration with key UN partners, UNHCR simplified and facilitated partnership arrangements to foster greater collaboration with local and national responders in humanitarian operations. UNHCR expanded opportunities for local government authorities and other national and local partners to participate in emergency trainings and inter-agency contingency planning workshops, of which 23 took place during the year.

INCREASE USE AND COORDINATION OF CASH-BASE PROGRAMMING

UNHCR is committed to doubling the amount of funds programmed for cash-based interventions (CBI) by the end of 2020.	UNHCR transferred \$688 million to beneficiaries compared to \$325 million in 2015, fulfilling its WHS commitment to double CBI.
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REDUCE DUPLICATION AND MANAGEMENT COSTS WITH PERIODIC FUNCTIONAL REVIEWS (CO-CONVENED WITH THE GOVERNMENT OF JAPAN)

UNHCR is committed to reduce the cost of procurement and logistics by 10 per cent by the end of 2020 through the use of shared services with partner agencies.	On behalf of the UN Procurement Network, UNHCR recruited a consultant to analyse collaborative procurement opportunities. Phase 1 of the project was completed in December 2016 and prioritized procurement items for greater impact from joint procurement.
UNHCR is also committed to expand the use of biometrics for refugee registration to 75 operations by 2020.	UNHCR biometrics coverage has increased to 44 country operations from 34.

A PARTICIPATION REVOLUTION

UNHCR is committed to ensuring equal (50 per cent) and meaningful participation of women and adolescent girls in all decision-making processes and structures in forced displacement contexts by 2020.	Out of 65 refugee and IDP situations reporting on the indicator, 48 were in the acceptable range of 35% female participation or above.
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ENHANCE ENGAGEMENT BETWEEN HUMANITARIAN AND DEVELOPMENT ACTORS

UNHCR is committed to further collaboration with Multilateral Development Banks and, based on joint research with development partners, will enhance its evidence base advocacy on behalf of the population in protracted situations.	UNHCR collaborated with the World Bank on a ground-breaking study on forced displacement, launched at the 19 September General Assembly Summit. UNHCR and ILO signed a revised memorandum of understanding in July 2016 promoting employment possibilities for populations of concern, and developing better guidance to support governments in these efforts.
UNHCR is committed to reinforcing the Solutions Alliance as a central platform for collaborative actions in support of solutions to conflict-induced displacement.	During 2017, the Solutions Alliance will transition itself into existing initiatives, such as the CRRF, that are also committed to reinforcing collaborative actions in support of solutions to conflict-induced displacement.

CONCLUSION

2016 funding was, on the one hand, a record. On the other, it still left 41 per cent of the budget unfunded. This meant that, throughout the year, UNHCR had to face and handle challenges related to underfunding and how to prioritize activities for support, with prioritization defined as a compromise between what is judged urgent and essential within the Office's activities, and what is possible given available resources and capacity. While the Office did prioritize life-saving assistance and core protection activities, this had severe impacts on activities such as education, more durable infrastructure, solutions, cash programmes and interventions requiring large investment costs but for which there is strong evidence of the benefits and greater cost efficiencies in the long term.

Given the above—that even with 2016's record levels of generosity, UNHCR had to rigorously prioritize—the Office was faced with funding gaps. These gaps generated specific and measurable consequences, some of which are outlined below.

- UNHCR was unable to assist 1.3 million people with shelter, including emergency shelter, and shelter of transitional or long-term type. The largest gaps in shelter support were in the DRC, Ethiopia, South Sudan, Turkey, and the United Republic of Tanzania.
- The Office was not able to provide cash assistance to some 2 million people so as to help them meet their most basic needs. The largest unmet needs of this type were in Iraq, Jordan, Lebanon, the Syrian Arab Republic (Syria), Turkey, and Yemen.
- UNHCR could not assist 5.1 million people with core relief items. The largest number of people with such unmet needs were in Afghanistan, Cameroon, Iraq, South Sudan, Syria, and Yemen.

- 641,000 women and girls could not be helped with sanitary materials. The largest unmet needs were in Cameroon, Chad, Myanmar, South Sudan, Sudan, Turkey, and Uganda.
- UNHCR was not able to assist some 418,000 children to be enrolled in primary education. This had particular impacts on populations in Cameroon, Chad, Iraq, Kenya, Lebanon, Pakistan, South Sudan, Sudan, Uganda, among others. [NB: This refers to UNHCR's planning for 2016 only and not to the overall number of children out of school, or capacities of other partners.]

Throughout the year, UNHCR maintained or intensified efforts to expand its donor base, and this has generated results. For example, it saw the continued exponential increase in private sector fundraising, from 2 per cent of income (\$22 million) in 2006 to 9 per cent (\$352 million) in 2016; robust engagement with emerging donors, including in the Gulf region; and unprecedented cooperation with the World Bank and other international financial institutions. Initiatives with development actors will be of significant help in reducing the amount the Office spends on care and maintenance in protracted situations. However, even if successful these will likely not eliminate UNHCR's reliance on key State partners who provide the lion's share of its funding, and which provide much more than financial contributions alone. Such expansion also requires investment in time, capacity, staffing, and finances.

For the generous support it received in 2016 from governments, from the private sector—citizens, National Partners, corporations, and foundations—from intergovernmental institutions, and from the many pooled funding mechanisms, UNHCR offers its most heartfelt thanks.

Table 5 | **TOTAL CONTRIBUTIONS | 2016**

DONOR	GOVERNMENT*	PRIVATE DONORS	INTERGOVERNMENTAL BODIES	UN FUNDS	TOTAL
United States of America	1,513,836,476	37,907,675			1,551,744,150
Germany	360,121,870	17,764,635			377,886,505
European Union	362,518,134				362,518,134
United Kingdom	222,110,112	5,184,978			227,295,090
Japan	164,726,114	29,345,471			194,071,585
Sweden	136,825,609	21,191,149			158,016,758
Canada	116,255,394	5,861,989			122,117,383
Norway	118,461,282	1,192,500			119,653,782
Netherlands	59,454,390	38,369,937			97,824,327
Spain	9,425,496	68,785,024			78,210,520
Central Emergency Response Fund ¹				72,703,326	72,703,326
Australia	39,897,527	20,697,450			60,594,977
Denmark	60,314,999	267,644			60,582,643
Italy	31,328,670	22,818,561			54,147,231
Switzerland	40,767,378	9,667,517			50,434,895
Republic of Korea	22,572,250	24,571,637			47,143,887
France	43,466,805	1,863,016			45,329,821
UN Regular Budget				41,175,000	41,175,000
Finland	28,052,847	14,893			28,067,739
Belgium	23,614,572	4,361			23,618,934
Qatar	696,164	20,221,990			20,918,154
Kuwait	17,066,762	36,185			17,102,947
Saudi Arabia	14,426,790	986,211			15,413,001
Ireland	14,512,489	14,447			14,526,935
United Arab Emirates	2,762,598	10,649,483			13,412,081
United Nations Department of Political Affairs				11,277,510	11,277,510
China	2,817,942	8,257,768			11,075,710
Luxembourg	9,255,956	11,038			9,266,993
Humanitarian Pooled Fund ²				8,737,951	8,737,951
Austria	6,871,349	84,122			6,955,471
Sudan Humanitarian Fund ³				4,891,680	4,891,680
New Zealand	4,008,016				4,008,016
Thailand	20,000	3,777,719			3,797,719
Czechia	3,006,429				3,006,429
Hungary	2,812,586				2,812,586
United Nations Programme on HIV/AIDS				2,450,000	2,450,000
Iceland	2,400,000				2,400,000
Russian Federation	2,000,000				2,000,000
United Nations Darfur Fund ⁴				1,406,179	1,406,179
Poland	1,335,154				1,335,154
Turkey	1,000,000	6,892			1,006,892
Somalia Humanitarian Fund ⁵				900,491	900,491
Slovakia	829,409				829,409
United Nations Peacebuilding Fund ⁶				704,668	704,668
Brazil	662,778	18,899			681,678
Philippines	20,000	653,684			673,684
Argentina	523,420	3,479			526,899
Estonia	502,022				502,022
DRC Humanitarian Fund ⁷				500,000	500,000
Lebanon Recovery Fund ⁸				495,000	495,000
Liechtenstein	453,069				453,069
Monaco	397,627				397,627
Portugal	385,231				385,231
Greece		366,561			366,561
One UN Fund ⁹				302,922	302,922
OPEC Fund For International Development			300,000		300,000
Romania	285,066				285,066
United Nations Development Programme				269,143	269,143
Egypt		267,903			267,903
Singapore	60,000	204,044			264,044

(USD)

DONOR	GOVERNMENT*	PRIVATE DONORS	INTERGOVERNMENTAL BODIES	UN FUNDS	TOTAL
Council of Europe Development Bank			256,161		256,161
Indonesia	60,000	173,396			233,396
South Sudan Common Humanitarian Fund ¹⁰				199,842	199,842
Mexico	55,000	122,189			177,189
India	14,788	150,762			165,550
Malta	155,374	210			155,584
International Organization for Migration			138,747		138,747
United Nations Trust Fund for Human Security ¹¹				130,818	130,818
South Africa	125,217	3,199			128,416
United Nations Population Fund				121,322	121,322
Kazakhstan	114,916	5,000			119,916
Kenya		100,974			100,974
Algeria	100,000				100,000
Israel	100,000				100,000
Armenia	98,000				98,000
United Nations Fund for Action Against Sexual Violence in Conflict ¹²				95,020	95,020
Slovenia	88,707				88,707
Montenegro	82,745				82,745
Lebanon		76,841			76,841
Kyrgyzstan	71,154				71,154
Chile	70,000				70,000
Bulgaria	68,079				68,079
Nigeria	63,735				63,735
Lithuania	55,610				55,610
Latvia	54,825				54,825
Peru	49,642				49,642
Turkmenistan	47,045				47,045
Azerbaijan	40,007				40,007
United Nations Chief Executive Board for Coordination				40,000	40,000
Tunisia		30,999			30,999
Holy See	30,000				30,000
Uruguay	30,000				30,000
Croatia	24,957				24,957
Morocco	24,299				24,299
Botswana	19,719				19,719
Andorra	16,816				16,816
Costa Rica	15,453				15,453
Mozambique	10,163				10,163
Sri Lanka	10,000				10,000
United Nations Evaluation Group				10,000	10,000
Islamic Republic of Iran		8,799			8,799
Malaysia		7,676			7,676
Cyprus	5,308	55			5,363
Ecuador	5,000				5,000
Serbia	5,000				5,000
Myanmar		2,308			2,308
Bangladesh		1,061			1,061
Venezuela		101			101
TOTAL	3,444,572,341	351,752,429	694,908	146,410,871	3,943,430,550

(USD)

Note: Includes 7 per cent programme support costs.

* Includes JPOs.

¹ For details of donors, refer to the CERF website (<http://cerf.un.org>).

² For details of donors, refer to the OCHA website (<http://www.unocha.org/what-we-do/humanitarian-financing/country-based-pooled-funds>).

³ Funded by the Governments of Denmark, Germany, Ireland, the Netherlands, Norway, Sweden, and the United Kingdom.

⁴ Funded by the Government of Qatar.

⁵ Funded by the Governments of Australia, Denmark, Germany, Ireland, Switzerland, and the United Kingdom.

⁶ For details of donors, refer to the PBF website (<http://www.unpbf.org>).

⁷ Funded by the Governments of Australia, Belgium, Canada, Denmark, Ireland, Luxembourg, the Netherlands, Norway, Spain, Sweden and the United Kingdom.

⁸ For details of donors, refer to the LRF website (<http://mptf.undp.org/factsheet/fund/LRF00>).

⁹ Funded by the Governments of Belgium, Germany, Italy, Norway, Sweden, the United Kingdom, as well as the Delivering Results Together Fund, UNICEF, Expanded Delivering as One Funding Window and Private Sector.

¹⁰ Funded by the Governments of Australia, Belgium, Denmark, Germany, Ireland, Italy, the Netherlands, Norway, Sweden, and the United Kingdom.

¹¹ Funded by the Government of Japan.

¹² For details of donors, refer to the UN Action website (<http://mptf.undp.org/factsheet/fund/UNA00>).

Table 6 | TRANSFERS FROM THE OPERATIONAL RESERVE | 2016

		(USD)
1. OPERATIONAL RESERVE APPROVED BY THE EXECUTIVE COMMITTEE IN OCTOBER 2015		456,887,160
2. TRANSFERS FROM THE OPERATIONAL RESERVE		71,199,828
AFRICA		
Kenya	Saving newborn lives in refugee situations	102,000
Malawi	Emergency response to Mozambican influx into Malawi	8,428,006
Niger	Nigeria Situation	1,417,500
South Sudan	Saving newborn lives in refugee situations	102,000
SUBTOTAL		10,049,506
MIDDLE EAST AND NORTH AFRICA		
Iraq	Persons in need of international protection (Ashraf)	3,909,937
Jordan	Saving new born lives in refugee situations	102,000
SUBTOTAL		4,011,937
ASIA AND THE PACIFIC		
Iran	Resilience and Solutions Measures	6,102,137
SUBTOTAL		6,102,137
EUROPE		
Bosnia and Herzegovina	Persons in need of international protection (Ashraf)	7,767,396
Italy	Strengthening RSD procedures	3,821,911
SUBTOTAL		11,589,307
AMERICAS		
Canada	Strengthening UNHCR office in Canada	222,680
USA Regional Office	Emergency response for persons affected by Hurricane Mathew	5,950,000
SUBTOTAL		6,172,680
GLOBAL PROGRAMMES		
Division of External Relations	State of the World's Refugees	232,238
	Centralization of global activities	15,000
	DAFI Global Programme	5,676,395
Division of International Protection	Support towards various protection-related activities	2,177,000
	Centralization of global activities	75,000
	Educate a Child Programme	587,229
	Community-based protection activities	198,413
Division of Programme Support and Management	Renewable Energy	432,832
	Global Shelter Cluster	150,009
	Establish Credit Guarantee Facility	151,443
	Saving newborn lives in refugee situations	150,000
	Refugee housing unit shelters	5,750,000
Division of Emergency, Security and Supply	Strengthening preparedness in high-risk countries project	2,352,637
	In-kind contribution for Dubai warehouse	726,000
	Refugee housing units	420,000
	Field Security support	69,696
Division of Financial and Administrative Management	Centralization of global activities	30,000
Division of Information Systems and Telecommunications	Connectivity for Refugees Initiative	4,855,262
	Centralization of global activities	45,000
Division of Human Resources Management	Global Protection Cluster project	47,307
SUBTOTAL		24,141,461

HEADQUARTERS

Executive Direction and Management	Strengthening the Liaison Office in New York	112,000
	Office structural changes for the High level Summit	1,343,060
Division of External Relations	UNHCR-Led High Level Meeting	75,000
	Support towards various protection related activities	495,539
Division of International Protection	UNHCR-Led High Level Meeting	628,499
	Educate a Child programme	40,000
	Support to the DAFI programme	34,061
Division of Programme Support and Management	UNHCR-Led High Level Meeting	233,395
Regional Bureaux	Crisis in Europe	794,985
Division of Human Resources Management	Gender, Diversity and Inclusion	318,089
	Support for the centralization of global activities	30,000
Division of Financial and Administrative Management	Cash-Based Intervention (CBI)	841,519
Division of Information Systems and Telecommunications	ICT Site Support and Service Delivery	329,064
	Strengthening Global Service Centre in Budapest	33,837
Global Service Centre - Budapest	Position changes in DESS	318,823
	Project Matatu Phase 2	500,000
	Global Protection Cluster project	53,418
Global Service Centre - Copenhagen	Strengthening Global Service Centre in Copenhagen	1,863,523
	ICT Connectivity	210,000
SUBTOTAL		9,132,799
3. BALANCE		385,687,332

Table 7 | CONTRIBUTIONS TO THE JUNIOR PROFESSIONAL OFFICERS SCHEME | 2016

DONOR	TOTAL (USD)
United States of America	1,300,000
Japan	1,246,428
Netherlands	715,866
Denmark	671,329
Germany	660,294
Norway	462,584
Switzerland	427,644
Finland	425,830
France	409,233
Republic of Korea	328,630
Sweden	284,086
Australia	228,691
Belgium	225,000
Luxembourg	172,213
Italy	98,926
TOTAL	7,656,753

Table 8 | **IN-KIND CONTRIBUTIONS | 2016**

DONOR	DESCRIPTION	(USD) TOTAL
Argentina	Premises for UNHCR office in Buenos Aires	123,420
Armenia	Premises for UNHCR office in Yerevan	98,000
Austria	Premises for UNHCR office in Vienna	58,505
Azerbaijan	Premises for UNHCR warehouse in Baku	10,007
Botswana	Premises for UNHCR office in Gabarone	19,719
China	Premises for UNHCR office in Hong Kong SAR (China)	17,942
Croatia	Premises for UNHCR office in Zagreb	24,957
Czechia	Premises for UNHCR office in Prague	38,100
Denmark	Premises for UNHCR office in Copenhagen	2,016,891
Germany	Premises for UNHCR office in Nuremberg	31,698
Hungary	Premises for UNHCR offices in Budapest: Global Service Centre and Regional Representation for Central Europe	2,757,092
Ireland	Deployment of standby experts through Irish Aid	206,500
Italy	Premises for UNHCR office in Rome	179,607
Kazakhstan	Premises for UNHCR office in Almaty	64,916
Kuwait	Premises for UNHCR office in Kuwait City	106,762
Kyrgyzstan	Premises for UNHCR office in Bishkek	71,154
Luxembourg	Premises for UNHCR office at University of Luxembourg	10,101
Montenegro	Premises for UNHCR office in Podgorica	82,745
Morocco	Premises for UNHCR office in Laayoune, Western Sahara	24,299
Nigeria	Premises for UNHCR office in Lagos	63,735
Poland	Premises for UNHCR office in Warsaw	64,918
Danish Refugee Council	Deployment of standby experts to various UNHCR operations	254,000
IKEA France	Travelling bags	10,000
ALDI	Winter clothes for Ukraine	182,887
Ferrero SPA	Prefabricated modules for UNHCR operation in Cameroon	160,871
Individual donor from Italy	An apartment in Rome	99,558
Fast Retailing Co., Ltd. (UNIQLO)	New and used clothing for UNHCR operations in Afghanistan, Bangladesh, Botswana, Burkina Faso, Croatia, Greece, India, Liberia, Malawi, Malaysia, Mauritania, Myanmar, Nigeria, Rwanda, Serbia, Slovenia, the former Yugoslav Republic of Macedonia, United Republic of Tanzania, and Zimbabwe.	5,979,003
Fuji Optical	Optical package to UNHCR operation in Azerbaijan	193,681
IKEA Foundation	CRIs for UNHCR operation in Iraq	3,222,737
Norwegian Refugee Council	Deployment of standby experts to various UNHCR operations	1,192,500
Youngone	Children's clothing for UNHCR operations in Croatia, Greece, Serbia and Slovenia	410,000
INDITEX	New clothing for UNHCR operation in Greece	2,459,271
ICRC	CRIs for UNHCR operation in Sudan	156,000
Sheik Mohammed Bin Rashid Al M	Transport arrangements and forwarding services to Uganda	250,000
Vodafone Foundation	Educational supplies and household items	118,064
AutoDesk Foundation	Software licenses for UNHCR Shelter Unit	3,024,450
Samaritan's Purse	Cooking stoves for UNHCR operation in Rwanda	252,438
TOMS Shoes	Shoes for UNHCR operations in United Republic of Tanzania and Uganda	1,463,404
United Nations Foundation	Mosquito nets for UNHCR operations in Burkina Faso, Burundi, Chad, the DRC, Niger, Rwanda, and United Republic of Tanzania	1,387,500
UPS	Software licenses for UNHCR Innovation Unit and transportation services to UNHCR operations in Ecuador and Uganda	772,770
Romania	Premises for UNHCR office in Bucharest	110,320
South Africa	Premises for UNHCR office in Pretoria	125,217
Spain	Premises for UNHCR office in Madrid	370,000
Sweden	Deployment of experts by the Swedish Rescue Services (MSB) to various UNHCR operations	366,000
Switzerland	Deployment of standby experts to various UNHCR operations	2,307,500
Turkmenistan	Premises for UNHCR office in Ashgabat	47,045
UN Population Fund	Medical equipment for Zimbabwe	15,000
United Arab Emirates	Premises for UNHCR warehouse in Dubai provided through the International Humanitarian City	2,562,598
United Kingdom	Deployment of standby experts to various UNHCR operations	325,500
United States of America	CRIs for UNHCR operations in Jordan, Lebanon, and South Sudan	1,869,743
TOTAL		35,759,126

Table 9 | **PRIVATE DONORS OVER \$100,000 IN SUPPORT OF UNHCR | 2016**

UNHCR GLOBAL	AFRICA	ASIA	EUROPE	MIDDLE EAST AND NORTH AFRICA
UNHCR GLOBAL				
Bill & Melinda Gates Foundation				
Educate A Child (EAC) Programme - Education Above All (EAA) Foundation				
FAST RETAILING (UNIQLO)				
Henley & Partners Holdings PLC				
IKEA Foundation				
International Olympic Committee				
M3 Real Estate				
RUSSING Group				
Sesam Foundation				
The JCMRJR Sorrell Foundation				
UN Fund for International Partnerships				
United Nations Foundation				
AFRICA				
Kenya				
ECOBANK Kenya Limited				
THE AMERICAS				
Canada				
Morneau Shepell				
USA / USA for UNHCR				
Accenture				
Alkhayat Foundation				
Autodesk Foundation				
AVAAZ.org				
Facebook, Inc.				
Foundation to Decrease World Suck				
Goodwin Proctor				
Google				
Jolie-Pitt Foundation				
Kuwait-America Foundation				
Latter-day Saints Charities, Inc.				
PADOSI Foundation				
Samaritan's Purse				
The Benevity Community Impact Fund				
TOMS Shoes				
UPS Foundation				
ASIA				
India				
Indira Gandhi Memorial Trust				
Japan /Japan for UNHCR				
Fuji Optical				
Tokyo Marathon Foundation				
Republic of Korea				
YOUNGONE Corporation				
EUROPE				
France				
Fondation BNP Paribas				
Greece				
Stavros Niarchos Foundation				
Italy				
AC Milan				
Autostrade per l'Italia S.p.A.				
ENEL CUORE Onlus				
FERRERO Corporation				
Prosolidar Foundation				
UNIPOL Gruppo finanziario S.p.A				
Netherlands				
Dutch Postcode Lottery				
Spain / España con ACNUR				
Eroski				
Fundación la Caixa				
Industria de Diseño Textil (Inditex)				
Sweden /Sverige för UNHCR				
Ann-Margret Pettersson				
Atlas Copco				
Delicato Bakverk AB				
Ericsson AB				
Jochnick Foundation				
Lindex Sverige				
Stiftelsen Einar Belvén				
Svenska Cellulosa Aktiebolaget				
Svenska Postkodlotteriet				
Tham Family Foundation				
Volati AB				
United Kingdom				
Band Aid				
Goldman Sachs Gives (GSG)				
GSK				
Said Foundation				
The Hands Up Foundation				
Vodafone Foundation				
MIDDLE EAST AND NORTH AFRICA				
Qatar				
International Center for Sport Security				
Sheikh Thani Bin Abdullah Foundation				
Saudi Arabia				
Alwaleed bin Talal Foundation				
Farouk & Maamoun Tamer Co				
United Arab Emirates				
Falcon Trading Group				
MBC Group				
Sheikh Mohammed Bin Rashid Al Maktoum				
Sheikh Saeed Bin Zayed Al-Nahyan				
The Big Heart Foundation				
Umar Farook				

UNHCR EXPENDITURE IN 2016 | BY OPERATION

Expenditure USD

- 100 to 360 million
- 20 to 100 million
- 10 to 20 million
- 3 to 10 million
- 0 to 3 million

Note : Excludes regional activities, Global Programmes, Headquarters, the Liaison Office in New York and the Global Service Centres in Budapest and Copenhagen.

*Including Kosovo (Security Council Resolution 1244 (1999))

The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the United Nations.

