



UNHCR
The UN Refugee Agency

GLOBAL APPEAL

2020-2021



FINANCIAL | OPERATIONAL | STATISTICAL

GLOBAL
APPEAL
2020-2021

This Global Appeal provides information for governments, private donors, partners and other readers interested in UNHCR's priorities and budgeted activities for the 2020-2021 biennium to protect and improve the lives of tens of millions of people of concern: refugees, internally displaced people, returnees, stateless persons, and others of concern. It highlights the challenges faced by UNHCR and its partners in attempting to respond to multiple life-threatening crises and ever-growing humanitarian needs.

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The **Global Focus website**—<http://reporting.unhcr.org>—is UNHCR's main operational reporting platform for donors. Regularly updated, it complements and augments information in the Global Appeal with greater detail on UNHCR operations, data on key operational themes and objectives, and in-depth information on UNHCR's budgets, funding and expenditure. It also contains a glossary of technical terms used throughout this publication.



UNHCR IN 2020

Mission

The High Commissioner for Refugees is mandated by the United Nations to lead and coordinate international action for the worldwide protection of refugees and the resolution of refugee problems. As of November 2019, 149 States are parties to the 1951 Convention relating to the Status of Refugees and/or to its 1967 Protocol.

UNHCR's primary purpose is to safeguard the rights and well-being of refugees. In its efforts to achieve this objective, the Office strives to ensure that everyone can exercise the right to seek asylum and find safe refuge in another State, and to return home voluntarily. By assisting refugees to return to their own country or to settle permanently in another country, UNHCR also seeks lasting solutions to their plight.

UNHCR's Executive Committee (102 Member States as of November 2019) and the UN General Assembly have authorized involvement with other groups. These include former refugees who have returned to

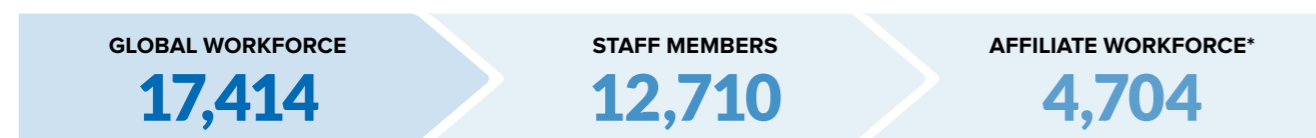
their homeland, internally displaced people, and persons who are stateless or whose nationality is disputed. As of November 2019, 93 States are parties to the 1954 Convention relating to the Status of Stateless Persons and 74 to the 1961 Convention on the Reduction of Statelessness.

The Office seeks to reduce situations of forced displacement by encouraging States and other institutions to create conditions which are conducive to the protection of human rights and the peaceful resolution of disputes. In all of its activities, it pays particular attention to the needs of children and seeks to promote the equal rights of women and girls.

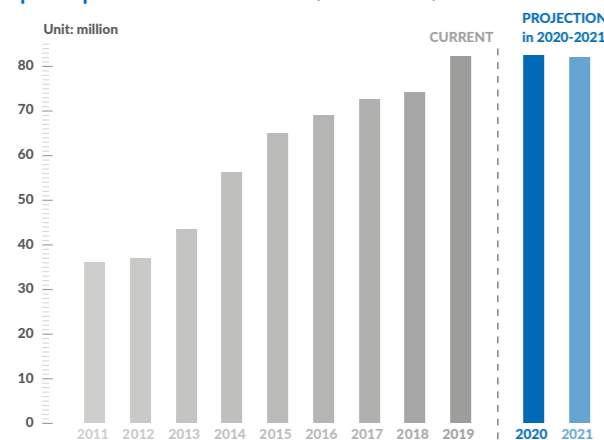
The Office carries out its work in collaboration with many partners, including governments, regional organizations, and international and non-governmental organizations. It is committed to the principle of participation, believing that refugees and others who benefit from the Office's activities should be consulted over decisions which affect their lives.

Global presence (as of 31 October 2019)

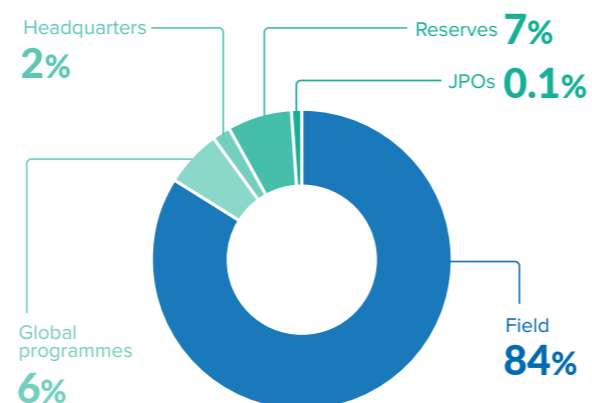
UNHCR is present in **134 countries** with offices in **546 locations**



82.5 million: planning figure for people of concern (end of 2020)



\$8.668 billion global budget



* UNVs, individual contractors and consultants hired through UNOPS or directly, deployees, secondees and interns.



Registration

10 million individuals will be biometrically registered across 75 country operations.



Statelessness

100,000 individuals will acquire nationality or have it confirmed.



Child protection

70% of unaccompanied or separated children will have a best interests process initiated or completed.



Emergency and core relief items

600,000 people of concern will receive core relief items, if needed, in countries affected by emergencies.



Cash-based interventions

\$588 million in cash assistance will be delivered to people of concern across all operations.



Health

Under-five mortality rate in refugee camps will be fewer than 1.5 deaths per 1,000 people a month.



Food security and nutrition

The prevalence of global acute malnutrition among children 6-59 months old in refugee camps will be under 10%.



Water, hygiene and sanitation

45% of the assisted population will have access to at least 20 liters of safe water per day.



Shelter

250,000 people of concern in at least 40 countries will be living in a Refugee Housing Unit.



Education

- 1.9 million children will be enrolled in primary education.
- 182,900 students will be enrolled in lower and upper secondary education.
- 12,800 people of concern will receive tertiary education scholarships.



Resettlement

1.44 million people will be in need of resettlement, 7% of the global refugee population.



Energy and environmental protection

2.5 million people of concern will have access to a sustainable source of electricity.

The High Commissioner's Foreword



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UN High Commissioner for Refugees Filippo Grandi meets young refugees from the Democratic Republic of the Congo at a safe space for girls in Mantapala settlement, Zambia, operated by UNHCR's partner, CARE International.

Forced displacement owing to conflict, violence and persecution continues to rise, with the number of people of concern to UNHCR increasing. Their plight is part of a broader flow of human mobility, driven by many overlapping elements: resource-based and other conflicts that often transcend borders; growing inequality; the exploitation of ethnic, religious and other divisions by unscrupulous political leaders; and collapsing eco-systems and weather-related disasters.

Refugees emerge from these widening fault-lines—a warning sign of things going wrong. And tackling forced displacement and its complex root causes—from providing lifesaving support, to safeguarding fundamental rights, and to building better futures—calls for a bigger, broader ambition than we have recently managed. This was the vision which shaped the development of the Global Compact on Refugees, and which is driving the

application of the new comprehensive refugee response model. The Compact will be central to UNHCR's work, together with our partners, in the coming biennium.

The new model recognizes that the most profound consequences of forced displacement are still in the countries neighbouring crisis zones—overwhelmingly poor or middle income ones for whom the impact is particularly significant, especially as conflicts become protracted. Their efforts to uphold asylum must be matched through more substantial and sustained international support to bolster education systems, health facilities, infrastructure, and the economies of impacted countries, and build the resilience of host communities.

Humanitarian action remains vital to saving lives and ensuring protection for those in need. But it must be complemented, from the outset, by development investments. Here, there have been enormous strides, not least through the engagement of the World Bank and several others, but we should not underestimate the challenges in terms of modalities, timing, amount of resources, and other aspects. Looking ahead, this will continue to require dedicated attention, building on the important results already achieved.

The question of how to advance voluntary repatriation and other solutions, particularly in the absence of political settlements and a definitive end to hostilities, remains a pressing concern. UNHCR will continue its ongoing dialogue with refugees on the complex factors that influence their decisions, as well as working with governments to help create the conditions paving the way for returns. These must be voluntary and sustainable. And where we do see peace processes emerging, we will

step up our work towards solutions for the displaced accordingly.

Resettlement continues to save lives and offer stability to the most vulnerable refugees. Yet, while some countries are stepping up their programmes, the overall number of places has regrettably dropped. Our new three-year strategy is designed to intensify efforts and expand private sector and community involvement.

We will also continue to step up our engagement with the more than 41 million conflict-affected IDPs around the world, and to better align our efforts to advance solutions for refugees and IDPs. Our new policy on internal displacement reflects this firm and revitalized commitment, placing particular emphasis on protection leadership, and aligning our interventions with those of our partners.

Responses to “mixed flows” of refugees and migrants also continue to present complex challenges, and to generate divisive political debates—often whipped up by those least ready to offer practical solutions. UNHCR will continue to work with governments, IOM and others to promote practical arrangements that preserve life and safeguard the dignity and rights of all those on the move, while ensuring access to international protection for those with valid claims. Public confidence in asylum and migration management must be reinforced through fast and fair procedures, investments in integration for those with a right to stay, and arrangements for the return of those who do not qualify for international protection or other stay arrangements. Legal migration pathways can also help prevent the abuse of asylum systems as substitutes of migration channels.

Climate-related causes are a growing factor in today's population flows. UNHCR highlights relevant legal frameworks and the protection gaps that may result from climate-driven cross-border displacement, helps steer the legal and normative debate, and supports governments to provide protection-based responses. We will continue to reduce the environmental impact of refugee crises through renewable energy, reforestation, and access to clean fuels and technology for cooking, guided by our new energy strategy. Conscious that our own operational footprint has an environmental impact, we are taking action accordingly.

As we enter the second half of UNHCR's ten-year #IBelong campaign to end statelessness, we will also work with States and other partners to accelerate efforts, building on the pledges made at the High-Level Segment of the 2019 Executive Committee meeting.

I am deeply grateful for the strong confidence that UNHCR continues to receive from its donors. Funds available in 2019 are estimated to reach \$4.8 billion, however, the gap between requirements and available resources continues to grow. We are striving to match donor generosity with constant organizational improvements to ensure an agile and effective organization.

Our regionalization and decentralization process repositions the regional bureaux in their regions, gives greater authority and flexibility to country offices, and gets us closer to refugees. Looking into 2020, we will be adjusting our Headquarters set-up in line with the new rebalanced authorities.

We will also continue to invest in the quality of our work, improving and streamlining systems and processes, creating space for innovation, improving evidence-based planning, and increasing efficiency in line with our Grand Bargain commitments and as an active participant in broader UN reforms. We continue to deepen our risk management culture, and strengthen how we prevent and respond to misconduct, including sexual misconduct.

December 2019 will see the first Global Refugee Forum, where Government leaders, together with businesses, international organizations, experts, civil society and refugees themselves will come together to lay out the building blocks for implementation of the Global Compact on Refugees. The Forum will showcase successes, speak frankly about challenges, and announce bold, new measures to ease pressure on host countries, boost refugee self-reliance, and advance the search for solutions over the longer term, both at the global level and in relation to specific refugee situations. It should help mobilize timely, predictable and sustainable funding for humanitarian and development responses, contributing to global, regional and sub-regional responses to refugee situations; and preventing and addressing root causes.

It should chart a measurable, practical way forward, as well as being a dynamic place of dialogue and reflection. I trust that it will provide a springboard for our collective work, demonstrating the value of international cooperation, and that responding to, and solving, forced displacement can be done.



UNHCR Special Envoy Angelina Jolie meets children who fled the Bolivarian Republic of Venezuela at the Integrated Assistance Centre, in Maicao, Colombia.

The Special Envoy

With over 18 years of service to UNHCR and more than 65 field missions, Angelina Jolie remains steadfastly committed to refugees. In the coming year, she will remain one of UNHCR's staunchest advocates, with her support going beyond that of regular field missions on behalf of UNHCR to include her role as a contributing editor on refugee issues in Time Magazine.

Continuing her focus on the plight of Venezuelans, following their meeting with the President of Colombia, the Special Envoy and the UNHCR Deputy High Commissioner assessed the human impact of a mounting exodus for themselves. Speaking from Maicao, some ten kilometers from the Venezuelan border, at a center providing

highly vulnerable people with emergency assistance, the Special Envoy appealed for greater leadership and humanity.

"Leadership is about taking responsibility, as generations before us took up their responsibility to address threats to peace and security and build a rules-based world order. We need that kind of leadership again now, urgently.

"In the meantime, it is not possible to put a value on the support that Colombia and Peru and Ecuador are giving to the people of Venezuela, because it is the core of what it is to be human.

"The human response is to not turn a blind eye. It is to acknowledge your fellow men and women and their suffering. It is to work towards solutions, no matter how hard. And above all, the human response is not to blame a victim of war or violence for their circumstances, or for their requests for help for their defenseless children."

"Today we need that humanity more than ever, and rational thinking from people who are unafraid to take responsibility and show leadership."

—Angelina Jolie, UNHCR Special Envoy



Transformative Initiatives

© UNHCR/John Wessels

Three Congolese girls play in the grounds of a Catholic church being used as a temporary site for internally displaced persons in Drodro, Ituri, Democratic Republic of the Congo.

THE EIGHT PILLARS OF UNHCR'S TRANSFORMATION

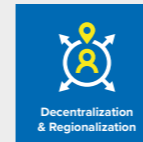
The impetus for UNHCR's internal change process has been driven, in part, by developments in a rapidly evolving international context in which the need for a more comprehensive, predictable and equitable international response to large refugee movements has become clear.

The Global Compact on Refugees aims to achieve this but requires renewed commitment and collaboration with a range of new and traditional partners. With the realization that forced displacement is also linked to development challenges, new approaches transcending traditional humanitarian action are being sought. The 2030 Agenda for Sustainable Development and the commitment to "leave no-one behind" provide a basis for the inclusion

of refugees, IDPs and stateless persons in economic development planning, as well as in other measures taken to achieve the Sustainable Development Goals (SDGs). The Grand Bargain committed donors and aid organizations to improve the effectiveness and efficiency of humanitarian action, to draw on more resources from a wider range of stakeholders and to strengthen the participation of populations of concern in decision-making.

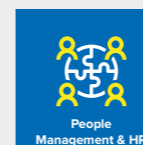
Given these and other initiatives, UNHCR's change process is designed to better position the Office to protect and assist populations of concern, work with others to promote solutions, address future challenges and take advantage of emerging opportunities. The transformation encompasses multiple areas of work across the following eight pillars.

More information on UNHCR's change process is available here.



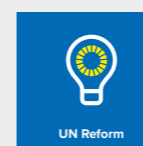
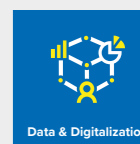
Decentralization and regionalization | Moving towards a more decentralized organization, shifting capacities, authorities and resources closer to the people UNHCR serves, the seven new field-based regional bureaux are better equipped to support country operations. Technical expertise is now placed as close as possible to people of concern in support of protection, inclusion and solutions. For more details, see *Decentralization and regionalization*, page 50.

Results-based management (RBM) | Developing a new results framework and RBM tools that focus on impact, improving operations' management, and enabling UNHCR to effectively report on its protection and solutions results. This means developing a flexible framework and tools that support the implementation of the Global Compact on Refugees, enable linkages with the SDGs, and better support of context-specific planning, programme implementation and monitoring. Strong reporting capabilities and user-friendliness are important facets of the project.



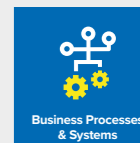
People management and human resources (HR) | Establishing a more modern, field-driven and human-centric model of people management at UNHCR. This means establishing the seven regional HR teams to drive strategic partnerships with the field, implementing strategic workforce planning, reinforcing leadership development, introducing integrated talent management, and building up analytical and data management capacity, as well as capacity for psychosocial support and staff wellbeing.

Data and digitalization | Transforming the data culture to establish UNHCR as an evidence-informed organization and a centre of excellence for refugee, statelessness and forced displacement data. This means establishing a data strategy and roadmap, organising data in interoperable systems, investing in capacity and skills, and encouraging innovation and use of technology.



UN reform | Enabling the UN to deliver results more effectively and efficiently, and enhancing the UN's contribution to Agenda 2030 and the SDGs. The Secretary-General's ambitious reform agenda is to enhance UN performance across all three pillars: peace and security; human rights; and development. This will impact UNHCR operations as it encompasses coordination, prioritization and programme implementation of development activities at country level. Further, with the adoption of the Global Compact and the Comprehensive Refugee Response Framework, UNHCR will work more effectively with development actors.

Business processes and systems | Redesigning business processes to optimize the use of resources and systems. This means leveraging new technologies, tools and services to improve financial management processes, establishing a financial management platform and consolidating financial management services, support to financial management capabilities at country, regional and global levels, and promoting cooperation and information exchange on financial matters within the UN.



Risk Management 2.0 | Strengthening UNHCR's risk culture, supporting risk-informed decision making, organizational credibility, and renewed accountability to affected populations. This means embedding risk management in UNHCR's operations management cycle, strengthening risk management in selected operations, building risk management skills, and enhancing risk management frameworks and tools. For more details, see *Risk management and integrity*, page 14.

Global Compact on Refugees | Providing a blueprint for the international community to share responsibility, and cooperate more effectively, in response to new and existing refugee situations, ensuring refugees and the people hosting them receive the support they need. The Global Refugee Forum in December 2019 will be an important opportunity for the international community to develop and strengthen arrangements to operationalize the Compact.





THE GLOBAL REFUGEE FORUM

Every One Counts

One year after the affirmation of the Global Compact on Refugees, the first Global Refugee Forum will be a critical opportunity to build momentum towards achieving the objectives of this new commitment and strengthening the collective response to refugee situations. The Forum will be held at the Palais des Nations in Geneva, Switzerland, on 17 and 18 December 2019, with a series of spotlight sessions and other events taking place in advance on 16 December. The Forum is an important opportunity for the international community to develop and strengthen the arrangements to operationalize the Global Compact over the longer-term, translating principles of increased solidarity and more equitable burden- and responsibility-sharing into concrete action.

The Three-Year (2019-2021) Strategy on Resettlement and Complementary Pathways.



The Global Refugee Forum will be convened every four years with States and other stakeholders. It will make commitments for action to support host countries with strong humanitarian action centred on protection; complement these efforts with the systematic inclusion of refugees in both the funding policies of development donors and in the national development planning of host countries; provide more third-country solutions; and undertake these efforts with a view to preventing and resolving the conflicts that generate and perpetuate displacement.

The pledges and contributions that States and other stakeholders will announce at the Forum will achieve tangible benefits for refugees and host communities. These will include financial, material, and technical assistance; resettlement

places and complementary pathways for admission to third countries; as well as policies and practical steps to increase refugee self-reliance and ease pressure on host communities. The Forum will also serve as a space to share good practices, experiences, and lessons learned identified with respect to specific country or regional situations, as well as on a global level.

Building on the momentum achieved at the Forum and making progress in the implementation of the contributions will be key in 2020. This will include special initiatives, such as the Three-Year Strategy (2019–2021) on Resettlement and Complementary Pathways, the Asylum Capacity Support Group, the Global Compact on Refugees Global Academic Network (GAN), and the implementation of Support Platforms for specific refugee situations launched at the Forum.

The coming years will also be crucial in consolidating the partnerships forged in the context of the Forum, as a wide range of actors engage in supporting refugees and their hosts and in delivering on the promise of the Global Compact.

Every Action Counts

To provide a strategic focus and maximize its impact, the first Global Refugee Forum will be organized around areas of focus. Preparations relating to each area of focus—including the identification of possible pledges and good practices, as well as the design of sessions at the Forum itself—have benefited from the engagement of a number of States and other stakeholders that have volunteered to serve as ‘co-sponsors’ that form a broad alliance of support for concrete action in relation to the area of focus. The areas are summarized throughout this Appeal.

Areas of focus of the Global Refugee Forum



Burden- and responsibility-sharing | The Global Refugee Forum will seek to lay the foundations for the sustainable operation of the Global Compact’s arrangements for burden- and responsibility-sharing over the longer term, both at the global level and in relation to specific refugee situations, through mobilizing timely, predictable and sustainable funding for humanitarian and development responses, contributing to global, regional and sub-regional responses to refugee situations; and preventing and addressing root causes such as contributing to peacebuilding and human security.

Solutions | The Global Refugee Forum will seek to make progress towards finding solutions for refugees. This includes promoting enabling conditions for voluntary, safe and dignified return and repatriation and support for the sustainable reintegration of returnees; enabling local integration and local solutions; resettlement; and complementary pathways. For the latter, this will be primarily through galvanizing support for the “Three-Year (2019-2021) Strategy on Resettlement and Complementary Pathways”.



(See as well the resettlement and complementary pathways section in *Building better futures*).



Education | The Global Refugee Forum seeks to include refugee children and youth in national education systems within three months from the onset of displacement to benefit from increased access to the full cycle of accredited quality early childhood development, primary and secondary education, along with increased access to tertiary and technical and vocational education opportunities. A Global Framework for Refugee Education has been developed by the GRF Education co-sponsorship alliance, which helps translate the refugee education strategy, “Refugee Education 2030: a strategy for refugee inclusion”, into a guidance for pledging on education.

(See as well the education section in *Building better futures*).

Energy and infrastructure | The Global Refugee Forum will serve as an opportunity to expand access to sustainable energy for refugees whilst mitigating and adapting to climate change through three pillars: energy provision (linked to SDG 7 on affordable and sustainable energy for refugees); essential services (energy, connectivity, environment, health, WASH, shelter); and inclusion (in national structures and services).



(See as well the energy and environment, and cities and urban refugees sections in *Building better futures*).



Jobs and livelihoods | The Global Refugee Forum will work towards the key outcomes of economic inclusion, job creation, local economic growth, enhanced protection, and preparations for solutions through a series of sub-themes and cross-cutting areas such as investment in economic development, private sector engagement and changes to legal frameworks.

(See as well the the livelihoods and economic inclusion section in *Building better futures*).

Protection capacity | The Global Refugee Forum will seek to strengthen strong institutions and capacities that can enable and enhance refugee protection and the well-being of host communities with the support from a range of actors. This will include enhanced emergency preparedness and responses, more protective legal and policy frameworks, better asylum capacity through the coordinating support of the newly established Asylum Capacity Support Group, enhanced protection response and strengthening of national institutions, and the promotion of and support to the participation and inclusion of refugees and host communities in all levels of planning and response, as well of refugee-led initiatives.



(See as well the chapter on *Safeguarding fundamental rights*).

RISK MANAGEMENT AND INTEGRITY

Strengthened accountability lies at the heart of the regionalization and decentralization process, an undertaking that goes well beyond simply moving staff to new locations: it is about shifting accountabilities, authorities, capacities and resources closer to the people UNHCR serves. It is a clear, robust application of the “Three Lines of Defence” framework—the field, bureaux and Headquarters—creating a new culture of accountability by clarifying roles and responsibilities and decision-making authorities. Reinforcing and supporting this culture of accountability across UNHCR is the Risk Management 2.0 Initiative, which helps to proactively and systematically identify, analyze and treat emerging risks, as well as to address the root causes such as fraud, corruption and misconduct.

UNHCR is deploying senior risk management professionals in high-risk operations to support country representatives as risk owners, while mainstreaming risk management and anti-fraud functions in all regional bureaux. In addition to building risk management skills and capacities within the Office, Risk Management 2.0 is about strengthening the integration of risk considerations in the operations management cycle and other core processes. In the spirit of increased transparency and closer collaboration on issues of risk management, UNHCR shared its Strategic Risk Register with external stakeholders for the first time in 2019.

UNHCR will continue to promote the global implementation of the “Policy on Fraud Committed by People of Concern”, to mitigate the risk of fraud throughout the continuum of protection procedures, from registration to resettlement and beyond. Multi-functional integrity and anti-fraud

missions to the field will empower operations to proactively identify vulnerabilities to fraud and implement solutions and measures to address these accordingly. The Office will continue to expand feedback mechanisms, raise awareness among people of concern on access to complaint venues and ensure access to counseling services and information through improved communication of anti-fraud messaging.

UNHCR’s zero tolerance approach means that every allegation of misconduct such as fraud, corruption, resettlement/refugee status determination fraud, sexual exploitation, abuse or harassment (SEA/SH) by UNHCR or partner personnel is thoroughly assessed and investigated and, if substantiated, may lead to sanctions including dismissal. The number of disciplinary measures imposed on UNHCR personnel has increased across all staff grades, demonstrating UNHCR’s commitment to increased reporting, investigation, disciplinary measures and referral to national authorities where appropriate. Around a quarter of new investigations opened by UNHCR’s independent Inspector General’s Office (IGO) are into allegations of SEA or SH and, while this is partly due to success in raising awareness and trust in reporting systems, it highlights the need for perseverance in the fight against sexual misconduct, and for greater capacity.

The IGO has been strengthened and professionalized, including with specialist investigation officers and enhancements to investigation case management tools to meet increased needs for data capture, analysis and reporting. UNHCR’s Legal Affairs Service has been bolstered to ensure cases of misconduct are dealt with within the targeted timeframes and with the required level of expertise, and there are

combined efforts to reinforce safeguarding measures under the strategy on addressing SEA/SH (see below).

Through committed leadership, the engagement of its workforce, and thanks to

support of Member States, partners and like-minded entities in the humanitarian sector, the Office will continue its transformative journey with integrity at the core of it.

UNHCR’s fight against sexual exploitation and abuse and sexual harassment

UNHCR’s holistic approach to tackling sexual misconduct is outlined in its “Strategy on Addressing Sexual Exploitation and Abuse and Sexual Harassment”, overseen by a multifunctional team, under the leadership of the Deputy High Commissioner. A Senior Coordinator has been designated to drive the implementation of this strategy, bringing together key safeguarding entities in the Office to reinforce mechanisms for preventing and responding to SEA and SH.

Recent work includes the establishment of a confidential independent helpline available to all colleagues wishing to report misconduct or obtain advice, and the issuance of a new administrative instruction on protection against retaliation. To complement this, a psychosocial case management system was put in place to support both victims and witnesses of sexual harassment and a short guide for managers on the prevention of, and response to, sexual harassment in the workplace was published. The Office is also finalizing an administrative instruction on addressing sexual misconduct, which aims to consolidate all relevant policies and guidance on SEA and SH and ensure a victim-centred approach. Several initiatives aimed at creating safe spaces for discussion among colleagues were also launched. This includes internal dialogues on sexual misconduct enabling personnel worldwide to participate in an interactive platform and exchange views with senior managers, and a challenge posed on UNHCR’s Ideas Platform seeking innovative ideas to tackle sexual harassment. UNHCR managers are being invited to participate in “Reflective leadership dialogues” to equip them with the tools to create working environments in which SEA and SH are

prevented and/or effectively addressed. UNHCR is currently adapting a new face-to-face training programme for all personnel on SEA and SH, and is working with IOM and other partners to develop a similar package for personnel of NGO partners.

In the same spirit of collaboration, UNHCR is cooperating closely with NGOs and UN entities, such as the Office of the Special Coordinator on SEA and the UN Victims’ Rights Advocate. In the IASC, UNHCR co-chairs the results group that focuses on the eradication of SEA and SH in the humanitarian system. In September 2019, the Deputy High Commissioner took the interim Chair of the UN Chief Executives Board Task Force on Addressing SH and the High Commissioner has assumed the role of IASC Champion on protection from SEA and SH. During his tenure, the High Commissioner will focus on advocacy to tackle sexual misconduct and his initiatives will aim at bolstering prevention, expanding safe spaces to ensure victims can speak out and promoting respectful working cultures.

At the heart of UNHCR’s engagement is the commitment to place survivors at the centre, using an age, gender and diversity approach. This requires quality programmes for protection from sexual and gender-based violence as a whole; community outreach; effective feedback mechanisms; and solid multi-sectoral victim assistance services. The Office’s ability to deliver on these multiple fronts is challenged by field realities, particularly in locations where services are scarce, security is volatile, humanitarian access is restricted, and operations are underfunded. This is a critical area that requires sustained investment and Member States’ collaboration to ensure that all safeguarding standards can be met, even in the most complex working environments.

STRENGTHENING UNHCR'S ENGAGEMENT IN INTERNAL DISPLACEMENT SITUATIONS

At the end of 2018, there were an estimated 41.4 million IDPs—people displaced within their own countries as a result of violence, armed conflict, and human rights violations, millions of whom were displaced multiple times in their search for safety and security. In addition, there were as well some 17.2 million displacements caused by disasters in 2018.

UNHCR's involvement in situations of internal displacement is a fundamental aspect of its operations worldwide and of its protection leadership in collective responses to humanitarian crises.

UNHCR's updated "Policy on Engagement in Situations of Internal Displacement" reaffirms long-standing commitments to the internally displaced and sets out measures for how—given the rise in internal displacement, and the complex and overlapping factors that drive it—the Office will engage more decisively, predictably, effectively, and in coordination with others.

UNHCR's revitalized approach to how it deals with internal displacement has a set of key commitments at its core.

- To advance the centrality of protection through predictable and principled protection leadership across the humanitarian response.
- To provide dedicated, resourced and well-capacitated leadership of the Global Protection, Shelter and CCCM Clusters.

- To be better prepared for IDP emergencies through sound risk analysis, and maintaining or strengthening its participation in inter-agency prevention, early warning and preparedness measures in countries prone to forced displacement. An upcoming preparedness package for IDP emergencies will support this.
- To maximize opportunities for operations to respond through integrated programming and area-based approaches. This will help direct programming and resource allocation towards the greatest needs, including access to services and risk mitigation, while taking account of UNHCR's differentiated responsibilities for various groups, and relevant inter-agency arrangements.
- To deliver assistance, directly and through partners, including as a "provider of last resort", in a way that brings to bear UNHCR's extensive experience and added value, particularly in the protection, shelter and CCCM sectors.
- To contribute to solutions that include IDPs in national services, safety nets, and development plans, bridging the humanitarian-development nexus, and building and sustaining peace.
- To support local and national actors to meaningfully take over operational delivery, coordination and monitoring in relation to protection and solutions for affected populations, thereby enabling UNHCR to responsibly disengage. Achieving this requires UNHCR to implement well-resourced multi-year, multi-partner strategies that enhance

"Policy on Engagement in Situations of Internal Displacement"



national response capacity, and which provide advice and support for national laws and policies on internal displacement, training, and capacity development.

- To revitalize data and information management and analysis to support evidence-based inter-agency response planning, operational delivery by UNHCR, monitoring, and advocacy.

UNHCR's stepped-up engagement in internal displacement situations will be supported through Office-wide efforts to operationalize these key commitments. Resource mobilization will be intensified at the onset of an emergency and then sustained throughout UNHCR's engagement. At the newly decentralized regional and country levels, empowered representatives will be able to exercise greater control over how funds are raised and spent. UNHCR will step up its communication and advocacy strategies to promote and highlight its work with IDPs, giving it an appropriate profile and prominence in external relations and fundraising efforts, as well as to draw attention to gaps in the humanitarian

response and their impact on affected populations.

Alongside these efforts, UNHCR staff and partners will need new skills and competencies to work effectively across the full spectrum of forced displacement. UNHCR aims to identify, train and maintain a cadre of staff with specialized skills and competencies, including those related to coordination and information management, for deployment as needed, especially in emergencies.

None of this, of course, is done in isolation. UNHCR will maintain its contribution to effective inter-agency humanitarian action. For example, it will continue its contribution to IASC-led humanitarian reform processes, including those related to establishing collective outcomes and a meaningful humanitarian-development nexus, and bolstering accountability to affected populations. At national and regional levels in particular, partnerships between humanitarian, development and peace-building actors will be reinforced, in order to establish or strengthen concrete linkages between respective plans and operations.

The IDP Initiative

While the IDP Policy is applicable across all IDP contexts, the High Commissioner has prioritized eight operations across the preparedness, response and solutions spectrum to support, monitor and showcase UNHCR's commitment to robust protection leadership, tri-cluster coordination and operational delivery for the protection of, and solutions for, IDPs.

The countries are Afghanistan, Burkina Faso, Colombia, the Democratic Republic of the Congo, Ethiopia, Iraq, South Sudan, and Ukraine.

A team led by a Senior Advisor on Internal Displacement in Headquarters will ensure coherence and consistency in operationalization of the updated Policy.

2020 INITIATIVES FOR IDPs

A multi-stakeholder, inter-agency, approach will underpin UNHCR's engagement in internal displacement situations during the operationalization of the new IDP Policy in 2020 and beyond. This approach will be crucial to advancing progress on collective initiatives such those outlined below.

The 20th anniversary of the "Guiding Principles on Internal Displacement"

Building on the momentum afforded by the 20th anniversary of the "Guiding Principles", UNHCR is spearheading the "GP20", a three-year multi-stakeholder Plan of Action to advance prevention, protection and solutions for IDPs with OCHA and the UN Special Rapporteur for the Human Rights of IDPs.

GP20 is galvanizing collaborative and strategic action in favour of IDPs, building on achievements at country level. At the national level, GP20 has generated increased international attention and support for preventing, responding to and resolving internal displacement. GP20 initiatives and events capture operational best practices, and create opportunities for States to exchange information on challenges and opportunities directly with one another, and it will be an important complement to the forthcoming High Level Panel on Internal Displacement. A compilation of national-level initiatives and operational best practices, as well as outcomes of regional exchanges, will be issued in the fall of 2020.

Reinforcing strategic partnerships for IDP protection

UNHCR's Toolkit for Protection in Armed Conflict, which will be strengthened in 2020, is highly relevant to current operational

dilemmas and draws from UNHCR's extensive field practice, as well as that of its partners. In addition, UNHCR and ICRC have launched a joint training initiative for staff and partners on Protection in Armed Conflict. UNHCR will also remain engaged as a strategic partner of the Centre for Humanitarian Negotiations. This supports and strengthens the capacity of humanitarian workers to engage in negotiation processes through the capture, analysis and sharing of experiences and practices, as well as through multi-agency dialogue and a community of practice.

Strategic tri-cluster leadership

As per the new IDP Policy, UNHCR's leadership of the Global Protection Cluster, and its co-leadership of the CCCM and Shelter Clusters, will be strengthened through deployment of dedicated and well-capacitated staff, and an agency-wide resource mobilization strategy to support the Global Clusters with their key functions, raising the quality, quantity and predictability of funding. With country-level clusters citing underfunding as their number one challenge, UNHCR will aim to generate greater appreciation of the way protection, CCCM and shelter collectively contribute to reducing vulnerabilities, mitigating protection risks, and supporting sustainable solutions.

The data and information generated by Clusters will support evidence-based response planning, delivery of assistance, and advocacy by UNHCR and other humanitarian actors. UNHCR will promote synergies across these three Clusters through collective contributions to protection and solutions outcomes and area-based approaches.

In line with Grand Bargain commitments, UNHCR will use its leadership in the three Clusters to reinforce efforts at localization,

national ownership, and accountability to affected populations, while contributing to joint assessments and bridging the humanitarian-development nexus. Where the context merits, UNHCR will as well work alongside UN and Humanitarian Country Teams to support the gradual de-activation of clusters in support of government-led coordination arrangements.

Global Protection Cluster (UNHCR lead)

The Global Protection Cluster (GPC) is a network of UN agencies, NGOs and international organizations working on the protection of IDPs and others affected by conflict and natural disaster, ensuring protection is at the centre of humanitarian response and that it is mainstreamed continuously across all clusters. It works closely with UNICEF, UNFPA, UNMAS, and NRC as the lead organizations responsible respectively for: child protection; prevention of, and response to, sexual and gender-based violence; mine action; and housing, land and property rights.

For 2020-2024, the GPC is developing a new strategic framework to meet changing and expanding needs in the field, with humanitarian, development, peace, and human rights considerations. It will also focus on climate change, protection of youth, and protection in urban environments. Building on lessons learnt and achievements to date, the GPC also plans to revitalize its governance structure to react better to the needs of the field, and speak more forcefully for change.

Global CCCM Cluster (co-lead with IOM)

The Global CCCM Cluster's strategy will focus on promoting protection and solutions from the onset of crises through adequately capacitated, data-driven and

context-specific response modalities. In particular, the Global Cluster will support national counterparts to contribute to protection and solutions in camp/site management and coordination through participatory needs assessments and intention surveys, performance monitoring, data gathering and analysis on assistance and service gaps, information on and referral to specialized services, compilation of best practice and lessons learned on area-based approaches, and robust complaint and feedback mechanisms. A protection and solutions orientation will be embedded from the outset in site planning, coordination of information and services, and through camp/site consolidation and closure stages. The Global Cluster's involvement in the Joint Inter-sectoral Analysis Group and other inter-agency assessment fora will contribute to improved joint needs assessments, in line with Grand Bargain commitments.

Global Shelter Cluster (co-lead with IFRC)

The Global Shelter Cluster's 2018-2022 strategy aims to strengthen shelter and settlement responses that contribute to protection and solutions. Monitoring and evaluation will help gather lessons learnt on innovative response modalities, and advocacy for scaling up appropriate interventions, including urban assistance, cash and markets, and area-based programming. Housing, land and property rights considerations will continue to be mainstreamed in needs assessments and delivery of shelter assistance to contribute to solutions from the onset of crises. To bolster evidence-based response, the Global Cluster will collaborate with humanitarian partners and academia to fill information gaps and document best practices and lessons learnt.

The GP20 Plan of Action is available here



More information on the Global Protection Cluster website



More information on the Global Shelter Cluster website



More information on the Global CCCM Cluster website



UNHCR's campaigns and Goodwill Ambassadors

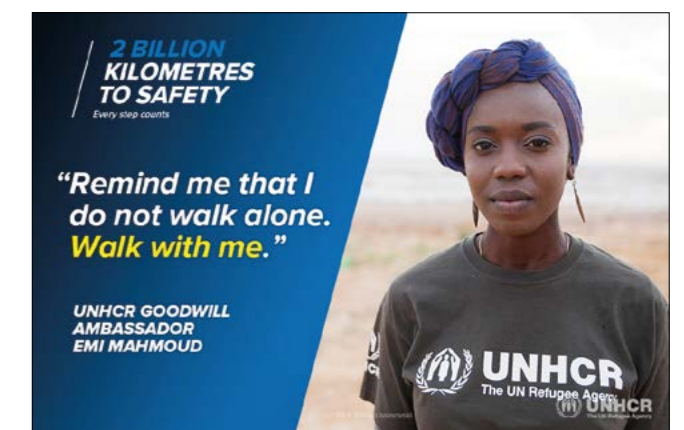
Building on engagement and commitments achieved at the Global Refugee Forum, UNHCR's campaign efforts present an alternative narrative: one that frames refugees as a positive force instead of a burden. It will use this narrative to promote inclusion, compassion and tolerance towards people on the move, as well as increase meaningful engagement and action with new and existing audiences.

Launching on April 6—the International Day of Sport for Development and Peace—the 2020 World Refugee Day campaign supports global and regional advocacy and communications efforts. In the lead up to the Tokyo 2020 Olympics, and with UNHCR's 2030 education focus, the campaign will focus on education and sports in fostering social inclusion and belonging among forcibly displaced people and the communities that welcome them. The role of cities in fostering more and better inclusion will continue to be a highlight in 2020 and will bring communities together at events and activities in hundreds of locations worldwide, including former Olympic cities.

UNHCR's #WithRefugees platform will remain a strong global and regional tool for advocacy and outreach in 2020 as country offices begin to incorporate it into their own advocacy agendas. Over 220 cities are today signatories of a solidarity statement committing them to more and better inclusion of refugees and more than 500 organisations are members of a diverse and active coalition of entrepreneurs, businesses, universities and groups from across the public and private sectors.

The Goodwill Ambassadors—many of whom have themselves experienced displacement—will also use their voices and networks to help showcase the new approach embodied in the Global Refugee Compact, with 2020 presenting opportunities for their involvement in campaigns and advocacy including World Refugee Day, the Nansen Refugee Award, in major fundraising campaigns, and in cheering on the refugee athletes at the Tokyo 2020 Olympic Games.

The 2 Billion Kilometres to Safety campaign will enter its second year in 2020, challenging people to cover the distances refugees cover to reach safety.



GLOBAL STRATEGIC PRIORITIES 2020-2021

UNHCR's Global Strategic Priorities (GSPs) for 2020 and 2021 emphasize areas of significant concern to the Office as part of its efforts to provide protection and assistance, and to seek solutions for refugees, IDPs, returnees, stateless persons and other people of concern. They guide UNHCR's work by defining a common set of priorities as a blueprint for all operations, and fully support the Global Compact on Refugees and the five core areas of the 2017-2021 Strategic Directions. They are also reflected in the global priorities of the 2030 Agenda for Sustainable Development and the related Sustainable Development Goals, and the outcomes of the World Humanitarian Summit and the Grand Bargain.

UNHCR's new organizational design and way of working, in place as of 2020, will better position it to protect populations of concern, work with others to find solutions, and address future challenges and opportunities. It will also ensure more effective protection to all people of concern in ways that promote the exercise of fundamental rights, facilitates access to opportunities and assistance, and empowers them to seek their own solutions.

The number and scope of priorities have been maintained from the 2018-2019 biennium to ensure continuity and consistency in management, analysis and reporting. They are anchored in the Office's results-based management framework, whose indicators enable UNHCR to monitor progress and demonstrate impact in critical areas of intervention.

The humanitarian situation evolved rapidly in 2019 in a number of UNHCR's operations, such as South Sudan, the Bolivarian Republic of Venezuela, and the Democratic Republic of the Congo. Concurrently, the Office followed up on results for strategic priorities in 2018 and 2019 that pointed to areas for sustained attention, particularly nutrition, education and water supply. Operations have prioritized their areas of response in 2020, using the GSPs to guide what is central to UNHCR's mandate.

Achieving impact through joint action

UNHCR's efforts alone cannot achieve the desired positive impact for people of concern. This requires coordinated action and sustained commitment, first and foremost by States, as well as by UN agencies, NGOs and communities, in line with the Global Compact on Refugees. Context-specific factors beyond the control of any one actor can also have a significant influence on outcomes. UNHCR will continue to forge new partnerships to expand inclusion of refugees and other people of concern.

Through the new organizational design, UNHCR will be able to respond faster and in a more flexible way, and align with UN system reform and the presence of sister agencies and partners. This will ensure consistent support to country operations,

including the ability to course-correct in light of new challenges and opportunities; translate global priorities into regional and country-specific strategies; and foster greater programmatic integrity and value for money.

UNHCR's Strategic Directions 2017-2021.



UNHCR's 2018 Global Strategic Priorities Progress Report



Operational priorities, indicators and global engagements

"Operational" GSPs identify priority areas of concern to UNHCR when determining the work required to ensuring international protection and assistance standards are upheld. "Support and management" GSPs highlight key areas for strengthening management functions and support for operations worldwide, across divisions and bureaux.

OPERATIONAL GSPs

IMPACT INDICATOR

ENGAGEMENT

FAVOURABLE PROTECTION ENVIRONMENT



1. Safeguarding access to territorial protection and asylum procedures; protection against refoulement; and supporting the adoption of nationality laws that prevent and/or reduce statelessness

Extent law consistent with international standards relating to refugees

Extent law and policy consistent with international standards relating to internal displacement and on prevention of statelessness

% of stateless persons for whom nationality granted or confirmed

Seek improvements to national law and policy in 80 countries so as to be consistent with international standards concerning refugees and asylum-seekers.

Seek improvements to national law and policy in 17 countries, so as to be consistent with international standards concerning IDPs.

Seek improvements in citizenship laws in 40 countries, so as to be consistent with international standards on the prevention of statelessness.

Seek to increase the percentage of stateless people who acquire or confirm nationality in 14 situations.

FAIR PROTECTION PROCESS AND DOCUMENTATION



2. Securing birth registration, profiling and individual documentation based on registration

% of children under 12 months old who have been issued with a birth certificate by the authorities

% of people of concern registered on an individual basis

Seek to increase the systematic issuance of birth certificates to newborn children in 53 situations.

Seek to maintain or increase levels of individual registration in 96 refugee situations.



OPERATIONAL GSPs

	IMPACT INDICATOR	ENGAGEMENT
SECURITY FROM VIOLENCE AND EXPLOITATION		
<p>3. Reducing protection risks faced by people of concern, in particular, discrimination, SGBV and specific risks faced by children</p>	Extent known SGBV survivors receive appropriate support	Provide and seek improved provision of support to known SGBV survivors in 95 refugee operations, 10 situations where UNHCR is operationally involved with IDPs, and 3 returnee situations.
	Extent community is active in SGBV prevention and survivor-centred protection	Seek improved community involvement in SGBV prevention and protection of survivors in 58 refugee situations, 8 situations where UNHCR is operationally involved with IDPs, and 4 returnee situations.
	% of unaccompanied and separated children for whom a best interest process has been initiated or completed	Seek to maintain or increase the proportion of unaccompanied or separated refugee children for whom a best interest process has been completed or initiated in 74 refugee situations.
	Extent children of concern have non-discriminatory access to national child protection and social services	Seek increase in the non-discriminatory access to national child protection and social services in 37 refugee situations, 4 situations where UNHCR is operationally involved with IDPs, and 3 returnee situations.

BASIC NEEDS AND SERVICES

<p>4. Reducing mortality, morbidity and malnutrition through multi-sectoral interventions</p>	Prevalence of global acute malnutrition (GAM) (6-59 months)	Seek to maintain UNHCR standards or reduce level of GAM in 36 situations where refugees live in camps or settlements.
	Under-5 mortality rate	Seek to maintain UNHCR standards or reduce mortality levels of children under 5 years old in 44 situations where refugees live in camps or settlements.
<p>5. Meeting international standards in relation to shelter, domestic energy, water, sanitation and hygiene</p>	% of households living in adequate dwellings	Seek to maintain or increase the percentage of households living in adequate dwellings in 48 refugee situations, 15 situations where UNHCR is operationally involved with IDPs, and 7 returnee situations.
	Average number of litres of potable water available per person per day	Seek to maintain or increase the level of water supply in 46 refugee situations.

COMMUNITY EMPOWERMENT AND SELF-RELIANCE

	IMPACT INDICATOR	ENGAGEMENT
<p>6. Promoting active participation in decision-making of people of concern and building coexistence with hosting communities</p>	% of active female participants in leadership/management structures	Seek improved participation of women in leadership/management structures in 54 refugee situations and 4 situations where UNHCR is operationally involved with IDPs.
	Extent local communities support continued presence of people of concern	Seek improvements in relations between people of concern and local communities in 65 refugee situations.
<p>7. Promoting human potential through increased opportunities for quality education and livelihoods support</p>	% of people of concern (18-59 years) with own business/self-employed for more than 12 months	Seek to maintain or increase the percentage of people of concern who are supported to improve their business/self-employment opportunities in 38 operations.
	% of primary school-aged children enrolled in primary education	Seek improved enrolment rate of primary school-aged children in 95 refugee situations.

DURABLE SOLUTIONS

<p>8. Expanding opportunities for durable solutions for people of concern, particularly those in protracted situations, including by strengthening the use of comprehensive approaches and contributing to sustainable reintegration, local settlement and successful resettlement in third countries</p>	Extent return has been voluntary, and in safety and dignity	Support refugees to return voluntarily, and in safety and dignity, in 40 situations where conditions permit.
	Extent returnees have same access to rights as other citizens	Support returnees in 11 situations to reintegrate in a sustainable manner, with the same access to rights as other citizens.
	Extent social and economic integration is realized	Support local integration in 42 refugee situations where conditions permit.
	% of people of concern, identified in need of resettlement, submitted for resettlement	Seek to maintain or increase the percentage of people submitted for resettlement, among those identified in need of resettlement, thereby supporting solutions in 74 situations.

SUPPORT AND MANAGEMENT GSPs

INDICATOR	
<p>1. UNHCR's programmes are carried out in an environment of sound financial accountability and adequate oversight</p>	<ul style="list-style-type: none"> Financial management and reporting are strengthened at UNHCR Headquarters and in the field through streamlined and enhanced systems, with effective guidance on financial controls provided and applied. Accounts are recorded and disclosed in full compliance with the International Public Sector Accounting Standards (IPSAS), and UNHCR obtains maximum benefits from the standards applied. Cash-based interventions (CBIs) are supported by a robust financial control framework and business processes that are embedded in the delivery system. Partnership arrangements are simplified and harmonized in collaboration with stakeholders, including other United Nations entities, and the share of resources entrusted to local partners is increased.
<p>2. UNHCR's operations deliver quality protection and facilitate solutions to people of concern and effectively advocate for their rights</p>	<ul style="list-style-type: none"> Global protection and solutions capacity and response are strengthened through direct operational support, enhanced monitoring and partnerships. The promotion of gender equality is enhanced and accountability to people of concern is reinforced at global and operational levels.
<p>3. UNHCR facilitates effective responses to forced displacement and statelessness through strengthened protection and solutions frameworks, advocacy and operational partnerships and the promotion of inclusion in national systems</p>	<ul style="list-style-type: none"> National, regional and global protection frameworks and capacities are strengthened through effective implementation of supervisory responsibility and advocacy, in close collaboration with States and other relevant actors, including international development and peacebuilding entities. Protection of displaced and stateless persons is strengthened, and pathways to solutions are expanded through new partnership arrangements, support to strengthen national systems and institutions, and implementation of comprehensive responses.
<p>4. UNHCR facilitates responsible and comprehensive use of data and information for decision-making and advocacy, including by partners and people of concern</p>	<ul style="list-style-type: none"> UNHCR and partners manage and use data and information, following a principled, systemized and collaborative approach to enable evidence-based actions, programme design and resourcing decisions for quality protection outcomes. Information and analysis on the situation of refugees and other people of concern is made available to support their inclusion in international and national development frameworks. Data and information management approaches, including storing and sharing of personal data, respect protection practices and privacy concerns.
<p>5. UNHCR makes effective use of and contributes to improving inter-agency humanitarian coordination mechanisms and drives efforts to place protection at the centre of humanitarian action</p>	<ul style="list-style-type: none"> Effective coordination and leadership is established for refugee responses and for UNHCR-led clusters at the global and operational levels. UNHCR provides protection expertise and analysis to guide and inform joint humanitarian action.
<p>6. Multi-year, multi-partner protection and solutions strategies, supported by results-based management (RBM) approaches, facilitate collaboration and effective inclusion of people of concern in national systems and development frameworks, in pursuit of the Sustainable Development Goals and development frameworks.</p>	<ul style="list-style-type: none"> Multi-year, multi-partner strategies are informed by improved joint needs assessments and are developed and implemented in consultation with key stakeholders, including national authorities, civil society, development partners and private sector representatives. UNHCR's RBM systems support collaborative and evidence-based planning and monitoring.

INDICATOR	
<p>7. UNHCR, in collaboration with partners, provides refugees and other people of concern with the possibility to meet their needs, enhance their protection and support their transition to solutions through the expanded use of CBIs</p>	<ul style="list-style-type: none"> UNHCR is equipped with the relevant systems, tools, skills and processes to implement and scale up CBI programmes in an accountable manner. UNHCR pursues the objective of common cash transfer arrangements with partners, in line with UNHCR's CBI policy and strategy.
<p>8. UNHCR strengthens emergency preparedness, maintains and builds capacity to mobilize rapidly and effectively in response to emergencies</p>	<ul style="list-style-type: none"> Core relief items are stocked to provide emergency assistance for up to 600,000 people and dispatched within 72 hours. Active standby capacity is maintained and UNHCR and partner personnel, with appropriate leadership, coordination and protection skills, are available for immediate deployment to emergency operations. Representation of local and national partners and communities is increased in preparedness action planning. A proactive approach to security management is applied through a qualified security workforce, security training and support to emergencies.
<p>9. UNHCR is optimally prepared to respond to global forced displacement challenges, through a diverse workforce of talented and highly performing people, who are flexible and able to be deployed in a timely manner, and who benefit from comprehensive care and support from the organization</p>	<ul style="list-style-type: none"> Strategic workforce planning that accounts for diversity and gender balance is improved through analysis of current and future talent requirements. Career management is supported through the provision of learning opportunities and performance review, and is informed by the organizational demand for skills. A fair and transparent assignments framework ensures diversity and gender balance in the deployment of qualified personnel through efficient human resources systems, particularly in the context of emergencies and high risk operations. Minimum standards of occupational health and safety for UNHCR's workforce are implemented across operations.
<p>10. UNHCR mobilizes political, financial and operational support from public and private sectors through effective strategic partnerships and fundraising strategies, as well as through evidence-based multimedia communications and targeted campaigns, building empathy and awareness among the general public and shaping the global dialogue on forced displacement</p>	<ul style="list-style-type: none"> Resource mobilization strategies are enhanced to increase funding from public and private sources, through existing and new creative approaches. Partnerships with Member States of the Executive Committee, United Nations agencies, NGOs and other partners are maintained and enhanced through regular and substantive dialogue. Strategic external communication activities are strengthened through targeted multimedia campaigns, timely public updates and increased outreach to target audiences, building a strong community of supporters. Political and operational support from private and public sectors is expanded to improve the welfare of displaced populations and host communities.

UNHCR's 2020-2021 Financial Requirements

BUDGET

This Global Appeal presents the proposed budgets for the 2020-2021 biennium—\$8.668 billion and \$8.616 billion for 2020 and 2021 respectively—based on a global needs assessment of people of concern in the first quarter of 2019. It presents as well a summary of the current budget for 2019, which is \$8.636 billion as of 30 June 2019.

This chapter provides details on the financial resources UNHCR will require in 2020 and 2021 to provide people of concern—refugees, returnees, stateless persons, internally displaced people, as well as others of concern—with protection, assistance and solutions.

It also provides an overview of the planning process, and the priorities for mobilizing resources from government and private sector donors.

More detailed information on UNHCR's programmes and priorities is available in the "Biennial programme budget 2020-2021 of the Office of the United Nations High Commissioner for Refugees", which was adopted at the 70th session of the Executive Committee. Information at the regional level is available in the regional and thematic chapters in this publication, and at the sub-regional and country levels on the Global Focus website, UNHCR's main operational reporting platform for donors.

More detailed information available here

The 2020-2021 budget



Global Focus



TABLE 1 | PLANNED NUMBERS OF PEOPLE OF CONCERN 2018-2021

PEOPLE OF CONCERN	(in thousands)			
	2018	2019	2020	2021
	Actual	Current	Planned	Planned
Refugees¹	20,361	21,061	20,935	20,400
Asylum-seekers (pending cases)	3,503	4,217	4,961	5,669
Returnees (arrivals during year)	594	1,615	2,264	2,687
Persons under UNHCR's statelessness mandate²	3,851	3,745	3,663	3,546
Internally displaced people (IDPs)³	41,425	42,174	39,095	36,288
Returned IDPs (during year)	2,313	3,733	4,913	5,634
Others of concern⁴	3,776	5,921	6,634	7,789
TOTAL	74,792	82,467	82,467	82,014

¹ Includes people in refugee-like situations.

² In 2018, the figure excludes 906,635 stateless refugees from Myanmar in Bangladesh and 125,000 stateless IDPs in Myanmar, who are accounted for under the lines "refugees" and "IDPs" respectively.

³ Includes people in IDP-like situations.

⁴ The figure includes Venezuelans displaced abroad (2.6 million in 2018). Others of concern also include host communities and people in transit with protection needs.

Note: population figures updated as of November 2019.

The requirements in the 2020 budget are to respond to the needs of a planned 82.5 million people of concern (see Table 1). While the figures for 2018 reflect verified statistics, those for 2019 and beyond are planning figures based on the anticipated evolution of situations during the planning year, and taking into account the current population size, the average population growth, any expected movements, as well as changes in the status of people of concern to UNHCR.

When compared to 2018, the total number is expected to increase by approximately 7.2 million people, or 9.7%, by 2021. An increase is expected in the number of returnees (by 2.1 million or 353%), returned IDPs (by 3.3 million or 144%), others of concern (by 4 million or 106%), asylum-seekers (by 2.2 million or 62%).

Decreases are projected for IDPs (by 5.1 million or -12%), refugees (by 39,000 or -0.2%) and individuals under UNHCR's statelessness mandate (306,000 or -8%).

These trends can be explained by anticipated returns of IDPs in and refugees to the Democratic Republic of the Congo, Ethiopia, the Syrian Arab Republic and South Sudan, while further displacements in many of the larger refugee situations are expected to continue. Displacement from the Bolivarian Republic of Venezuela will largely drive the increase in the number of others of concern from 2018 to 2021. The anticipated number of refugee returns will be partially offset by increases in other populations largely through natural growth. Trends in planning figures are further elaborated upon in the regional summaries.

TABLE 2 | UNHCR's FINANCIAL REQUIREMENTS 2019-2021 | USD

REGION	2019 Current budget (as of 30 June 2019)	PILLAR				TOTAL	2021 Proposed budget
		1 Refugee programmes	2 Stateless programmes	3 Reintegration projects	4 IDP projects		
East and Horn of Africa and the Great Lakes	1,822,484,253	1,505,347,243	5,274,955	177,079,790	109,414,820	1,797,116,808	1,767,948,086
Southern Africa	292,047,749	227,133,978	9,409,927	6,233,495	58,458,424	301,235,825	333,832,820
West and Central Africa	551,766,380	392,571,239	14,881,470	47,209,649	101,041,249	555,703,607	543,741,781
SUBTOTAL AFRICA	2,666,298,382	2,125,052,459	29,566,352	230,522,935	268,914,493	2,654,056,240	2,645,522,688
The Americas	340,745,867	432,783,457	6,333,500	-	28,914,581	468,031,538	473,736,400
Asia and the Pacific	777,098,725	607,530,174	33,557,475	94,166,506	41,832,630	777,086,785	755,169,290
Europe	830,791,444	771,016,212	9,732,912	236,860	25,718,518	806,704,503	709,342,146
Middle East and North Africa	2,750,989,022	1,521,478,255	2,319,747	317,833,049	763,256,933	2,604,887,985	2,647,793,949
SUBTOTAL FIELD	7,365,923,441	5,457,860,558	81,509,986	642,759,349	1,128,637,156	7,310,767,050	7,231,564,473
Global programmes	461,988,936	490,356,427	-	-	-	490,356,427	518,819,951
Headquarters¹	240,242,680	210,531,643	-	-	-	210,531,643	220,651,697
SUBTOTAL PROGRAMMED ACTIVITIES	8,068,155,056	6,158,748,628	81,509,986	642,759,349	1,128,637,156	8,011,655,120	7,971,036,121
Operational Reserve	549,406,802	624,025,861	-	-	-	624,025,861	612,798,491
"New or additional activities - mandate-related" Reserve	6,365,610	20,000,000	-	-	-	20,000,000	20,000,000
Junior Professional Officers	12,000,000	12,000,000	-	-	-	12,000,000	12,000,000
TOTAL	8,635,927,468	6,814,774,489	81,509,986	642,759,349	1,128,637,156	8,667,680,981	8,615,834,612

¹ The Annual Programme Budget includes allocations from the UN Regular Budget as follows: \$42.3 million for 2019, \$42.8 million for 2020 and an estimated \$40 million for 2021. All values are provisional, subject to approval of final United Nations Programme Budget and subsequent recosting.

UNHCR's budget structure and methodology

UNHCR's updated programme budget for the 2020-2021 biennium is driven by extensive planning and formulated on the basis of comprehensive needs identified through a global needs assessment (GNA). Requirements are assessed through a participatory approach with people of concern and in consultation with various stakeholders in the field, and budgets are prepared to respond to the full range of needs identified. A thorough global review process also ensures that UNHCR's comprehensive plans adopt a realistic and coherent approach that aligns with the Global Strategic Priorities (GSPs) and the High Commissioner's 2017-2021 Strategic Directions.

The Strategic Directions set out five core directions:

- Ensuring protection.
- Effectively responding to emergencies.
- Promoting inclusion and self-reliance, including through the engagement of development actors.
- Empowering people of concern to UNHCR.
- Pursuing solutions.

With respect to the GSPs, these serve to steer planning in UNHCR's operations worldwide, and are designed as part of the Office's commitment to results-based management and to help it report on aggregated global results. These also align with UNHCR's commitments made under the 2030 Agenda for Sustainable Development, the World Humanitarian Summit, and the Grand Bargain. (For more information on these, see the chapter on the *Global Strategic Priorities 2020-2021*.)

The operational plans that constitute the GNA are intended to allow people of concern to not just survive, but to contribute to their community, whether it be a host community, pending realization of a durable solution, or the community in which people of concern find themselves with the realization of a durable solution. It is calculated on the projection of 82.5 million people of concern to UNHCR in 2020, and on the following:

- UNHCR's estimated capacity to implement the planned programmes with available resources.
- The presence and degree of involvement of other actors.
- The specific political and environmental context.
- Capital investments or requirements needed in infrastructure.

- The most cost-effective way of achieving the intended results.
- UNHCR's level of engagement and responsibilities in IDP operations within an inter-agency response.

The budget includes programmed activities, reserves and funding for Junior Professional Officers (JPOs).

Programmed activities are:

- Field operations – operational activities budgeted by region and carried out in operations around the world.
- Global programmes – technical activities undertaken by substantive divisions at UNHCR Headquarters but that are of direct benefit to field operations globally.
- Headquarters – work carried out by divisions and bureaux located in Geneva, Budapest Copenhagen and New York, which provide leadership and management, policy guidance, administrative support, and managerial and programmatic assistance to field operations.

The programme budget is also presented under the pillar structure, which represents the needs of particular population groups:

- Pillar 1: Global refugee programme
- Pillar 2: Global stateless programme
- Pillar 3: Global reintegration projects
- Pillar 4: Global IDP projects

The reserves are the:

- Operational reserve
- New or additional activities – mandate-related

As the budget can only be implemented to the extent that resources are made available during the implementation period, UNHCR maintains a phased approach and continuously reprioritizes and adjusts its programmes accordingly. Dynamic spending ceilings regulate the level of expenditure, authorized based on funding availability. UNHCR is also heavily bound by the way the funds are allocated to it. In order to address evolving operational requirements, UNHCR regularly reviews its financial situation, projected income and underfunded situations for real time allocation of resources, while respecting donors' earmarking.

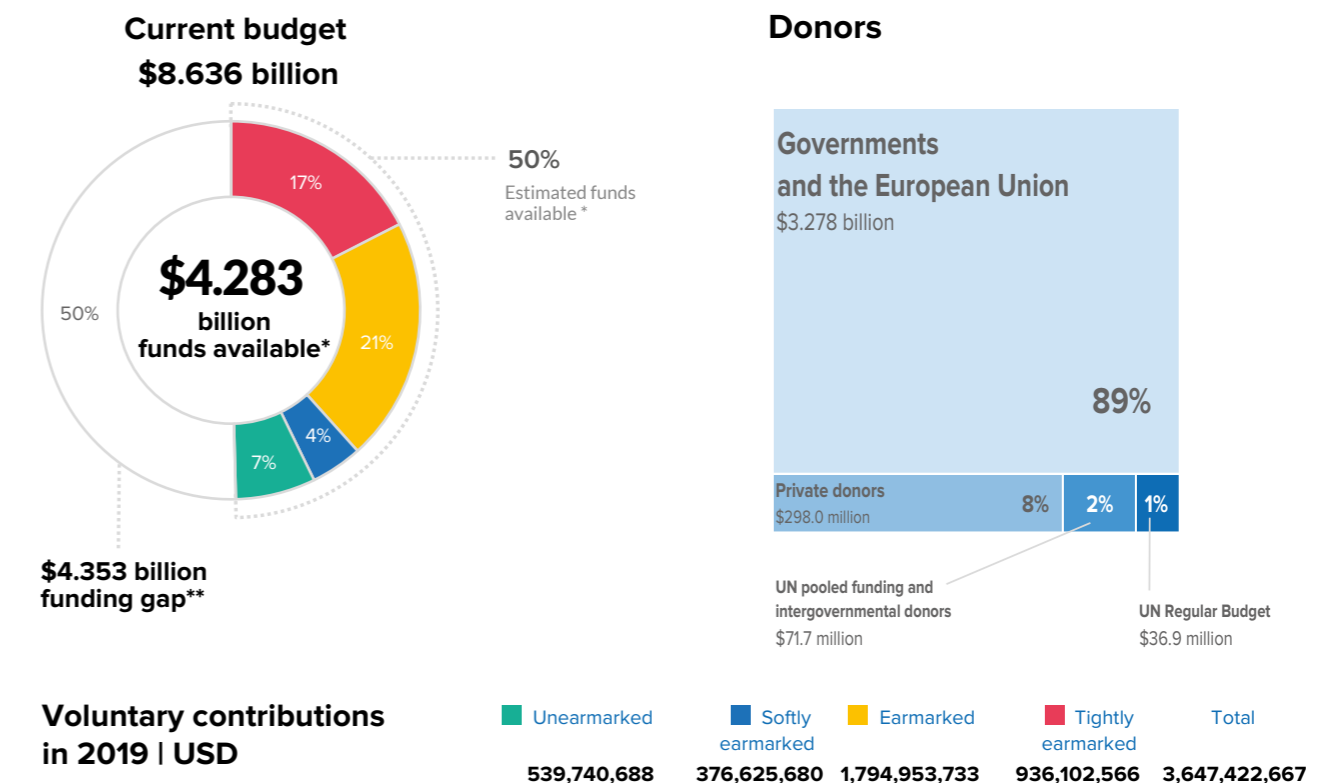
OVERVIEW OF 2019 BUDGET AND FUNDING

At its 68th session in October 2017, the Executive Committee approved the original programme budget for 2019 of \$7.352 billion. In October 2018, the Executive Committee approved a revised budget for 2019 of \$8.591 billion based on updated needs. As at 30 June, the current 2019 budget stands at \$8.636 billion, including two supplementary budgets totaling \$107.4 million and a budget reduction of \$62.6 million. This resulted in a net increase of \$44.8 million (less than 1%) compared to the revised annual budget. The two supplementary budgets were established to address unforeseen needs in the Cameroon (\$35.4 million) and

Venezuela situations (\$72 million), while the budget reduction was a result of the revision of the population planning figures in Uganda for the Burundi, Democratic Republic of the Congo and South Sudan situations.

As of October 2019, UNHCR had received voluntary contributions of \$3.647 billion. Including carry-over, the United Nations Regular Budget, voluntary contributions with flexible implementation dates, and other estimated funds and adjustments, UNHCR had funds available to it totaling \$4.283 billion. Nine of the top 30 governmental and inter-governmental donors had contributed more than their 2018 totals, and five of these grew by more than 10%.

FIGURE 1 | OVERVIEW OF 2019 FUNDING (as of end-October)



* Funds available: contributions (voluntary contributions and UN Regular Budget); carry-over; other income and adjustments.
** Percentages may not add up to 100% due to rounding.

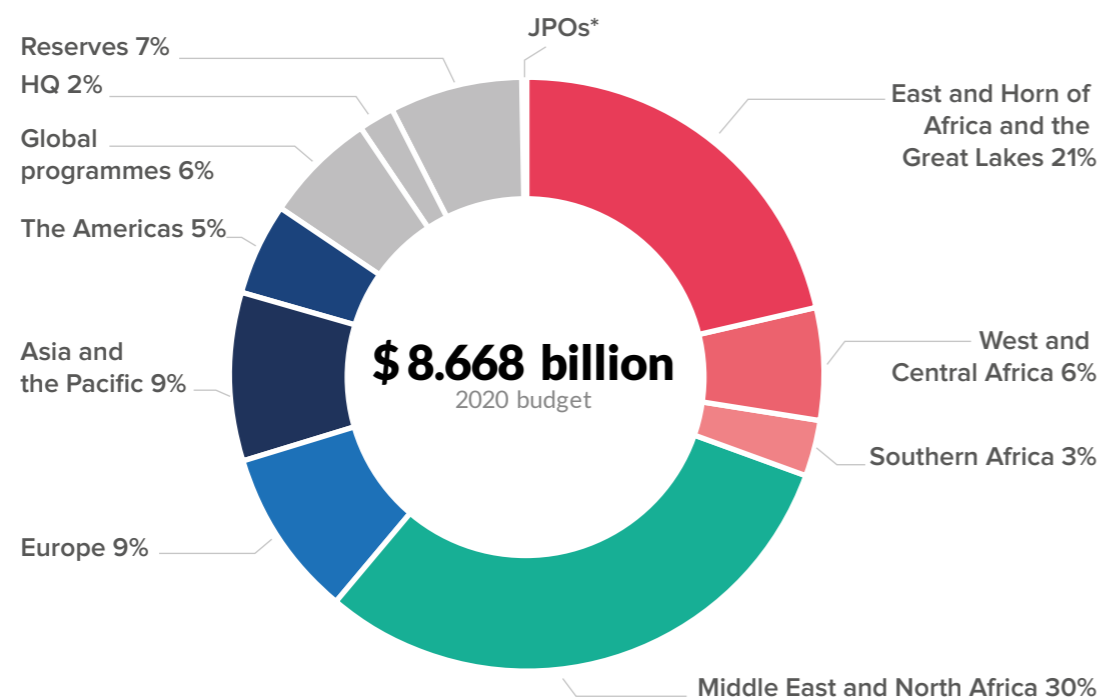
2020-2021 budget breakdown and operational focus

UNHCR's total budget is divided into programmed activities and reserves, which include the Operational Reserve, and the NAM (New or additional activities –mandate-related Reserve). Funding for Junior Professional Officers (JPOs) is also included. In 2020, compared to 2019, UNHCR's total budget of \$8.668 billion is a minor increase of \$31.8 million (0.4%).

The preliminary requirements for 2021, which will be revised in the first half of 2020, remain fairly stable with a minor overall decrease of \$51.8 million or 1% when compared to 2020.

Figure 1 provides a visual presentation of the percentage breakdown of the proportion of the total budget allocated to each of the seven geographical regions, to global programmes and Headquarters, to the reserves, and JPOs.

FIGURE 2 | 2020 BUDGET BY REGION | Percentage



* JPOs: \$12 million or 0.1% of the 2020 budget

PROGRAMMED ACTIVITIES

In 2020, programmed activities are \$8.012 billion with a net decrease of \$56.5 million, or 1% compared to 2019. In 2021, a further decrease of \$40.6 million or 1% is planned with a budget for programmed activities of \$7.971 billion. The majority of UNHCR's budget (84%) will be spent in the field. The largest single region will be the Middle East and North Africa with 36% of the field budget. However, the combined total of the three new Africa regions also comes to 36% of the field budget, reflecting continued and wide-scale needs.

A significant increase is planned in the Americas, \$127.3 million (37%), attributable

to the expected deterioration in the situation in the Bolivarian Republic of Venezuela and in the North of Central America, in particular along Mexico's border areas. No major changes are foreseen in budget requirements for Asia and the Pacific, West and Central Africa, or the East and Horn of Africa and the Great Lakes. A net increase of \$9.2 million (3%) is anticipated in Southern Africa, owing mostly to needs in Malawi. In the Middle East and North Africa, a \$146.1 million (5%) reduction is planned due to a decrease in needs under the IDP operations in Iraq and the refugee operations in Jordan and Lebanon in the context of the Syria situation. In Europe, a slight reduction is anticipated in the requirements for refugees in Turkey.

TABLE 3 | VARIANCE IN REQUIREMENTS 2019-2021 | USD thousands

	2019		2020		2020 vs 2019		2021		2021 vs 2020	
	Current Budget Amount	%	Budget Amount	%	Variance Amount	%	Proposed budget Amount	%	Variance Amount	%
East and Horn of Africa and the Great Lakes	1,822,484	21%	1,797,117	21%	(25,367)	-1%	1,767,948	21%	(29,169)	-2%
Southern Africa	292,048	3%	301,236	3%	9,188	3%	333,833	4%	32,597	11%
West and Central Africa	551,766	6%	555,704	6%	3,937	1%	543,742	6%	(11,962)	-2%
SUBTOTAL AFRICA	2,666,298	31%	2,654,056	31%	(12,242)	0%	2,645,523	31%	(8,534)	0%
The Americas	340,746	4%	468,032	5%	127,286	37%	473,736	5%	5,705	1%
Asia and the Pacific	777,099	9%	777,087	9%	(12)	0%	755,169	9%	(21,917)	-3%
Europe	830,791	10%	806,705	9%	(24,087)	-3%	709,342	8%	(97,362)	-12%
Middle East and North Africa	2,750,989	32%	2,604,888	30%	(146,101)	-5%	2,647,794	31%	42,906	2%
SUBTOTAL FIELD	7,365,923	85%	7,310,767	84%	(55,156)	-1%	7,231,564	84%	(79,203)	-1%
Global programmes	461,989	5%	490,356	6%	28,367	6%	518,820	6%	28,464	6%
Headquarters	240,243	3%	210,532	2%	(29,711)	-12%	220,652	3%	10,120	5%
SUBTOTAL PROGRAMMES ACTIVITIES	8,068,155	93%	8,011,655	92%	(56,500)	-1%	7,971,036	93%	(40,619)	-1%
Operational Reserve	549,407	6%	624,026	7%	74,619	14%	612,798	7%	(11,227)	-2%
"New or additional activities - mandate-related" Reserve	6,366	0%	20,000	0%	13,634	214%	20,000	0%	-	0%
Junior Professional Officers	12,000	0%	12,000	0%	-	0%	12,000	0%	-	0%
TOTAL	8,635,927	100%	8,667,681	100%	31,754	0%	8,615,835	100%	(51,846)	-1%

At Headquarters, the \$29.7 million reduction in 2020 reflects the relocation of the regional bureaux to the field, while the \$28.4 million increase in global programmes reflects investments that have been outlined in the chapter on *Transformative initiatives*, and on which more details may be found in the official budget document and in the updates provided to ExCom and the Standing Committee, and available on those websites.

UNHCR’s programme budget can also be broken down by pillar and by rights group.

The pillar structure represents the needs of particular population groups.

- Pillar 1: Global refugee programme.
- Pillar 2: Global stateless programme.
- Pillar 3: Global reintegration projects.
- Pillar 4: Global IDP projects.

Figure 3 displays the budgets by pillar, showing the portion of the programmed activities that has been allocated regionally. Pillar 1’s requirements of \$6.159 billion for the programmed activities—which excludes requirements for the reserves and JPOs—constitute 77% of the total requirements of the four pillars. Geographically, the three regions in Africa account for the largest component of the Pillar 1 budget at 35%, with the East and Horn of Africa and the Great Lakes region alone accounting for 24% of all Pillar 1 requirements for programmed activities. However, the region with the largest Pillar 1 budget is the Middle East and North Africa, at 25%.

Pillar 4 is the second largest budgeted pillar at \$1.129 billion, or 14%.

Pillars 2 and 3 represent 1% and 8% of the total budget respectively. The region with the highest regional percentages under Pillar 4’s budget is the Middle East and North Africa, at 68%, reflecting the extensive IDP emergencies in places such as Iraq, the Syrian Arab Republic and Yemen. For Pillar 2, the highest percentage will be spent in Asia and the Pacific at 41%, and for Pillar 3 in the Middle East and North Africa at 49%.

Figure 4 presents the consolidated field budgets by rights group, which are thematic groupings of objectives with a similar theme used for planning and budgeting, the total requirements for which come to \$7.311 billion. Of that total, \$3.848 billion, or 53%, is for providing basic needs and essential services such as shelter, health, water and sanitation, and food. It will also include the priority of assisting people of concern through cash-based interventions where this is the most appropriate modality, in line with UNHCR’s Grand Bargain commitments.

Assistance, including case support to meet basic needs and thereby ensure survival, is a key protection intervention and often a critical step to ensuring long-term protection. The provision of assistance where national social protection capacity is insufficient or not possible is also a key element in supporting protection interventions. The requirements for basic needs and services are slightly down on what was requested in 2019 and, given the focus on narrowing the humanitarian–development divide, expectations should be managed regarding decreases in what is required to provide people of concern with the basics for their survival and dignity.

FIGURE 3 | 2020 BUDGETS BY REGION AND PILLAR | USD millions

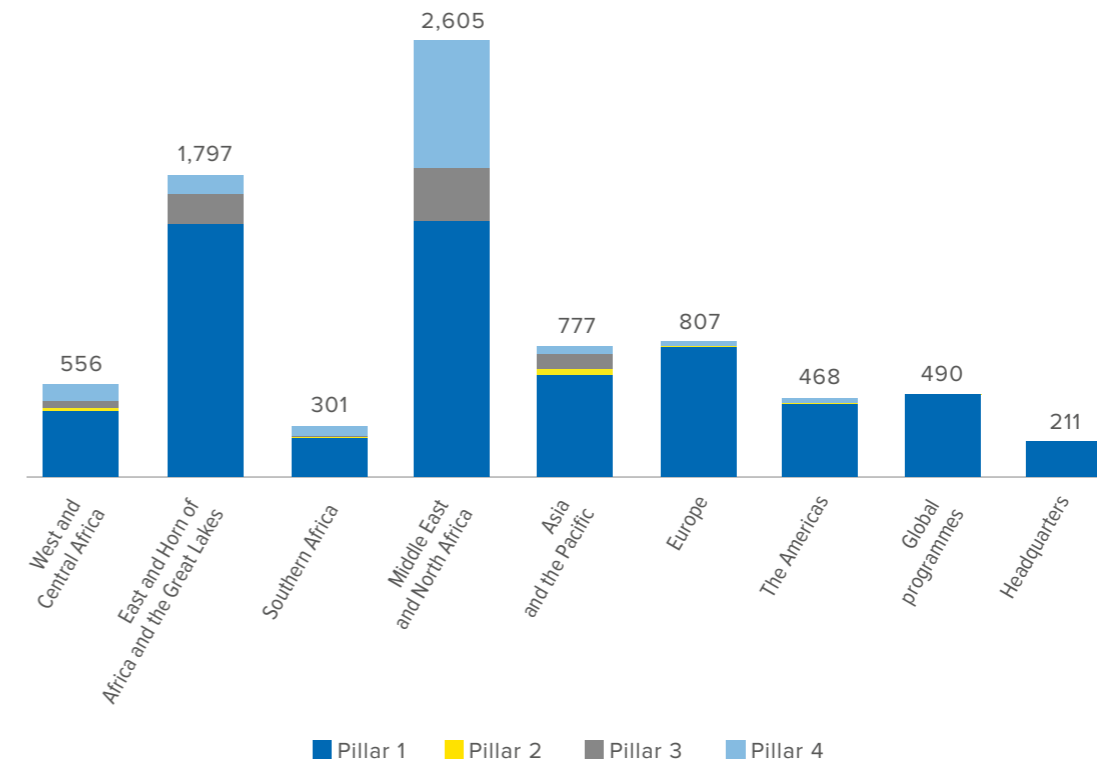
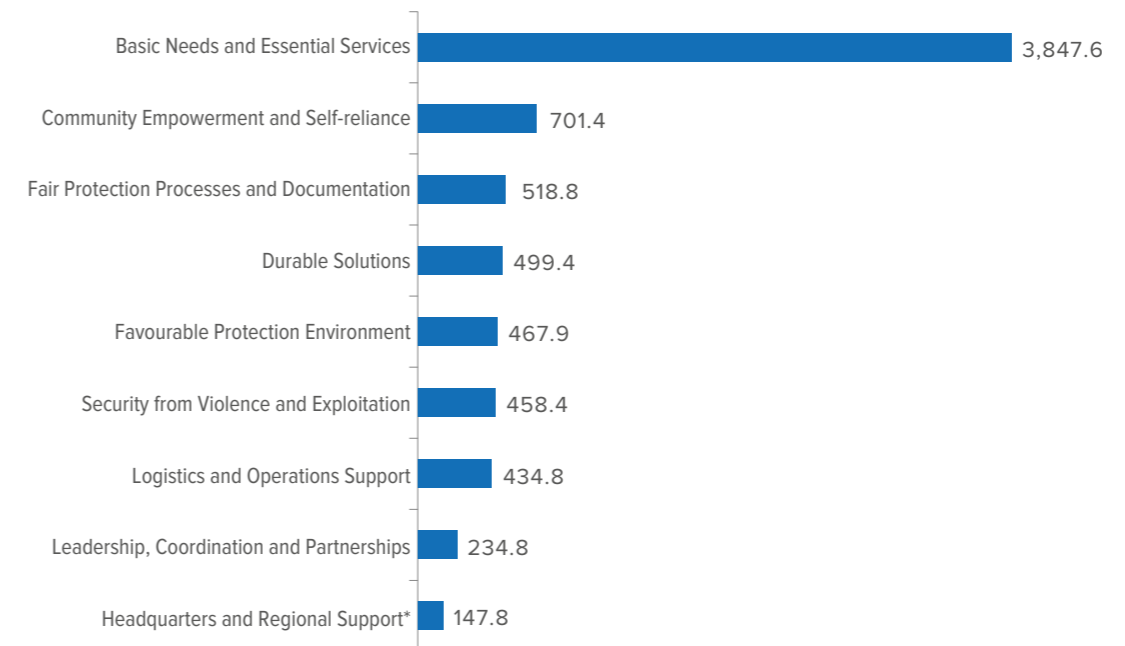


FIGURE 4 | FIELD BUDGET BY RIGHTS GROUP | USD millions



*Excludes Headquarters and Global programmes budgets.

Resource mobilization in 2020

Key indicators for funding

- **Quantity:** the amount of funding received.
- **Quality:** whether the funding is earmarked or unearmarked, which determines in large part the flexibility of the funding.
- **Timeliness:** how early in the year funding is received.
- **Predictability:** how reliable or firm are the indications that funding will be received.
- **Diversification:** how wide is the range of donors from which funding is sought and secured.

Even as the number of people of concern to UNHCR continues to rise, the prospect of meeting their needs is clouded by an already difficult global humanitarian funding environment characterized by several systemic forces.

The first of these is increased pressure on the multilateral system. Around the world, governments find themselves compelled to weigh and defend humanitarian assistance against pressing domestic requirements, while the multilateral system itself is weakened by political tension and competing national priorities. Internationally, more crises demand attention and resources; by most measures the number of armed conflicts has grown over the past ten years, with the implications of a changing climate on human displacement an unknown but complicating factor. The strain on humanitarian assistance will only grow if, as some predict, the global economy experiences a recession in 2020.

Diversification: broadening the donor base

Despite the volatile environment, UNHCR raised over \$4 billion for its programmes for the first time in 2018 and is on track to surpass that again in 2019. In fact, with minor exceptions in 2006 and 2017, UNHCR has registered an unbroken string of increasing and record annual contributions since 2003. This is evidence of both the escalating needs and donor confidence in the Office.

A challenge equal to raising adequate funding, however, is diversifying its source, with the goal to retain new donors and grow their contributions to UNHCR over time. Over the past decade the portion of public sector contributions to UNHCR has declined from 85% to 74%, which, when coupled with the steady growth of income, is a significant shift. The private sector more than doubled its share over that period (from 4% to 10%) and inter-governmental sources grew by nearly the same margin (7% to 13%).

Another positive trend towards diversification over the past few years is the increasing involvement of development-oriented donors which, as of mid-October 2019 had contributed \$175 million, a notable increase from the \$117 million received in 2017. Although not the primary aim of the Global Compact on Refugees or the Global Refugee Forum, the creation of complementary partner networks, along with new opportunities with international financial instruments, may generate additional support for the Office.

While there are encouraging trends, UNHCR continues to rely heavily on a relatively small number of governments for the bulk of its support. The top ten government donors, including the EU, still accounted for approximately 75% of UNHCR's funding in 2018, virtually unchanged from the level a decade earlier. This concentration exposes the Office to greater financial volatility. While the majority of top government donors to UNHCR have increased their support, four dropped by between 31% and 64% over the past four years.

Timeliness and quality of funding

A critical factor in funding UNHCR's programmes is when contributions are received during the budget cycle; the earlier resources are received, the more effectively they can be planned for and implemented. The steady increase of contributions at the annual pledging event, held each December for the following year, is a positive and welcome trend. UNHCR continues to advocate for this timely support.

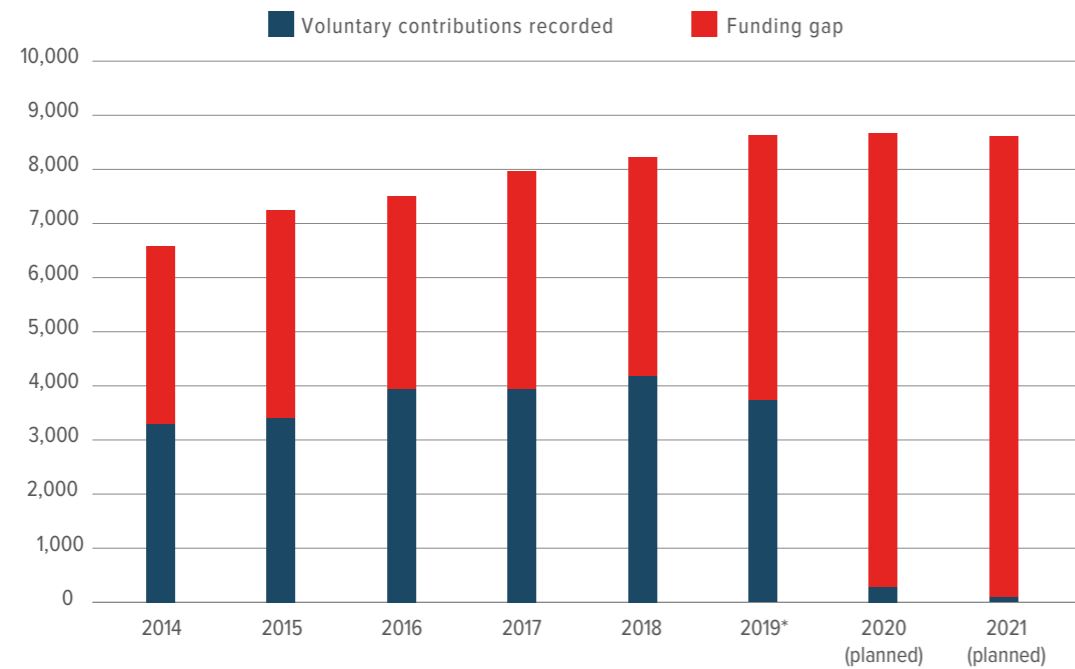
For example, 48% of the unearmarked funding UNHCR received in 2019 was received at the pledging conference in December 2018.

Another advance is the amount of contributions received for future budget years. At the time of writing, UNHCR had received \$268 million in 2019 for its 2020 programmes which would mark a high, in both relative and absolute terms, for support recorded for the following year's budget. This provides added predictability for programme management, an essential asset for expanding multi-year commitments, particularly to partners, with whom UNHCR is making a concerted effort to expand longer-term agreements.

Moving in the opposite direction, however, is the flexibility of government funding to UNHCR. Consistent with a decade-long trend, all indications are that 2019 will set a new high in the share of public sector contributions to a single country operation, or a specific activity within an operation. Among the four categories used by the Grand Bargain to grade the flexibility of funding, country-level earmarking by government donors has grown the most, from 45% in 2016 to 53% as of October 2019.

The Office continues to highlight how critical flexible funding is to its operations. It has enjoyed a degree of success, as the movement towards greater earmarking has been even more pronounced for other UN agencies. But for a programme-based agency, this drift is a major preoccupation.

FIGURE 5 | UNHCR's ANNUAL REQUIREMENTS vs VOLUNTARY CONTRIBUTIONS 2014-2021 | USD millions



*Contributions recorded as of 10 October 2019

Raising funds from the public sector

With the majority of its funding coming from the public sector, UNHCR is investing in and adapting its work with government donors. The broad lines of a resource mobilization strategy set out in 2018—strengthened dialogue, enhanced internal synergies, increased communications and collaboration with partners—continue to guide the Office’s approach, which now incorporates the regionalization and decentralization of the regional bureaux.

In 2019, the organization committed additional personnel to the Donor Relations and Resource Mobilization Service (DRRM) within the Division of External Relations (DER) in Geneva. A reinforced DRRM will be better able to build and maintain relationships with donors, identify opportunities for support and respond in appropriate fashion to the needs of counterparts. Another boost to these efforts has come in the form of UNHCR’s decentralization process.

Beginning in January 2020, each of the seven regional bureaux will have staff in place dedicated to external engagement and donor relations. This will help regional directors to interact more proactively with embassies and donors in the field, ensure better recognition and reporting on contributions, and foster local funding prospects. While the entry point and accountability for resource mobilization will remain with DRRM and DER, this increased capacity at field level will be an effective complement and will help UNHCR bolster dialogue with its partners.

A key facet of UNHCR’s strategy to mobilize additional public sector resources is the expansion of its risk management efforts, along with timely and transparent reporting on the use of contributions. The Office has strengthened feedback to donors across the range of integrity issues, including sexual exploitation and abuse and sexual harassment, instances of fraud, and disciplinary actions, as well as actions taken in response to independent audits (see the chapter on *Transformative initiatives*).

This complements an ongoing effort to enhance regular reporting channels to ensure they meet donor expectations and needs. Continuous improvements to the user experience with Global Focus have led to a consistent and substantial rise in the use of the donor-dedicated platform.

There was an average of 21,000 visits per month in 2019 compared to 16,700 in 2017, and 8,700 in 2016. The site is also being reconfigured with more extensive financial reporting which, linked to new donor profiles, provides more visibility.

UNHCR will also continue to transform and update its Global Report, starting with the 2019 edition, based on user surveys. Beyond its general interest, the publication remains a critical document for many government donors: of the \$4.183 billion in voluntary contributions UNHCR recorded in 2018, contributions totaling \$921 million required only the information contained in the Global Report as a statement. UNHCR has supplemented regular reports with information on thematic areas, underfunded situations, efficiency gains, and programme prioritization.

A priority remains to match the importance UNHCR attaches to unearmarked funding with suitable reporting and visibility. In addition to its determined push to improve donor recognition, particularly for contributors of flexible funding, DRRM has revised information material in order to better reflect the utility of unearmarked support in communications across the organization. These efforts will be enhanced with the completion of the current results-based management review, which will allow better reporting on the impact of financial support.

UNHCR’s report on the use of flexible funding in 2018



Raising funds from the private sector

In the effort to diversify its funding, UNHCR aims to raise \$1 billion annually from the private sector by 2025, with 70% coming from individual donors and 30% from corporations, private philanthropists and foundations. This very ambitious objective reflected the need to diversify sources of income, particularly flexible funding, and reflected as well the importance of the private sector in contributing to resolve humanitarian issues and its willingness to engage with UNHCR in support of the refugee cause.

As recognized in the Global Compact on Refugees, finding sustainable solutions to refugee situations rests on strong and enduring partnerships. This includes partnerships with the private sector, as active contributors that can support not only through funding and in-kind donations of goods and services, but also through advocacy and expertise in terms of technology, employment, skills,

renewable energy and other areas. UNHCR will continue to invest in developing these partnerships, and in establishing new ones, looking increasingly at managing relationships with private donors locally. The Gulf countries have high potential for particularly strong private sector engagement.

Despite the private sector fundraising environment becoming increasingly challenging and competitive over the past two years, UNHCR has continued to grow (see Figure 6). Moreover, it is the fastest growing organization in the private sector fundraising over the last five years.

For 2020, UNHCR has set a target of raising \$520 million and defined the following priorities to achieve it:

- **Strategically invest resources** in priority countries, global partnerships, and fundraising programmes delivering loyal donors and the highest long-term net income growth.

- **Embrace the general public** as a key stakeholder and scale up communication, public engagement activities and campaigns in support of refugees. For example, the 2 Billion Kilometres to Safety campaign aims to raise \$15 million. In addition, the international expansion of the Ramadan campaign beyond the Middle East and North Africa region, including appealing for *zakat* funds, will continue in 2020 with the aim of increasing Islamic philanthropic funds from individuals as well as corporates and foundations. In 2020, two new fundraising strategies will launch to support cash-based interventions, including an innovative new digital product.

- **Develop partnerships** with corporations, foundations and private philanthropists, nurturing existing relationships while targeting new actors in the philanthropic sphere and offering innovative forms of collaboration. The overall strategy is to have a strong portfolio of long-term, impact-driven and mutually-beneficial relationships providing financial and other support. Of the overall private sector income to UNHCR, approximately 30% is expected to come from corporations, private philanthropists and foundations.

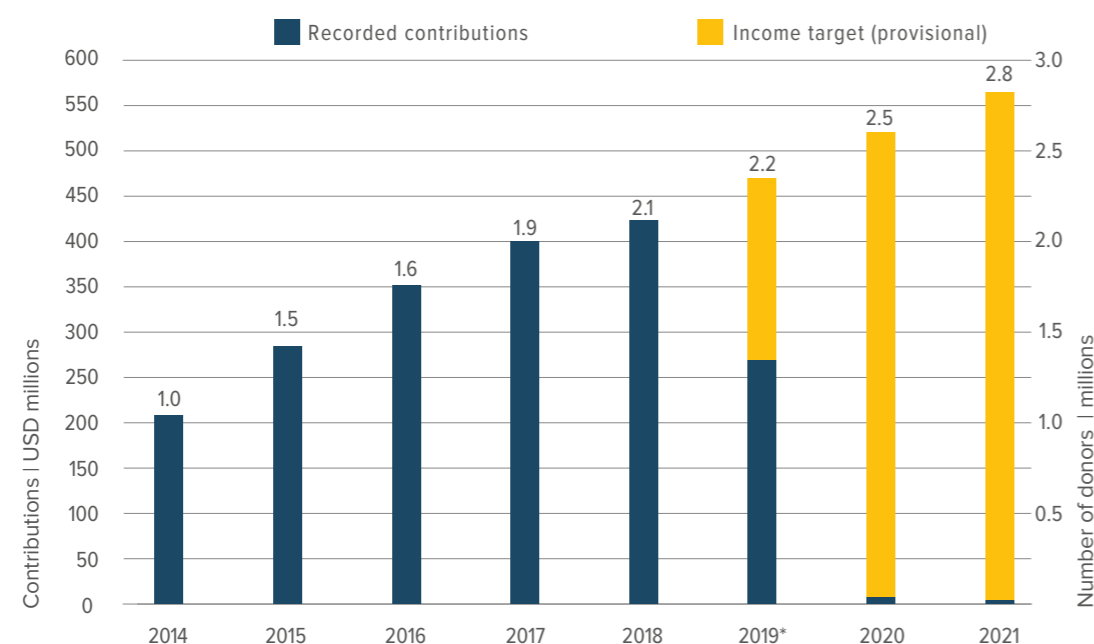
The vision is that UNHCR becomes the private sector's partner of choice on the issue of forced displacement. Reaching the goal of \$1 billion will require investment in a range of key priority areas. These will be to improve the experience of supporters; growing Islamic philanthropy, with UNHCR eligible to receive *zakat* funds providing it with a competitive advantage; expanding middle and major donor programmes; developing relationships with high net-worth individuals and foundations; legacy marketing and planned giving; digital transformation; and developing global campaigns and emergency preparedness mechanisms to drive income, engagement, and brand recognition.


In order to drive the priorities, UNHCR is expanding its fundraising networks. New National Partners have been established in Argentina, Switzerland and the United Kingdom, joining the six which already exist in Australia, Germany, Japan, Spain, Sweden and the United States of America.

2 Billion
Kilometres
to Safety




FIGURE 6 | CONTRIBUTIONS AND NUMBER OF DONORS FROM THE PRIVATE SECTOR | 2014-2021





Islamic Philanthropy in Focus – UNHCR’s Refugee Zakat Fund

UNHCR launched the Refugee Zakat Fund in 2019, an efficient and transparent structure meeting *zakat* regulations. Harnessing the power of *zakat*—a form of charitable contribution—enables UNHCR to assist the most vulnerable refugees and IDPs, with the Fund supporting people of concern in Bangladesh, Egypt, Iraq, Jordan, Lebanon, Mauritania and Yemen, and with the ambition to expand to other relevant UNHCR operations. As of October 2019, UNHCR had received \$42.2 million in *zakat* funds, thanks to a generous contribution of \$35.2 million from Thani Bin Abdullah Bin Thani Al-Thani Humanitarian Fund, \$4 million from Qatar Charity, as well as \$3 million from individuals through the Fund’s digital platform. UNHCR’s goal is to establish long-term partnerships that channel *zakat* funds in support of more than 1 million beneficiaries by the end of 2019. In 2020, UNHCR will continue to diversify partnerships with various *zakat* houses and Islamic financial institutions, with the aim of maximizing impact.



Refugee response plans

For 2020, UNHCR will coordinate six regional refugee response plans (RRP) and lead inter-agency planning and coordination for large-scale or complex refugee situations. Two of those (the 3RP and the RRP for Nigeria) are co-led with UNDP and a third (the Regional Refugee and Migrant Response Plan for Refugees and Migrants from Venezuela) with IOM. Where appropriate, these appeals are an integrated yet distinct part of the inter-agency humanitarian response plans.

Refugee response plans contribute to the application of the Refugee Coordination Model articulating protection and solutions priorities and describing the needs of refugees and their host communities.

In the spirit of the GCR, the 2020 RRP seek to integrate a solutions approach placing greater emphasis on self-reliance and resilience and aligning the refugee response with other humanitarian and development country programmes. UNHCR will ensure that the joint needs assessments, design of response and implementation will be informed and adjusted to the needs, concerns and ideas from the beneficiaries themselves. As multi-year plans covering 2020-2021, the RRP are geared towards fostering close engagement of host governments and development partners to enhance support for host communities and encourage refugee inclusion in national and local development plans.

TABLE 4 | REGIONAL REFUGEE RESPONSE PLANS | 2019-2020

REGIONAL REFUGEE RESPONSE PLANS	2019			2020
	Inter-agency budget (USD)	Inter-agency funding received (USD)	Funding level as at 30 September 2019	Estimated Inter-agency budget (USD)
Burundi	292,917,608	92,351,942	32%	262,782,440
DRC	719,711,214	156,521,192	22%	632,496,950
Nigeria ⁽¹⁾	136,545,154	58,857,991	43%	180,693,191
South Sudan	1,365,963,859	441,593,850	32%	1,316,303,394
Syria 3RP ^{(1) (2)}	5,534,930,515	1,533,524,415	28%	5,000,000,000
Venezuela ⁽²⁾	737,611,378	354,843,745	48%	1,346,045,282
TOTAL	8,787,679,728	2,637,693,135	30%	8,738,321,257

⁽¹⁾ co-lead with UNDP

⁽²⁾ co-lead with IOM

⁽³⁾ The Syria 3RP budget for 2020 is a preliminary figure pending finalization and approval by host countries.

GLOBAL PROGRAMMES AND HEADQUARTERS

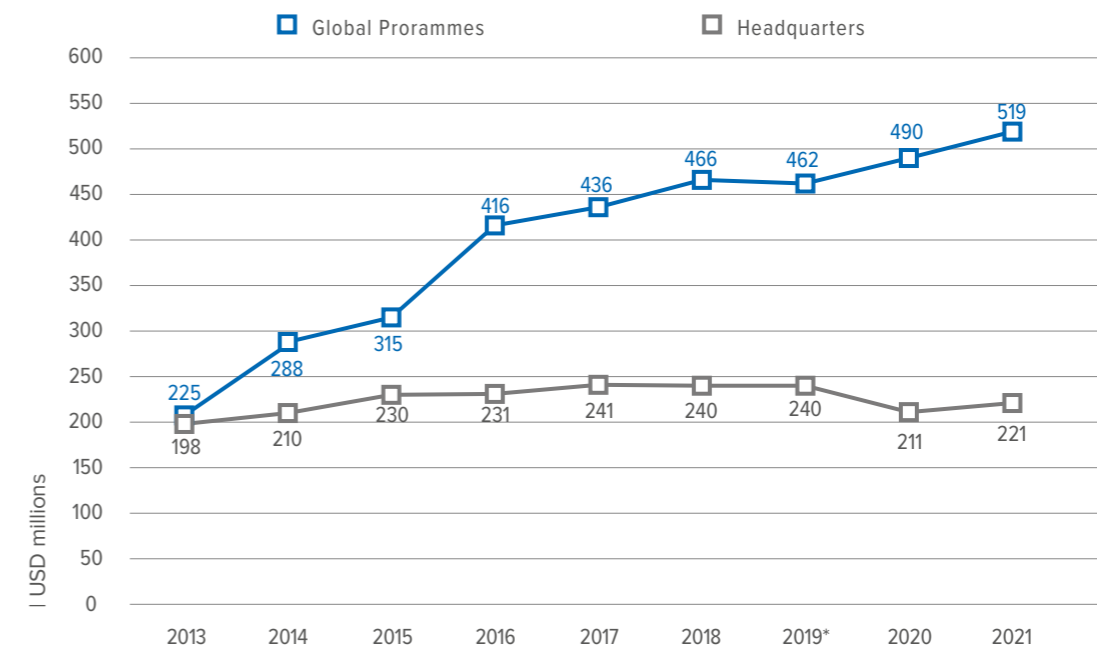
UNHCR undertakes a wide range of activities of a global nature that are managed by divisions at Headquarters. They coordinate and support field operations both operationally and through policy development. Global programmes show an increase of \$28.3 million in 2020, or 6%, compared to 2019. This is mainly due to adjustments planned for the Executive Direction and Management to better carry out important evaluation, legal and ethics services, in particular to enhance the Office's ability to handle allegations of sexual exploitation and abuse and sexual harassment. It also includes more investment in private sector fundraising; in education; and on global fleet management.

Headquarters costs fall into the categories of programme support and management and administration. Programme support comprises the costs of developing,

formulating and evaluating programmes by functional headquarters units that provide technical and administrative support to field operations. Management and administration comprises costs required to maintain the direction and leadership of the organization, such as executive direction and management, oversight, external relations, information technology and administration.

Given the regionalized context, some key investments are planned in Executive Direction and Management such as for the Governance Service in its key liaison function, and in the Ethics Office; to support the implementation of the Global Compact on Refugees; in workforce alignment; in UN reform-related activities; and in IT infrastructure. For 2020, Headquarters shows a decrease of nearly \$30 million, or 12%, compared to 2019's requirements, mainly due to the completion of the decentralization and regionalization process and the scaling down of Change Management.

FIGURE 7 | BUDGETS FOR GLOBAL PROGRAMMES AND HEADQUARTERS (PILLAR 1) | 2013-2021



* as of 30 June 2019

TABLE 5 | BUDGETS FOR GLOBAL PROGRAMMES 2019-2021 | USD

ACTIVITIES	2019	2020	2021
	Current budget (as of 30 June 2019)	Budget	Proposed budget
PROGRAMME (BY ACTIVITY)			
Cash-based incentives	1,261,784	160,000	160,000
Durable solutions	8,279,022	1,720,000	4,769,000
Education-related projects	24,691,325	42,070,017	41,641,815
Emergency-related projects	36,885,731	71,750,000	71,550,000
Environment-related projects	850,000	250,000	250,000
Health-related projects	2,920,000	2,450,000	2,450,000
Innovation project	2,932,873	2,712,440	3,500,000
Private sector partnerships	126,538,973	139,269,590	157,617,048
Protection-related projects	5,498,126	4,197,054	3,341,054
Public information and media projects	11,608,560	10,345,581	11,573,964
Refugee women, children and adolescents	1,624,869	1,620,582	638,000
Registration, data and knowledge management	9,157,083	9,145,420	8,900,000
Research, evaluation and documentation	4,200,000	8,200,000	11,250,000
Resettlement	11,246,374	11,668,523	9,448,360
Shelter-related projects	23,665,876	10,300,000	10,300,000
Training-related projects	1,525,732	747,500	747,500
Miscellaneous	722,800	922,456	924,456
SUBTOTAL PROGRAMME	273,609,128	317,529,162	339,061,197
PROGRAMME SUPPORT (BY DIVISION)			
Executive Direction and Management	8,372,652	12,032,425	12,365,721
Division of External Relations	26,431,652	29,657,941	28,880,452
Division of International Protection	5,826,115	5,902,700	2,826,971
Division of Programme Support and Management	10,561,553	6,779,016	6,397,510
Division of Emergency, Security and Supply	34,470,846	19,420,460	18,961,864
Division of Resilience and Solutions	13,956,192	15,275,788	18,058,342
Division of Information Systems and Telecommunications	26,996,027	25,890,636	31,821,059
Division of Human Resources	32,002,685	30,760,601	30,980,335
Division of Financial and Administrative Management	5,183,827	4,905,163	4,905,163
BUDAPEST GLOBAL SERVICE CENTER			
Division of Emergency, Security and Supply	1,631,293	1,820,936	1,820,936
COPENHAGEN GLOBAL SERVICE CENTER			
Division of External Relations	9,052,444	9,964,862	8,937,934
Division of International Protection	1,130,215	592,957	217,688
Division of Programme Support and Management	11,237,725	8,335,324	12,096,324
Division of Resilience and Solutions	-	-	-
Division of Information Systems and Telecommunications	1,526,581	1,488,456	1,488,456
SUBTOTAL PROGRAMME SUPPORT	188,379,808	172,827,265	179,758,754
TOTAL	461,988,936	490,356,427	518,819,951

TABLE 6 | BUDGETS FOR HEADQUARTERS¹ 2019-2021 | USD

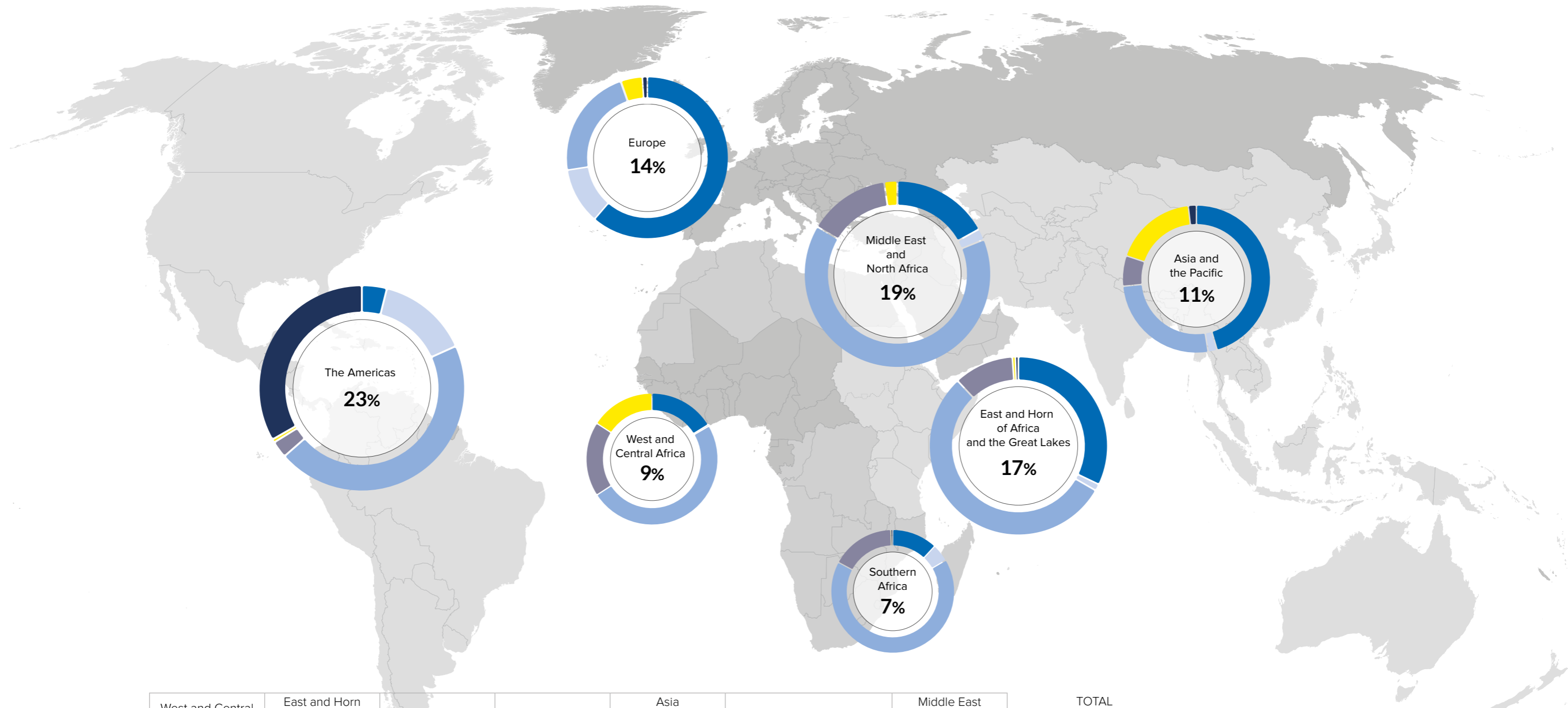
DIVISIONS/DEPARTMENTS	2019	2020	2021
	Current budget (as of 30 June 2019)	Budget	Proposed budget
EXECUTIVE DIRECTION AND MANAGEMENT			
Executive Office	5,162,273	5,662,273	5,660,662
New York Liaison Office	4,817,945	4,735,944	5,415,292
Inspector General's Office, including audit services	11,445,942	11,438,267	11,476,152
Legal Affairs Service	4,990,122	4,945,505	4,945,505
Governance Service	2,473,754	5,570,753	2,898,654
Office of the Ombudsman	552,246	500,995	628,752
Change Management ²	4,951,351	2,996,315	2,996,315
Ethics Office	2,379,310	3,297,022	3,416,817
Enterprise Risk Management	1,410,868	1,479,310	1,479,310
Evaluation Service	3,558,879	2,683,719	3,064,397
SUBTOTAL EXECUTIVE DIRECTION AND MANAGEMENT	41,742,690	43,310,103	41,981,856
REGIONAL BUREAUX			
Office of the Director for Africa	10,234,486	-	-
Office of the Director for the Middle East and North Africa	6,410,159	-	-
Special Envoy for the Central Mediterranean Situation	225,902	-	-
Office of the Director for Asia and the Pacific	5,475,105	-	-
Office of the Director for Europe	7,002,968	-	-
Office of the Director for the Americas	4,940,381	-	-
SUBTOTAL REGIONAL BUREAUX	34,289,000	-	-
DIVISIONS			
DIVISION OF EXTERNAL RELATIONS	25,183,531	25,833,480	28,971,667
DIVISION OF INTERNATIONAL PROTECTION	14,451,225	16,160,615	16,050,778
DIVISION OF RESILIENCE AND SOLUTIONS	2,874,037	3,149,236	3,149,235
DIVISION OF PROGRAMME SUPPORT AND MANAGEMENT	14,262,080	12,815,582	12,869,581
DIVISION OF EMERGENCY, SECURITY AND SUPPLY	1,688,760	1,728,737	1,713,737
DIVISION OF INFORMATION SYSTEMS AND TELECOMMUNICATIONS	25,141,714	25,494,965	33,710,268
DIVISION OF HUMAN RESOURCES	14,006,136	15,400,814	15,349,813
DIVISION OF FINANCIAL AND ADMINISTRATIVE MANAGEMENT	27,156,861	27,857,484	27,837,611
SUBTOTAL DIVISIONS	124,764,344	128,440,912	139,652,690
BUDAPEST GLOBAL SERVICE CENTER			
Management Unit	4,213,731	4,181,778	4,247,878
Specialized sections and services	30,098,308	29,424,243	29,412,653
SUBTOTAL BUDAPEST GLOBAL SERVICE CENTER	34,312,039	33,606,022	33,660,531
COPENHAGEN GLOBAL SERVICE CENTER			
Management Unit	4,407,035	4,447,035	4,479,559
SUBTOTAL COPENHAGEN GLOBAL SERVICE CENTER	4,407,035	4,447,035	4,479,559
Staff Council	727,571	727,571	877,060
TOTAL	240,242,680	210,531,643	220,651,697

¹ The Annual Programme Budget includes allocations from the UN Regular Budget as follows: \$42.3 million for 2019, \$42.8 million for 2020 and an estimated \$40 million for 2021. All values are provisional, subject to approval of final United Nations Programme Budget and subsequent recosting.

² Change Management will be restructured to Transformation and Change Service as of January 2020.

POPULATIONS OF CONCERN TO UNHCR

2020 PLANNING FIGURES



	West and Central Africa	East and Horn of Africa and the Great Lakes	Southern Africa	The Americas	Asia and the Pacific	Europe	Middle East and North Africa	TOTAL POPULATION OF CONCERN
Refugees	1,108,150	4,463,594	747,671	734,049	4,147,196	7,019,037	2,715,354	20,935,051
Asylum-seekers	27,105	170,838	285,956	2,690,044	182,551	1,287,554	316,760	4,960,808
Returned refugees	302,020	943,000	24,000	500,140	219,750	320	275,020	2,264,250
IDPs protected/assisted by UNHCR	3,705,389	7,605,500	4,067,620	8,480,000	2,370,980	2,526,134	10,339,688	39,095,311
Returned IDPs	950,350	568,112	1,000,000	-	387,786	11,400	1,995,752	4,913,400
Stateless persons	1,081,700	74,163	-	213	1,652,437	490,455	364,530	3,663,498
Others of concern	-	77,044	30,887	6,247,342	161,217	114,474	3,343	6,634,307
TOTAL	7,174,714	13,902,251	6,156,134	18,651,788	9,121,917	11,449,374	16,010,447	82,466,625

- Refugees
- Asylum-seekers
- Returnees (refugees and IDPs)
- Stateless persons
- Internally displaced people (IDPs)
- Others of concern

Decentralization and regionalization

In 2017, the High Commissioner launched a large organizational reform that led to the decision to place capacities, authorities and resources closer to the people UNHCR serves. UNHCR then transitioned to a decentralized model from 2018 to 2020 with the relocation of regional bureaux from Headquarters to their respective regions; the consolidation of a number of existing regional structures into the seven new and re-profiled regional bureaux; and the strengthening of country operations.

The Regional Directors and their core teams will be fully operational as of 1 January 2020, when the new delegation of roles, responsibilities and accountabilities will take effect. They will cover a full spectrum of activities, including the set-up of regional strategies and priorities, management of performance and compliance, identification and monitoring of emerging issues and risks and the provision of technical support and guidance to country operations.

Directors will have enhanced delegated authority to effectively manage their respective regions; senior managers will possess increased ability and agility to course correct, seize new opportunities and partner differently; and processes and procedures associated with budget and position management will be considerably simplified.

With closer and more consistent support from the regional bureaux, country operations will be more efficient, nimble

and impactful and will be able to take faster decisions on the ground, adequately adapting to operational contexts. In addition, they will also receive as of 1 January 2020, enhanced authorities and additional capacities with more than 150 technical positions repositioned or created to strengthen country operations.

While autonomous local decision-making in the field will be strengthened, global coherence and institutional management at the central level will remain key. Once this relocation is completed, UNHCR will assess how divisions at Headquarters have been impacted by the transformation of the bureaux, and adjust them if, and as, required.

Importance of partnerships

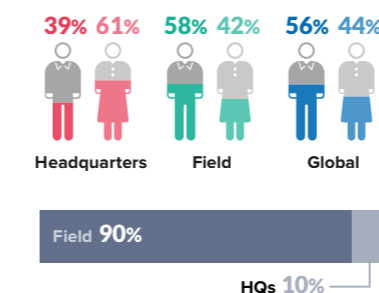
The High Commissioner’s “Strategic Directions 2017-2021” emphasised UNHCR’s collaboration with, and reliance on, a broad range of partnerships. The Global Compact on Refugees, with its emphasis on solutions, will necessitate UNHCR’s engagement in a range of national and international development frameworks and systems, and require new forms of partnership. With one of the main reasons for decentralizing being to strengthen partnerships, the new regional bureaux will become critical hubs for collaboration and strategic engagement with operational and implementing partners, as well as for addressing any cross-cutting operational challenges, if and when they emerge. Aligning UNHCR’s

presence and authority at regional level with that of UN sister agencies will also enhance its catalytic role in leveraging

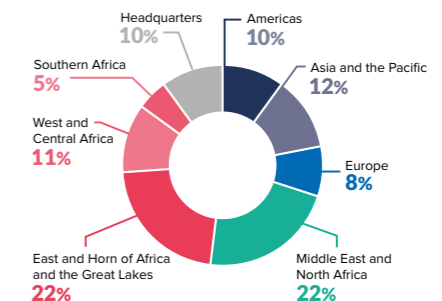
solutions for people of concern within an increasingly decentralized and integrated UN Development System.

The NGO consultations will be held in each of the seven regional bureaux starting in 2020, with the aim of discussing policy and operational issues with partners. Pilot regional consultations in the Middle East and North Africa and Southern Africa regions in 2019 were deemed a success, and included a broad range of civil society actors such as the private sector, media and refugee-led organizations. Regional NGO and civil society consultations will give more opportunities for local organizations, civil society groups and people of concern to participate, and for the discussions to be focused on the regional challenges and solutions. Global NGO consultations will be maintained in a smaller format to discuss global issues, and bring together the outcomes and recommendations from the regional consultations. Headquarters will facilitate global partnerships with key NGO and civil society partners, not only because these partners implement a large share of UNHCR’s financial resources, but because they are indispensable global actors to advocate for the rights of refugees, displaced people and stateless persons.

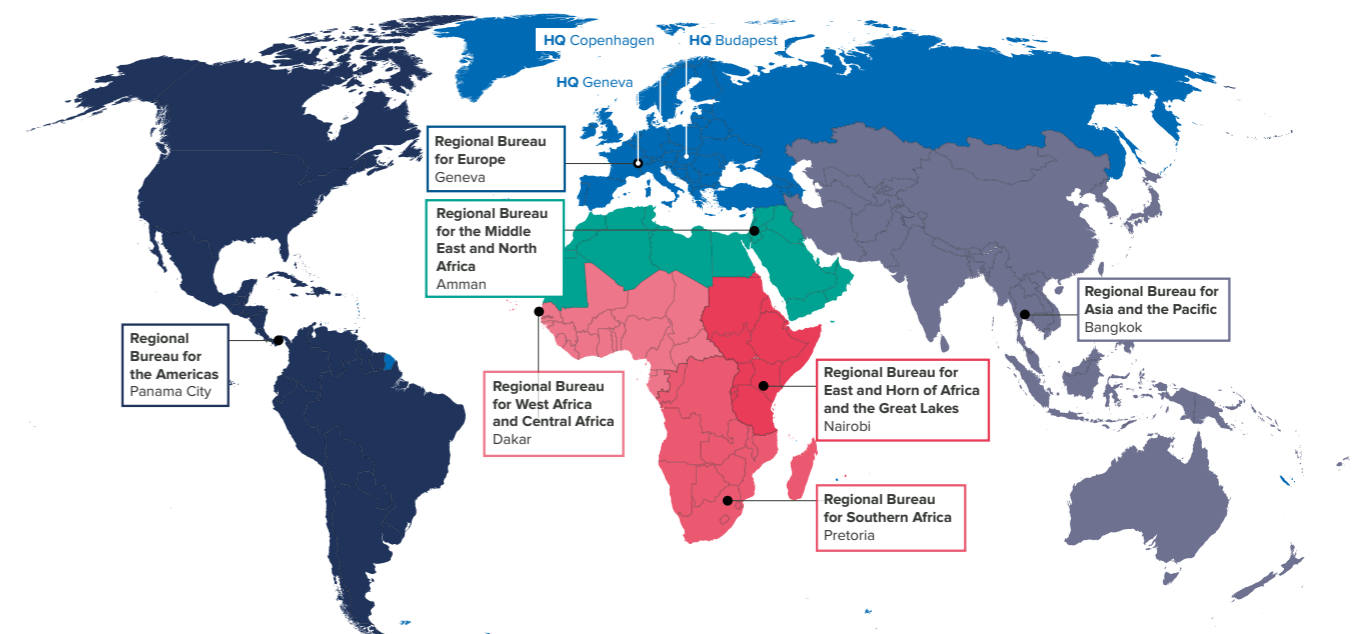
Gender breakdowns of UNHCR workforce



Global presence by region



UNHCR’s decentralized regional presence in 2020





East and Horn of Africa and the Great Lakes

A Burundian refugee carries firewood home to burn in the new fuel efficient stove she has received at Nyarugusu camp, in the United Republic of Tanzania.

© UNHCR/Georgina Goodwin

“We have an unprecedented opportunity for potential solutions for forcibly displaced people in this region with the signing of the peace agreement for South Sudan and the political changes in Sudan, Ethiopia and Somalia. In addition, progressive refugee policies being adopted in Djibouti, Ethiopia, Kenya, Rwanda and Uganda, in line with the Global Compact on Refugees, are allowing new types of partnerships and the inclusion of refugees in national services. Recognizing the protection and assistance given by countries in the region that have been tirelessly hosting their African brothers and sisters for decades, we must give them the support needed for the development of the host communities.”

Clementine Nkweta-Salami

Director, Regional Bureau for East and Horn of Africa and the Great Lakes

KEY STRATEGIC OBJECTIVES

Strengthening protection and access to quality services for persons with specific needs

In a region that hosts the largest number of refugees on the African continent, UNHCR will continue to ensure that the right to seek asylum is upheld and that refugee protection is adequately provided. The Office will advocate access to territory and strengthen refugee policy by engaging with, among others, the African Union, the East African Community, the Intergovernmental Authority on Development (IGAD), and the International Conference on the Great Lakes Region.

Individual biometric registration will be prioritized, specifically in Sudan where registration activities were interrupted in the first half of 2019 due to general insecurity. In total, some 654,000 people are planned for registration across all 11 operations in the region. Concurrently, the Office will support refugee status determination procedures while ensuring that refugee children and survivors of sexual and gender-based violence

(SGBV) receive tailored support. Particular attention will be given to South Sudan, where 65% of refugees are minors and more than 1.4 million refugee children are affected by conflict and forced displacement.

Providing lifesaving humanitarian assistance

In the region, more than 80% of refugees reside in camps or settlements where they receive basic assistance, including shelter, water and sanitation, health and education.

However, more investment is needed to ensure assistance and services meet international standards, including better access to shelter, core relief items, sanitary kits and improved access to energy. In all operations, refugee families who arrived prior to 2015 need relief items replenished, while new arrivals require immediate support.

With the adoption of the Global Compact on Refugees, countries in the region have taken important steps in applying comprehensive responses, particularly in Djibouti, Ethiopia, Kenya, Rwanda and

Uganda. UNHCR will continue to work closely with host governments and line ministries to integrate refugees into services and include them in national planning. The Office will also continue to advocate more development investment in host communities.

Promoting self-reliance and economic inclusion of refugees and asylum-seekers

In line with Grand Bargain commitments, UNHCR will continue to invest in cash-based interventions, with some \$30 million worth of assistance planned for distribution across the region in 2020. UNHCR will pursue new partnerships and strengthen existing ones, including with the World Bank, the African Development Bank, the International Finance Corporation and IGAD to encourage increased investment in refugee areas, benefitting host

communities and refugees alike. In Djibouti, Ethiopia, Kenya and Uganda, significant efforts have been made to include refugees in national planning, provide services and to promote integration, efforts which UNHCR will build on. Promoting connectivity for refugees will also open up further opportunities for education and entrepreneurship.

Pursuing durable solutions

UNHCR will continue to assist voluntary repatriation to Burundi, Ethiopia, Rwanda and Somalia, with planning underway for some 50,000 Burundian refugees and 17,000 Somali refugees to return home in 2020. In addition to monitoring the voluntary nature of return, UNHCR will monitor the protection situation for those who have opted to return. Depending on positive political developments, and if conditions allow, return to other countries will be supported. In parallel, the Office

will advocate local integration and support resettlement activities for those who meet specific criteria. Some 511,100 people are in need of resettlement across the region. Complementary pathways will also be pursued.

Coordinating and delivering protection, assistance and solutions for IDPs

UNHCR will work with governments, UN agencies, and NGOs in coordinating and delivering protection, camp management and shelter for IDPs in Burundi, Ethiopia, Somalia, Sudan and South Sudan. Key areas of focus will include demonstrating strategic leadership to ensure the centrality of protection across the humanitarian response, informed by stronger information management and analysis systems. It will also include ensuring robust operational delivery of protection and assistance in affected areas and contributing to conditions conducive to achieving solutions, in partnership with humanitarian, development and government stakeholders. To demonstrate the operationalization of UNHCR's

updated IDP Policy in action, Ethiopia and South Sudan will participate in the High Commissioner's special Initiative on Internal Displacement. This will support, monitor and ultimately showcase UNHCR's commitment to robust protection leadership, coordination responsibilities and operational delivery for protection and solutions in contexts of internal displacement.

Preventing and addressing statelessness

UNHCR will provide technical and policy support to ensure laws and practices are consistent with international and regional standards on the prevention of statelessness so that stateless persons can finally get citizenship and refugee children can obtain birth registration while in exile. UNHCR, in partnership with key regional organizations, intends to conduct a study on the risks of statelessness in protracted refugee situations. The study will inform durable and legal solutions for refugees in the region and help identify risks of statelessness.

The new Policy on "UNHCR's Engagement in Situations of Internal Displacement"



there was no longer demand for them. Then this year, as the rains failed once again, she had no option but to sell up the little piece of land that remained to her, and flee across the border to Ethiopia.

"There was a time when we could cultivate the farms. The river would rise, and it would flow and we survived. Now, the river is dry and there is no rain. What is worse is that Al-Shabab force us to produce what we did not have."

—Shalle Hassan Abdirahman, Somali farmer who arrived at UNHCR's Dollo Ado reception centre in eastern Ethiopia.



As drought compounds security woes, Somalis flee to Ethiopia

Crop failures, livestock die-offs, and extortion from Al-Shabab are driving thousands of farmers and pastoralists to abandon their lands and seek refuge. When drought killed most of Barwako Noor Abdi's cows and goats eight years ago, she had no choice but to abandon her home in Somalia's parched Gedo region and seek help elsewhere in a country suffering from decades of insecurity. When the next major drought hit in 2016-2017, she found she could not even sell her surviving animals as

© UNHCR/Hannah Mauer-Frlich

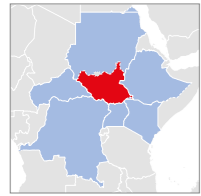


The Instant Network Schools, borne out of a partnership between the Vodafone Foundation and UNHCR, help bring connected education to refugees in remote locations, providing a digital learning experience that has transformed education for refugees in Kenya, Tanzania, South Sudan and DRC.



MAJOR SITUATIONS IN THE EAST AND HORN OF AFRICA AND THE GREAT LAKES IN 2020

Despite progress in ending conflict in South Sudan, and recent political changes in Ethiopia, Somalia and Sudan, it is unlikely that the numbers of those forcibly displaced will fall significantly in 2020. Drought in some areas and flooding in others may impact service delivery as the region grapples with climate change.



SOUTH SUDAN

Following the signing of the Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan, the path towards peace remains slow and basic services are still not widely available. In some regions, conflict and insecurity continues.

It is expected that South Sudan will remain the continent's largest refugee crisis, with more than 2.2 million refugees projected in 2020. Internal displacement figures, presently around 1.82 million, are likely to remain high due to ongoing localized conflict. This figure may, however, decrease due to secondary displacement towards Ethiopia, Sudan and Uganda, as well as spontaneous IDP returns to certain areas of the country. Although UNHCR is not promoting or facilitating returns, the Office anticipates an increase in spontaneous IDP and refugee returns.

Working with 95 partners across five countries, UNHCR will continue to coordinate the humanitarian response to the refugee crisis through the Regional Refugee Response Plan for South Sudan, and will support the IDP response as a partner in the Humanitarian Response Plan. Data management and analysis, along with protection monitoring of returns, will be strengthened.

2.2 million
REFUGEES

1.8 million
INTERNALLY DISPLACED

65%
CHILDREN



BURUNDI

With elections planned for 2020, there are concerns the political tensions that caused people to flee may remain unresolved. The Regional Refugee Response Plan for Burundi includes 37 partners in the four main countries of asylum and takes a comprehensive and solutions-oriented approach, emphasizing the need for refugees' inclusion in national systems, integrating service delivery with host communities wherever possible, and prioritizing self-reliance.

UNHCR and partners are not promoting returns to Burundi but will assist those who indicate they have made a free and informed choice to return voluntarily. The Joint Refugee Return and Reintegration Plan is an integrated, inter-agency response plan working toward the sustainable return and reintegration of Burundian refugees. The plan articulates the joint strategy to provide community-based response activities reaching refugee returns in the six main provinces of return (Cancuzo, Kirundo, Makamba, Muyinga, Rutana and Ruyigi), and brings together 19 partners within Burundi, including Government ministries, UN agencies and NGOs.

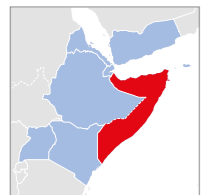
Some 109,000 Burundians are IDPs, at least two-thirds of them due to natural disasters. Working closely with other UN agencies, UNHCR will focus on protection, assistance and core relief item distribution.

305,000
REFUGEES

109,000
INTERNALLY DISPLACED

80%
WOMEN & CHILDREN

50,000
RETURNEES



SOMALIA

There are more than 3.5 million people of concern from Somalia—refugees, IDPs and returnees—all of whom are in need of humanitarian assistance. With 2.6 million IDPs, Somalia has the third largest internally-displaced population globally.

Efforts to try to end one of the most protracted displacement crises in the world, encouraging returns where possible, will continue. Despite political developments, insecurity persists due to attacks from Al-Shabaab and inter-clan conflicts. The planned downsizing of the African Union Mission to Somalia in 2019 may also affect the security environment. The presidential elections anticipated in 2020 will be a measure of progress in light of the ongoing reconciliation process.

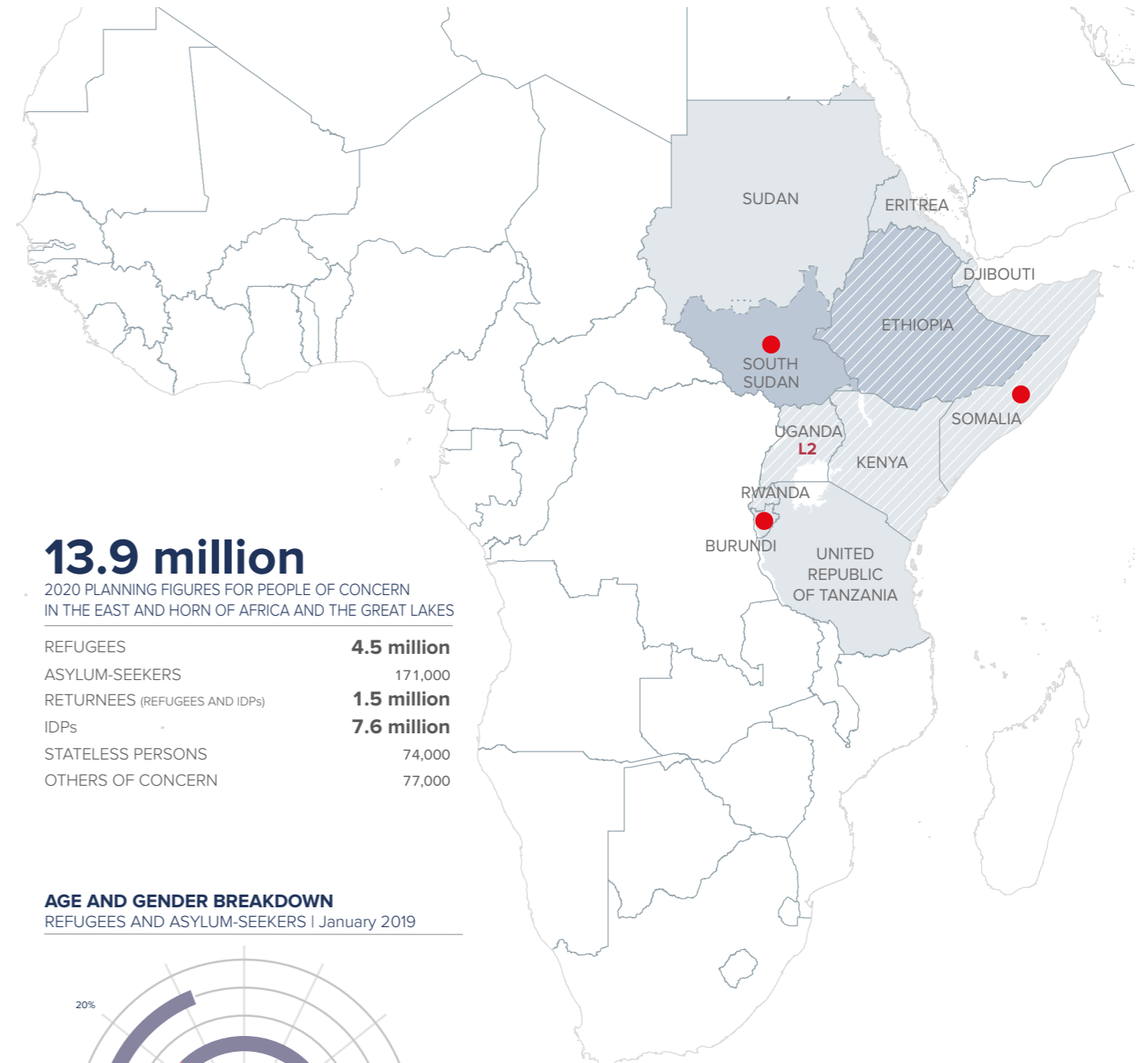
Severe drought and floods will likely continue to displace thousands of families across the region, and reduce their access to regular and sustained humanitarian assistance. In countries of asylum, continued investment is needed to support inclusion and livelihood activities. This is in line with the regional application of the Global Refugee Compact, the CRRF and the Nairobi Declaration.

805,000
REFUGEES

2.6 million
INTERNALLY DISPLACED

67%
WOMEN & CHILDREN

108,000
RETURNEES

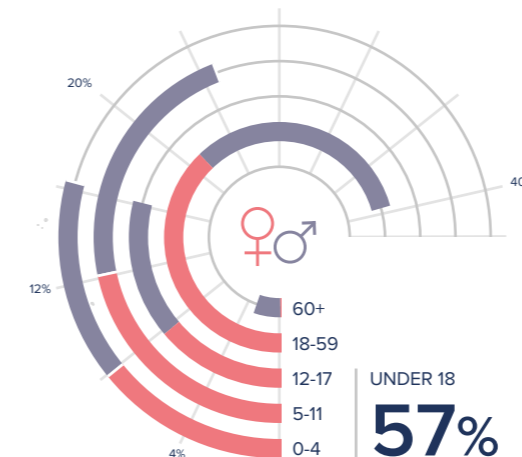


13.9 million

2020 PLANNING FIGURES FOR PEOPLE OF CONCERN IN THE EAST AND HORN OF AFRICA AND THE GREAT LAKES

REFUGEES	4.5 million
ASYLUM-SEEKERS	171,000
RETURNEES (REFUGEES AND IDPs)	1.5 million
IDPs	7.6 million
STATELESS PERSONS	74,000
OTHERS OF CONCERN	77,000

AGE AND GENDER BREAKDOWN REFUGEES AND ASYLUM-SEEKERS | January 2019



- Situation
- CRRF country
- IDP initiative
- L2 Level of emergency

IMPLICATIONS OF UNDERFUNDING

Lack of funding has significantly affected countries across the region. In the first half of 2019, people of concern faced reduced food rations, limited support to access health and education and restricted access to energy sources. Providing adequate protection has been hampered by staff shortages.

Continuous floods and ravaging droughts across the region have increasingly limited land and livelihood opportunities, leading to increased internal displacement and contributing to growing pressure on already limited services, including health, education, sanitation and housing. For example, a lack of funding limited the nutritional supplements available for children and pregnant and breastfeeding women. In Kenya and Somalia, health systems were further strained by drought affecting the surrounding host community, leading to increased demand for health and nutrition services. Lack of funding has also delayed UNHCR's emergency response to the needs of drought and conflict-affected IDPs.

The prevention of, and response to, SGBV and child protection activities were also critically hampered by staff shortages, with the regional caseworker-to-child ratio at 1:68—far above the international standard of 1:25. Only half of the region's unaccompanied and separated children are reported to be in appropriate interim or long-term care. In South Sudan, UNHCR's SGBV activities for IDPs were limited to prevention, leaving a considerable gap in the response efforts, including capacity building and institutional support for service providers, particularly those in remote locations.

The quality of education provided to refugee children was hindered by limited educational supplies, insufficient infrastructure, double shifts and significant student-to-teacher ratios, which were as high as 80 students per teacher in some countries. Secondary school enrolment levels for South Sudanese children

were at just 14.8%, and only 514 Burundian refugees had access to tertiary education. In the Somalia situation, approximately 54% of eligible school-age refugee children and youth were out of school.

Hygiene and sanitation awareness raising activities continue, however the standard for soap distribution—450 grams per person per month and 700 grams for menstruating women—was not met. Access to safe drinking water also dropped in Ethiopia and Uganda due to funding constraints. Moreover, more than 66,000 Burundian refugee families did not have access to family latrines, having to resort to communal latrines or open defecation.

The majority of households lack adequate basic domestic items in most locations as core relief items remain in short supply for new arrivals and those who need replenishment. Only a limited number of the most vulnerable IDP families and persons with specific needs were provided with shelter and domestic items.

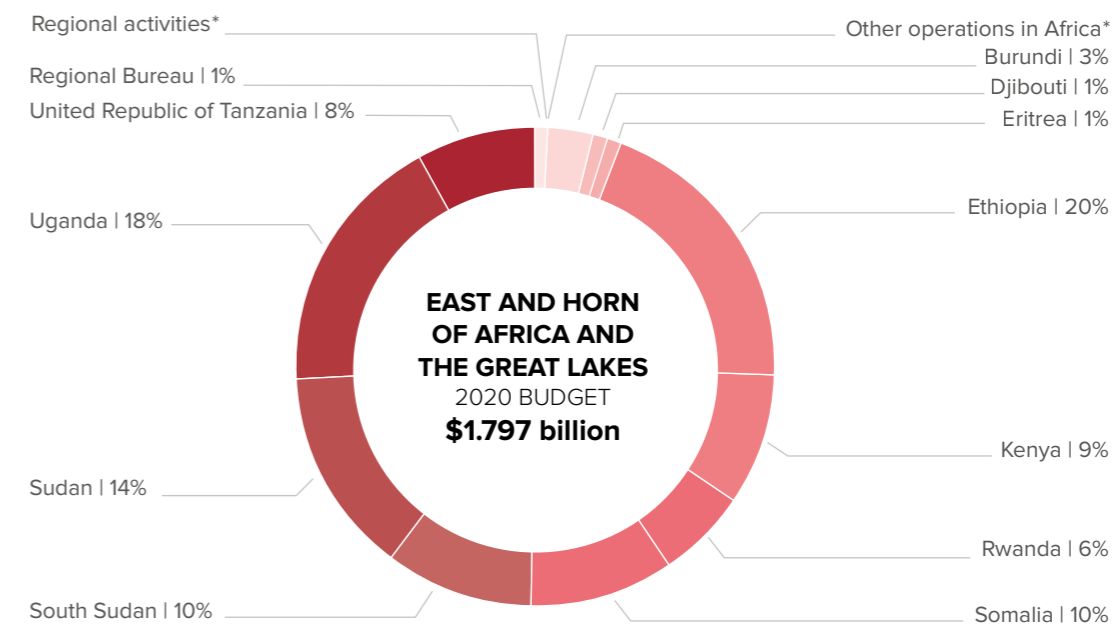
With resources limited, the priorities were to support lifesaving activities and ensure new displacements received assistance. This meant that, despite efforts to prioritize livelihood activities, resources were inadequate to support refugees with livelihood assets or other means of income generation. This hindered their capacity to sustainably meet their basic household needs and transition from dependency on humanitarian assistance to self-reliance.

Given the funding patterns seen in recent years, particularly on the timing, quantity and quality of contributions, it is likely that in 2020, the region will need to remain focused on increasing minimum standards for protection and providing basic humanitarian assistance. Despite the strong efforts undertaken in the region for comprehensive responses, unless adequate resources are received, then UNHCR's ability to support governments with their inclusion of people of concern will be limited and the investments needed to make people of concern more self-reliant will, again, be deferred.

BUDGETS FOR THE EAST AND HORN OF AFRICA AND THE GREAT LAKES | USD

OPERATION	2019 Current budget (as of 30 June 2019)	PILLAR 1				PILLAR 2		PILLAR 3		PILLAR 4		2021 Proposed budget
		Refugee programmes	Stateless programmes	Reintegration projects	IDP projects	TOTAL						
Regional Bureau for the East and Horn of Africa and the Great Lakes*	3,130,000	14,671,849	-	-	-	14,671,849					15,254,718	
Regional activities for the East and Horn of Africa and the Great Lakes*	3,292,386	4,000,000	-	-	-	4,000,000					4,000,000	
Other operations in Africa	4,300,000	4,213,733	-	-	-	4,213,733					3,451,340	
Burundi	50,924,595	47,275,034	12,017	2,000,000	2,086,597	51,373,649					51,222,582	
Djibouti	16,925,148	16,925,482	-	-	-	16,925,482					17,740,261	
Eritrea	9,728,288	9,728,287	-	-	-	9,728,287					9,728,287	
Ethiopia	346,509,859	316,219,414	-	7,000,000	28,279,266	351,498,681					312,540,082	
Kenya	178,435,521	153,717,790	524,537	-	-	154,242,327					148,917,733	
Rwanda	92,751,244	103,267,210	-	2,650,000	-	105,917,210					105,305,273	
Somalia	183,291,625	35,752,455	-	109,758,875	34,841,803	180,353,132					183,853,132	
South Sudan	152,183,344	113,799,216	1,761,801	35,486,791	26,281,341	177,329,149					204,899,347	
Sudan	268,729,623	210,840,395	2,576,600	17,116,253	17,925,813	248,459,061					244,771,192	
Uganda	386,200,000	330,813,158	400,000	-	-	331,213,158					320,895,621	
United Republic of Tanzania	126,082,621	144,123,218	-	3,067,872	-	147,191,090					145,368,518	
TOTAL	1,822,484,253	1,505,347,243	5,274,955	177,079,790	109,414,820	1,797,116,808					1,767,948,086	

*Regional Bureau and regional activities cover the whole East and Horn of Africa and the Great Lakes region.



* Less than 0.5%



Southern Africa

Internally displaced people at a site in Bule, Ituri Province, in the Democratic Republic of the Congo, where two men and four children were killed in an attack.

© UNHCR/John Wessels

“We are never as effective as when the “whole-of-society” is working together to bring compassion, resources and expertise in response to humanitarian situations. In the spirit of the Global Compact on Refugees and UNHCR’s IDP Policy, governments, NGOs, civil society, private sector and people of concern are UNHCR’s most important partners in responding to the displacement of more than 6.2 million people of concern in the Southern Africa region.”

Valentin Tapsoba

Director, Regional Bureau for Southern Africa

KEY STRATEGIC OBJECTIVES

Ensuring a favourable protection environment

The 16 countries in the Southern Africa region host more than 1 million refugees and asylum-seekers, mainly from Burundi, the Democratic Republic of the Congo (DRC), Ethiopia and Somalia. There were in addition some 5 million IDPs and IDP returnees, nearly all of whom were in the DRC. In 2019, there was a more than 8% increase in the population of concern to UNHCR compared to the previous year, with mixed migratory flows also placing a strain on national asylum systems, triggering restrictive migration and refugee policies in the region.

Against this backdrop, UNHCR will continue advocating accession to, and ratification of, international and regional instruments on refugees, IDPs and stateless persons. In the Republic of Congo, UNHCR will advocate the adoption of a national asylum law while the Seychelles has requested technical support in drafting a national legal asylum framework that could prove a model for other Indian Ocean Island States. Mauritius

and UNHCR agreed on standard operating procedures to prevent refoulement, facilitate refugee status determination and solutions identification. UNHCR will also support ratification of the Kampala Convention by States and its incorporation into national laws and policies.

There will be a strong focus on prevention of statelessness in the region in 2020. UNHCR will support Angola and the Kingdom of Eswatini in developing national action plans on the eradication of statelessness and assist the Kingdom of Eswatini and Zimbabwe in undertaking comprehensive studies on statelessness. The Republic of Congo and the Comoros have pledged to accede to both statelessness conventions.

At a regional level, UNHCR will also seek to focus its efforts in operationalizing the Global Compact on Refugees through partnerships with relevant regional economic communities such as the Southern African Development Community (SADC), with which a Memorandum of Understanding was signed in 2019.

Providing community-based protection and multi-sectoral assistance

UNHCR will provide multi-sectoral protection and emergency assistance to populations of concern and host communities, anchoring the response in national services and government systems, development plans, multi-year strategies and regional protection frameworks and policies. Particular attention will be paid to the needs of children and women. In the DRC, UNHCR will provide multi-purpose cash grants to 17,500 IDP and host community households as well as 26,500 shelters. In addition, support to primary education will be provided for 68,000 refugee students from Burundi, the Central African Republic and South Sudan, while 6,000 refugee households will receive shelter support. In Malawi, the congestion of Dzaleka refugee camp poses a significant risk to the well-being of the 42,000 refugees there. Due to Malawi's encampment policy, most are unable to provide basic needs for their families and depend largely on aid provided by UNHCR and partners.

Given the scale and magnitude of internal displacement in the DRC, particularly eastern DRC, UNHCR is significantly stepping up its support to IDPs in line with UNHCR's new IDP Policy.

This means ensuring its rapid response is relevant to the context; expanding its protection interventions, including community-based approaches and social cohesion activities; advocating better protection for people of concern; and carrying out emergency shelter and camp coordination and camp management, inter-agency coordination and operational delivery.

Pursuing durable solutions for people of concern

In eastern DRC, armed conflict and inter-communal violence fuel displacement and slow return. Despite the trend towards voluntary returns in the Kasai provinces, peacebuilding continues to be fragile because of intercommunity tension, and weak local governance and security. UNHCR will also contribute to resilience and solutions in its IDP response by coordinating with humanitarian, development and peacebuilding partners, while supporting the inclusive application of national and provincial development plans.

In line with the Global Compact, whenever possible, UNHCR is working with governments to support voluntary returns to various parts of the DRC, so such returns can take place when populations are ready. Voluntary returns of refugees from the DRC are ongoing from Angola, and planning is underway for returns from the Republic of Congo and Zambia. Voluntary repatriation tripartite agreements will be important avenues to raise refugee concerns related to creating conducive conditions in return areas, and to highlight any barriers to sustainable return and reintegration, such as security, governance, social cohesion and services.

In most countries in the region, as prospects for voluntary repatriation remain limited, UNHCR is focusing on advancing local integration through advocating for socioeconomic and legal inclusion, as well as enhancing education, self-reliance and livelihood programmes in cooperation with host governments and other relevant stakeholders. Many countries of asylum are also working towards integrating former refugees who wish to remain. In Zambia, UNHCR is advocating the issuance

of residence permits for 10,000 former Angolan refugees and 4,000 former Rwandan refugees as part of the legal integration process. Namibia is also in the process of formalizing the residency and inclusion of former Angolan refugees. The DRC Government is considering offering long-stay visas to up to 80,000 Rwandans who have indicated their wish to remain.

Promoting social cohesion and peaceful co-existence

South Africa receives a high number of asylum applications, has a large asylum appeal backlog and complex protection problems faced by people of concern. Thus, social cohesion between refugees and host communities can be a challenge. In South Africa, in line with the "whole-of-society" approach, UNHCR will establish new partnerships and further strengthen existing relationships with relevant stakeholders to enhance the protection of refugees and asylum-seekers, including government, civil society, faith-based organizations, private sector and host communities. UNHCR will promote social cohesion and peaceful co-existence in refugee-hosting communities through a community-based approach, protection monitoring as well as social and legal assistance.

More than 95% of IDPs in the DRC live in host communities and 62% are children. Community-based protection programmes will seek to involve displaced populations and their hosts in resolving low-level disputes and identifying significant threats to raise with authorities. Such programmes support more inclusive responses while promoting social cohesion and peaceful co-existence.

Enhancing emergency preparedness and response capacity

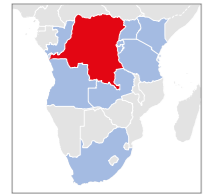
As the region is highly exposed to the effects of climate change, and to natural disasters, UNHCR will enhance its preparedness and response capacity to be quicker and more effective in emergencies, including natural disasters. Following the devastation caused by Tropical Cyclone Idai in Mozambique, Malawi and Zimbabwe, UNHCR, through its partnership with SADC, will assist Member States in enhancing their emergency preparedness and response capacities to better manage such situations in the future. In Mozambique, as part of responsible disengagement from its role in the inter-agency response to Idai, UNHCR will have a limited operational presence in Beira, Sofala Province, until 30 June 2020 focusing on Protection Cluster coordination, protection monitoring and community-based protection. In eastern DRC, UNHCR will continue building a flexible-response capacity and working with local authorities and organisations to reinforce their emergency preparedness. It will also contribute to stronger inter-agency contingency planning through the Protection, Shelter and CCCM Clusters that it leads or co-leads.

In line with the new IDP Policy, in the DRC, UNHCR will contribute to a predictable emergency response while working closely with local leaders on their preparedness for cyclic violence and displacement. UNHCR will also support local authorities and communities to respond to the needs of affected populations through national and local institutions.

The new Policy on "UNHCR's Engagement in Situations of Internal Displacement"



MAJOR SITUATION IN SOUTHERN AFRICA IN 2020



THE DEMOCRATIC REPUBLIC OF THE CONGO

The DRC is the region's worst-affected country, and with some of the highest levels of displacement in the world. Following elections in December 2018, the political climate improved, with a peaceful transition of power. Unfortunately, the escalation of military operations against armed groups on the one hand, and the rise of conflicts between communities on the other, has resulted in further forced displacement. Instead of decreasing, displacement is most likely to remain the same in 2020 and 2021.

There are more than 4 million IDPs and 1 million IDP returnees—some 10% of the world's internally displaced. Fighting, regional tensions, and exploitative resource extraction are among the triggers for this massive internal displacement, worsened by the Ebola outbreak in the North Kivu and Ituri Provinces.

Congolese refugees are the largest single refugee population in the region. There are nearly 887,000 Congolese refugees and asylum-seekers hosted across 20 African countries in both emergency and protracted situations, and for whom the 2020-2021 Regional Refugee Response Plan for the DRC situation is designed.

UNHCR's response strategy will provide protection and assistance to the most vulnerable refugees, support livelihood opportunities and a resilience-based approach. Given host communities' limited capacity to support the impact of massive refugee numbers, the strategy will also address the needs of local populations, strengthening peaceful co-existence and building social cohesion. Effective inter-agency cooperation and coordination will be key to provide strong leverage for appropriate solutions, the delivery of protection, humanitarian assistance, and support to sustainable development.

887,000
REFUGEES & ASYLUM-SEEKERS

4 million
INTERNALLY DISPLACED

1 million
IDP RETURNEES

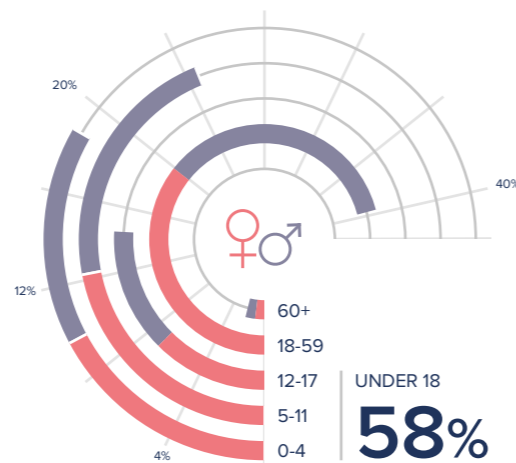
55%
CHILDREN

6.2 million

2020 PLANNING FIGURES FOR PEOPLE OF CONCERN IN SOUTHERN AFRICA

REFUGEES	748,000
ASYLUM-SEEKERS	286,000
RETURNEES (REFUGEES AND IDPs)	1 million
IDPs	4 million
OTHERS OF CONCERN	31,000

AGE AND GENDER BREAKDOWN REFUGEES AND ASYLUM-SEEKERS | January 2019



The Southern Africa region hosts some 6.2 million people of concern in 16 countries. Although several countries in the region are experiencing economic growth, many are still struggling with inequality, poverty, natural disasters, drought, food shortages, poor social protection, xenophobia, and a high prevalence of HIV/AIDS. Mixed migratory flows are straining national asylum systems and triggering restrictive migration and refugee policies in the region. Massive internal displacement in eastern DRC has generated overwhelming humanitarian needs.



- Situation
- CRRF country
- IDP initiative
- L 1/2/3 Level of emergency

Strengthening coordination mechanisms and partnerships

Taking advantage of the newly-established Regional Bureau for Southern Africa, UNHCR will engage with regional mechanisms and structures in more predictable, inclusive and collaborative ways. These will include humanitarian and development actors such as the African Union and SADC, relevant government institutions, the UN system, and financial institutions, in line with the Global Compact, including its Comprehensive Refugees Response Framework.

In the DRC, a nexus pilot in North Kivu, co-chaired by UNHCR and UNDP, will support local efforts to respond to, or prevent, displacement and to render

some areas conducive to settlement and sustainable voluntary return. In Zimbabwe, the partnership launched with the African Development Bank in the livelihood and energy sectors for refugees and host communities will be strengthened. In Angola's Lóvua settlement, a comprehensive livelihood strategy is being developed with WFP focusing on building refugee resilience and self-reliance. Also in Angola, UNHCR and UNDP are strengthening local governance, social cohesion and resilience in refugee-hosting communities in Lunda Norte Province. Similarly, in Mozambique UNHCR, FAO, UN-Habitat and WFP are collaborating on enhancing livelihood opportunities for refugees residing in the Maratane settlement in Nampula Province.

IMPLICATIONS OF UNDERFUNDING

Malawi's encampment policy means 42,000 people of concern in Dzaleka Camp rely on food assistance provided by WFP. Food shortages often result in negative coping mechanisms, such as selling sex theft and begging.

In Angola, UNHCR will continue to implement its 2019-2024 livelihood strategy, which aims to strengthen the self-reliance of refugees and host communities. A lack of comprehensive livelihoods support in the Lóvua settlement, combined with restrictive conditions for mobility, a non-existent formal job market and shortage of educational facilities (including vocational training centres), leaves people of concern particularly vulnerable.

The humanitarian situation for IDPs in the DRC is dire. UNHCR has responded to some of the overwhelming needs but does not have the resources—namely, staff or operational funds—to adequately deliver and coordinate protection, emergency shelter and camp coordination and management assistance in eastern DRC. A key need is shelter for both refugees and IDPs. Without it, many

families and vulnerable individuals are forced to sleep in open areas or in public buildings, exposed to the elements, to protection risks and to violence. For instance, due to a lack of funding, almost 7,700 additional shelters are needed to enable South Sudanese refugee families to live in safety and with dignity.

Furthermore, the WASH situation in refugee-hosting areas in the DRC is often below accepted international standard, with shared latrines and showers for many families, and limited access to water. This can have a critical impact on the hygiene and health situation and lead, under certain circumstances, to major outbreaks—such as cholera or water-related diseases—given that diseases tend to spread out quickly in overcrowded camps and sites.

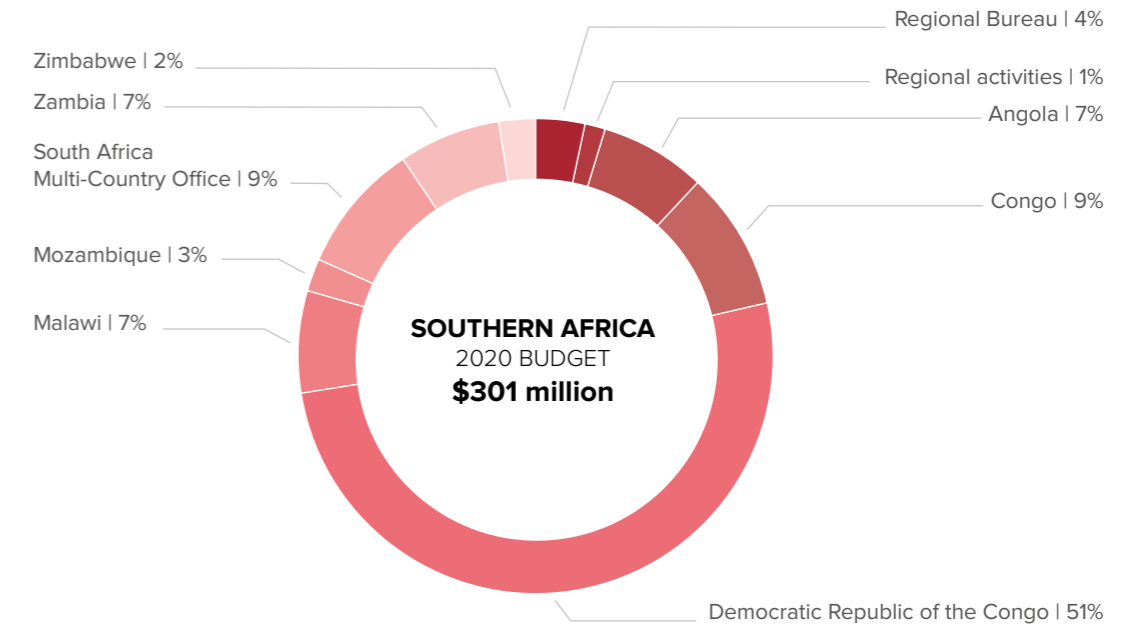
Limited funds also mean that often only the most urgent needs of people of concern are met. Conversely, it means UNHCR is unable to reduce people of concern's dependence on humanitarian assistance in the region or fully implement its durable solutions agenda.

BUDGETS FOR SOUTHERN AFRICA | USD

OPERATION	2019 Current budget (as of 30 June 2019)	PILLAR 1	PILLAR 2	PILLAR 3	PILLAR 4	TOTAL	2021 Proposed budget
		Refugee programmes	Stateless programmes	Reintegration projects	IDP projects		
Regional Bureau for Southern Africa*	2,835,000	10,713,799				10,713,799	10,437,597
Regional activities for Southern Africa*		4,000,000				4,000,000	4,000,000
Angola	28,998,774	21,897,368	120,000			22,017,368	22,465,891
Congo	26,424,258	24,634,562	1,154,957		2,311,039	28,100,558	27,615,833
Democratic Republic of the Congo	149,477,340	85,606,360	5,787,283	6,233,495	56,147,386	153,774,525	188,141,176
Malawi	15,392,055	20,919,809				20,919,809	17,349,902
Mozambique	9,059,794	6,966,402	226,132			7,192,534	9,162,665
South Africa Multi-Country Office ¹	26,356,728	24,933,287	1,823,602			26,756,889	27,953,810
Zambia	22,094,310	20,680,509				20,680,509	19,800,193
Zimbabwe	11,409,490	6,781,881	297,952			7,079,833	6,905,754
TOTAL	292,047,749	227,133,978	9,409,927	6,233,495	58,458,424	301,235,825	333,832,820

* Regional Bureau and regional activities cover the whole Southern Africa region.

¹ Coordinates activities in Botswana and South Africa and also covers the Comoros, Kingdom of Eswatini, Lesotho, Madagascar, Mauritius, Namibia and the Seychelles.





West and Central Africa

Two women, members of the Silué family, pound rice in their compound in Côte d'Ivoire. Thanks to the Women's Legal Aid Association, the Silué family, all formerly undocumented, have started the process of obtaining identity papers.

© UNHCR/Mark Henley

“The West and Central Africa region faces multiple humanitarian and development challenges. This has not stopped its governments and people from showing solidarity with nearly 5 million refugees and internally displaced people. To be sustainable, this solidarity needs to be supported by adequate funding.”

Millicent Mutuli

Director, Regional Bureau for West and Central Africa

KEY STRATEGIC OBJECTIVES

Delivering protection, assistance and solutions for IDPs

With ongoing crises in the Central African Republic (CAR), Mali and Nigeria, as well as increased insecurity in Burkina Faso, more than 3.7 million people are internally displaced across the region. In this challenging context, UNHCR will assume its tri-cluster leadership role, provide direct assistance to IDPs, ensure that protection is placed at the centre of the multi-stakeholder humanitarian response and that solutions are pursued in coordination with all partners, including key development actors.

In line with its new IDP Policy, the Office will aim for a more consistent application of area-based approaches and integrated programming to leverage available opportunities and resources in support of displaced populations as well as their hosts.

Displacement has been so dramatic in Burkina Faso that, as of November 2019, there were 600,000 IDPs—twice as many as originally planned for 2020.

In light of this growing crisis, and to demonstrate how the new UNHCR IDP Policy works, Burkina Faso is one of eight countries selected for a special initiative entailing a stepped-up and sustained operational engagement. The objective is to support, monitor and, ultimately, uphold UNHCR's commitment to robust protection leadership, its coordination responsibilities and delivering protection and solutions to IDPs.

Leading the operationalization of the Global Compact on Refugees

UNHCR will provide staff working in country operations with the support they need to assist governments in implementing the Global Compact. In Chad, UNHCR will foster overall national ownership of the Comprehensive Refugee Response Framework (CRRF) process launched in 2018, strengthening national policies and systems to coordinate the refugee response and joint advocacy with the authorities.

The new Policy on “UNHCR's Engagement in Situations of Internal Displacement”



Throughout the region, “whole-of-society” and “whole-of-government” approaches will be promoted in line with the objectives of the Global Compact to foster refugees’ self-reliance and their inclusion in national development plans, leveraging the support of a broad range of partners from humanitarian and development actors to civil society organisations and the private sector. To ensure this vision becomes a reality, the 2020 operational plans in Burkina Faso, Cameroon, Chad, Ghana, Liberia, Niger, Nigeria and Senegal are anchored in clear multi-year, multi-partner strategies with a focus on protection, solutions, inclusion in national health and education systems, as well as strategic partnerships with development actors, civil society and academia.

Facilitating voluntary repatriation in safety and with dignity

The recent signing of a peace agreement with 14 groups in the CAR may lead to spontaneous and facilitated returns to some parts of the country in 2020. While the political and security situation

does not allow promoted and organized repatriation to the rest of the region, some spontaneous returns may take place to relatively stable areas, particularly in north-east Nigeria and some parts of Mali.

Where it is possible to do so in safety and dignity, UNHCR will facilitate the voluntary return of refugees wishing to do so. In 2020, UNHCR plans to support the return of 68,500 refugees to CAR, 60,000 to Nigeria, and 44,000 to Mali. In addition, UNHCR is planning to organize and assist the repatriation of 3,000 Ivorian refugees.

Supporting countries in providing options for local integration

UNHCR will work with partners such as governments, the Economic Community of West African States (ECOWAS), development actors and local communities to support refugees’ socioeconomic inclusion and, where possible, their local integration. In 2020, UNHCR plans to secure local integration through naturalization or alternative legal status for more than 23,000 refugees, including

Ivorians in Liberia and Senegalese currently living in Gambia and Guinea Bissau. UNHCR will also support refugees in acquiring residency permits based on ECOWAS provisions, focusing on the 3,000 Togolese refugees in Ghana and Ivorian and Liberian refugees in Sierra Leone.

Technical support for the implementation of strategies for comprehensive durable solutions will be provided to the main UNHCR operations in the region, particularly Cameroon, Chad and Niger, to ensure refugees benefit from the widest range of rights possible in countries of asylum. These include obtaining resident permits, as well as access to naturalization and to land ownership.

Improving access to quality education in national education systems

Education is central to refugee self-reliance and to solutions, in both emergency and protracted situations. In 2020-2021, UNHCR will seek to respond to the

education needs of 3 million children of concern in both protracted refugee and IDP hosting areas, as well as in conflict-affected countries in the Lake Chad Basin and the Sahel. Sustainable access to national education systems will be prioritized to increase access to quality learning opportunities for all refugee children and youth as well as the host communities that welcome them, from pre-school to tertiary education.

UNHCR will work with partners to include IDP children in national education systems and hopes to enrol 190,815 refugee students in primary, secondary school and tertiary education scholarships in 2020, with a specific focus on Burkina Faso, Cameroon, Chad, Ghana, Niger and Nigeria.



Rethinking cash assistance in Côte d’Ivoire

Grants to those seeking support with voluntary repatriation to Côte d’Ivoire are usually provided in cash. The team in Guiglo is experimenting with money transfer methods to improve the efficiency and safety of grant provision. Requiring close collaboration between UNHCR and the private sector, the experiment proposes transferring money by mobile phone, in recognition of widespread mobile phone use among the population of concern. Beyond the benefits of learning lessons on mobile transfer solutions, this project aims to improve digital literacy and the digital and economic inclusion of more vulnerable sections of the community.



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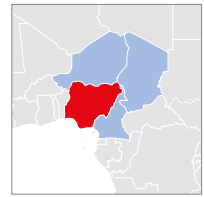


Promising practices: DAFI graduates volunteering in humanitarian and development work

In West Africa, UNHCR and the DAFI programme collaborate with the United Nations Volunteers (UNV) agency to place talented DAFI graduates interested in humanitarian and development work into contracted, one-year positions. UNV offers innovative volunteer and human resource solutions to all UN agencies with the aim of contributing to the Sustainable Development Goals. UN Volunteers receive allowances to cover the cost

of living during their appointment. For DAFI graduates, becoming a UNV is a chance to engage in meaningful volunteer opportunities and gain valuable work experience. So far 20 DAFI graduates were employed as UNVs across West and Central Africa and UNHCR will sustain its effort to provide more opportunities to talented refugees throughout the region.

MAJOR SITUATIONS IN WEST AND CENTRAL AFRICA IN 2020

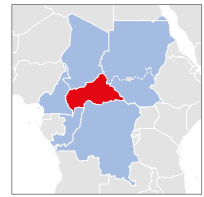


NIGERIA

The security situation throughout the Lake Chad Basin will remain fragile and unpredictable. Conflicts, mainly in border areas of Cameroon, Chad, Niger and Nigeria will continue to negatively impact the protection environment and jeopardize the civilian and humanitarian character of asylum. In Nigeria, UNHCR will focus its response on key return areas for refugees and IDPs and will contribute to the response to protection and shelter needs of IDPs. In Niger, UNHCR will pursue the implementation of the out-of-camp policy through the urbanization programme. It will continue advocating for access to asylum in Cameroon and Chad, while ensuring protection and assistance for refugees, IDPs and vulnerable hosts and aiming at refugees' progressive integration into national systems.

** This figure includes IDPs in Nigeria (1.6 million), Cameroon (219,000), Chad (75,000) and Niger (100,000) as a result of the Nigeria situation.*

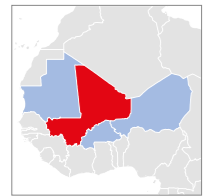
263,000
REFUGEES
2 million*
IDPs IN THE LAKE CHAD BASIN
210,000
REFUGEE & IDP RETURNÉES



THE CENTRAL AFRICAN REPUBLIC

The signing of a peace accord among the 14 armed groups in the CAR is expected to gradually bring peace and stability, even if intermittent security incidents and sporadic conflicts between armed groups are to be expected. The majority of CAR refugees are children (56%) and women (25%). UNHCR's response to the CAR situation includes the planned creation of a support platform to mobilize political commitment and advocacy for prevention, protection, response, inclusion and solutions at sub-regional level. The facilitation of voluntary returns from Cameroon, DRC and Republic of Congo to safe areas in CAR will continue on the basis of Tripartite Agreements signed in 2019. Inside the CAR, partnerships will be sought to build minimum conditions in key areas of refugee and IDP return. In countries of asylum, UNHCR will continue working within the framework of the CRRF and look to actively collaborate with development partners in refugee-hosting areas.

522,000
REFUGEES
381,000
INTERNALLY DISPLACED
977,000
REFUGEE & IDP RETURNÉES

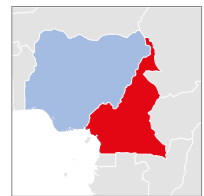


MALI

Instability is expected to persist in Burkina Faso, Mali and Niger, where security incidents have provoked more displacement and made humanitarian access increasingly difficult in a context where insurgency and counter-insurgency interventions put civilians at risk. UNHCR will support Burkina Faso, Chad, Mali, Mauritania and Niger implement the Conclusions of the Regional Protection and Solutions Dialogue on forced displacement in the Sahel, organized by the Government of Mali in September 2019 with UNHCR technical support. Given the situation's dynamics, actors working in the peace-humanitarian-development nexus are critical to helping prevent further displacement, ensure protection and find solutions for displaced populations in the sub-region. In Niger, UNHCR will continue implement its out-of-camp policy through the urbanization programme. In Burkina Faso and Mali, UNHCR will continue provide protection and assistance to people of concern, advocating for the humanitarian response be closely coordinated with more long-term development interventions.

** This figure includes IDPs in Mali (187,000), Burkina Faso (600,000) and West Niger (151,000) as a result of the Mali situation.*

147,000
REFUGEES
938,000*
INTERNALLY DISPLACED
61,500
REFUGEE & IDP RETURNÉES

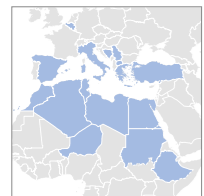


CAMEROON

Violence in the South-West and North-West Regions has driven thousands of Cameroonians into internal displacement or over the border into Nigeria. Internal displacement and refugee outflows are likely to continue into 2020. UNHCR is working with partners to promote livelihood opportunities and strengthen the resilience of Cameroonian refugees and host communities. UNHCR will also play a key role in the IDP response, leading the Protection, NFIs and Shelter Clusters, and preventing and responding to sexual and gender-based violence and assisting survivors. UNHCR will also support government efforts to provide documentation to IDPs and returning populations.

** OCHA figure. Government estimate: 152,000 people*

60,000
REFUGEES
420,000
INTERNALLY DISPLACED*

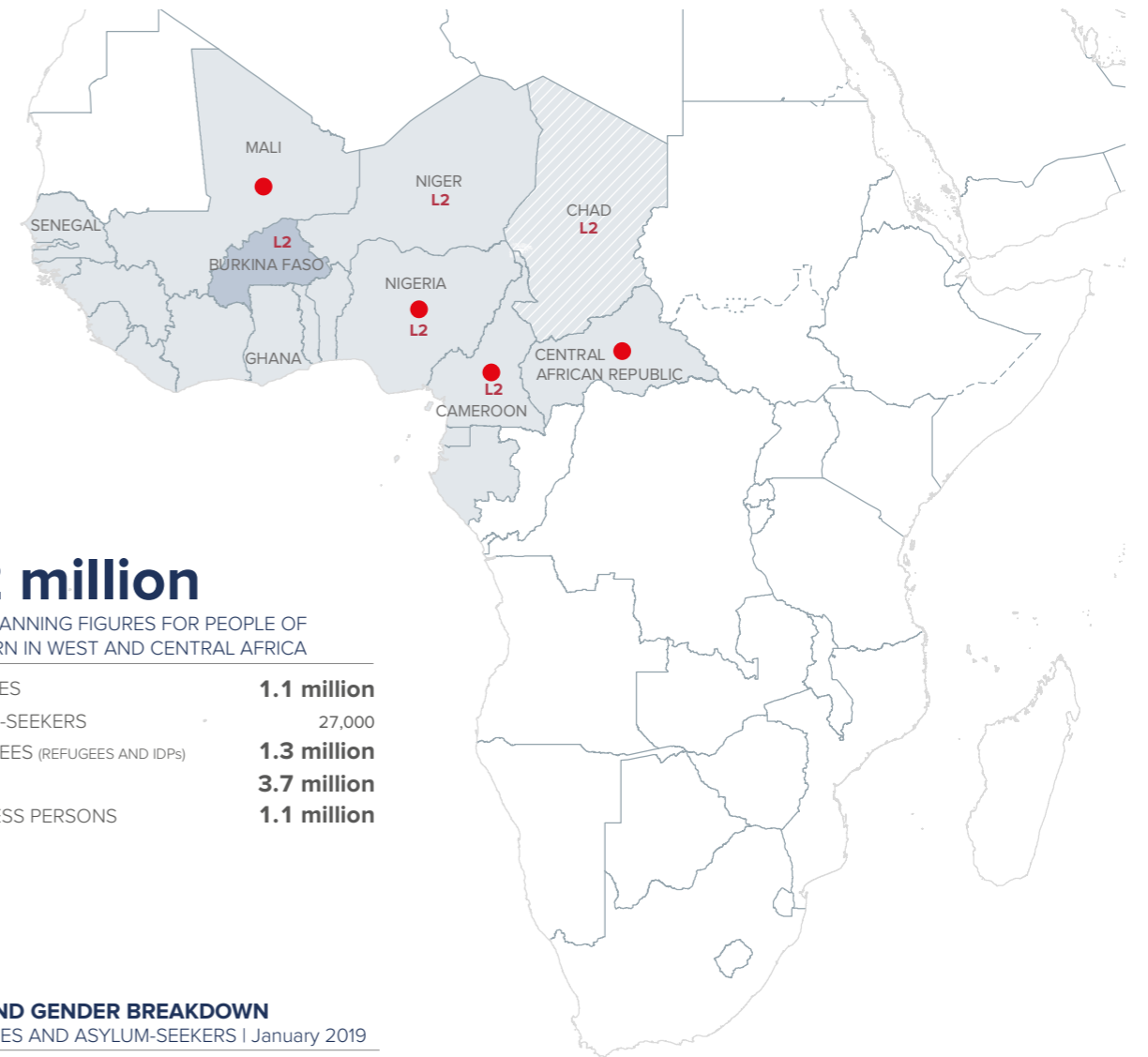


MEDITERRANEAN ROUTES

Reducing protection risks for refugees and asylum-seekers caught in migratory movements across the region remains a priority. In nearly all countries where UNHCR is present in the region, the Office has launched campaigns warning of the dangers of attempting the Mediterranean routes. UNHCR will also continue supporting people of concern who are evacuated from Libya, including finding lasting solutions to their plight. The Emergency Transit Mechanism (ETM) provides lifesaving protection, assistance and long-term solutions to extremely vulnerable refugees trapped in detention in Libya through temporary evacuation to Niger. The mechanism is a critical piece of the response as it will receive refugees and asylum-seekers—many of whom are likely to be unaccompanied children—evacuated out of detention in Libya and have suffered torture and inhuman treatment. The ETM will provide survivors with basic assistance as well as psychological and social support while solutions are worked out. These will include resettlement, voluntary repatriation or family reunification, where appropriate and feasible.

2,500
EVACUATIONS FROM LIBYA TO NIGER

With insurgencies and military interventions in Mali and Nigeria, mounting violence and social unrest in Burkina Faso and Cameroon, and structural instability and the growing threat of violent extremism in a number of countries, the overall trend in West and Central Africa in 2020-2021 is of deteriorating security and increased forced displacement.



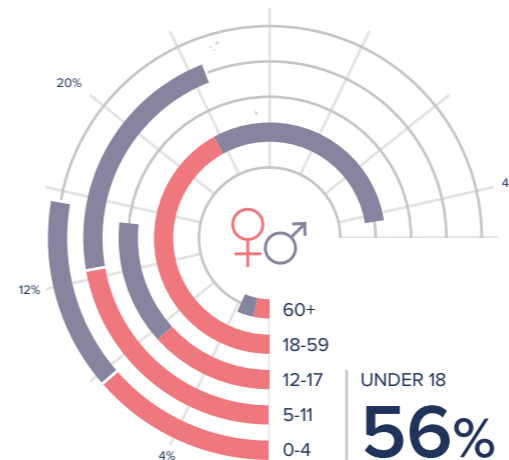
7.2 million

2020 PLANNING FIGURES FOR PEOPLE OF CONCERN IN WEST AND CENTRAL AFRICA

REFUGEES	1.1 million
ASYLUM-SEEKERS	27,000
RETURNEES (REFUGEES AND IDPs)	1.3 million
IDPs	3.7 million
STATELESS PERSONS	1.1 million

AGE AND GENDER BREAKDOWN

REFUGEES AND ASYLUM-SEEKERS | January 2019



● Situation
 ▨ CRRF country
 ▨ IDP initiative
 L2 Level of emergency

IMPLICATIONS OF UNDERFUNDING

As humanitarian challenges increase, addressing the needs of a growing number of people of concern requires sustained and predictable funding, with the Emergency Transit Mechanism in Niger providing a good example of what can be done with timely and sufficient funding. UNHCR is expanding its partnerships—particularly with key development actors such as the World Bank, the African Development Bank, or the *Agence Française de Développement*—to build the resilience of refugees and the communities hosting them. However, a lack of funding will limit the Office’s ability to meet the protection needs of refugees and the displaced, including those of some of the most vulnerable groups thereby jeopardizing humanitarian responses to the CAR, Mali and Nigeria situations.

In Nigeria, many cases of domestic violence, forced marriages and a high rate of teenage pregnancy among Cameroonian refugees could have been prevented if enough funding was available in 2019 to offer refugee families more food and shelter, better health and education assistance, and livelihood opportunities. In the three north-eastern states worst-affected—Adamawa, Borno, and Yobe—IDPs face many of the same predicaments but the humanitarian community lacks the resources to adequately respond to their massive needs. Underfunding would also endanger UNHCR’s leadership in the coordination of the Protection, Camp Coordination

and Camp Management, and Shelter and Non-Food Items Clusters. A lack of funding would also prevent UNHCR from using its presence to protect people of concern and monitor their circumstances, and from continuing to strengthen national response mechanisms by building the capacity of local partners and government counterparts.

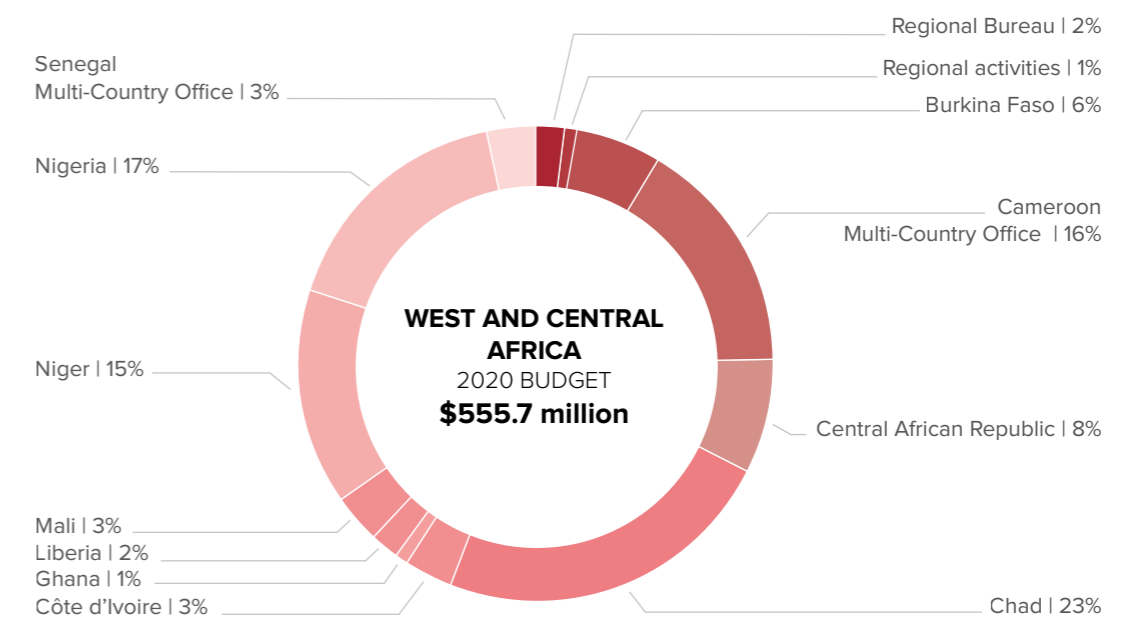
In northern Cameroon, where many Nigerian refugees are sheltering, limited funding has affected the protection of women and girls in Minawao camp, where UNHCR was forced to restrict the distribution of dignity kits to less than 50% of women and girls. The quality and standard of assistance is undermined by inadequate funding, starting with self-reliance initiatives and energy provision, which will be some of the first interventions to be scaled back in cases of underfunding. In 2020, it is critical that the Cameroon operation be able to provide core relief items, including dignity kits for women and girls, to some 16,000 refugee households as well as a targeted number of people in host communities.

In the CAR, UNHCR will need adequate resources to seize the potential opportunities for durable solutions brought by the new peace prospects, considering the large number of refugees hosted in countries of asylum. In Mali, given the trend in declining funding a further reduction would make it impossible for UNHCR to sustain its leadership role in coordination and implement necessary protection interventions for people of concern.

BUDGETS FOR WEST AND CENTRAL AFRICA | USD

OPERATION	2019	PILLAR 1 PILLAR 2 PILLAR 3 PILLAR 4				TOTAL	2021
	Current budget (as of 30 June 2019)	Refugee programmes	Stateless programmes	Reintegration projects	IDP projects		
Regional Bureau for West and Central Africa ¹	2,665,000	11,297,936				11,297,936	10,033,124
Regional activities for West and Central Africa ¹		4,000,000				4,000,000	4,000,000
Burkina Faso	30,251,251	21,971,173	379,848		11,319,863	33,670,883	30,737,374
Cameroon Multi-Country Office ²	90,889,210	66,090,148	861,229		22,735,188	89,686,565	86,773,243
Central African Republic	42,600,001	13,321,190	841,245	16,853,566	10,992,934	42,008,936	42,017,034
Chad	130,384,013	127,767,671	909,076		2,089,454	130,766,201	128,154,019
Côte d'Ivoire	19,597,833	3,708,204	9,275,860	2,975,895		15,959,959	16,759,959
Ghana	7,158,992	6,926,506				6,926,506	6,746,890
Liberia	11,041,618	11,365,050				11,365,050	9,238,125
Mali	17,432,250	8,629,013		7,317,523	2,198,009	18,144,545	18,458,193
Niger	75,971,916	63,719,184	967,348		16,357,454	81,043,986	81,648,252
Nigeria	93,065,236	37,940,501		20,062,665	35,348,346	93,351,512	90,791,033
Senegal Multi-Country Office ³	30,709,061	15,834,663	1,646,864			17,481,527	18,384,536
TOTAL	551,766,380	392,571,239	14,881,470	47,209,649	101,041,249	555,703,607	543,741,781

¹ Regional Bureau and regional activities cover the whole West and Central Africa region.
² Coordinates activities in Cameroon and Gabon and also covers Equatorial Guinea and Sao Tome Principe.
³ Coordinates activities in Guinea, Guinea Bissau, Senegal and Togo and also covers Benin, Cape Verde, Gambia and Sierra Leone.



The Americas



Venezuelans continue to make perilous journeys in search of safety. This family of 17 has been walking for five days. They are trying to warm up in the sun after leaving their shelter early in the morning for the city of Cali, Colombia, where they will stay with family members.

© UNHCR/Hélène Caux

“The Americas is experiencing one of the biggest forced displacement crises in the world, yet the humanitarian response remains considerably underfunded. Solidarity and support from the international community to countries receiving refugees is needed more than ever.”

Renata Dubini
Director, Regional Bureau for the Americas

KEY STRATEGIC OBJECTIVES

Provision of lifesaving assistance

In 2020, the displacement situation in the Americas will reach unprecedented levels for the region. An estimated 6.5 million Venezuelans will have fled their country by the end of 2020. In addition, forced displacement from the North of Central America (NCA), refugee outflows from Nicaragua and internal displacement in Colombia are expected to rise.

UNHCR will respond to the urgent and immediate needs of the region's people of concern by delivering assistance to 1.9 million people. This assistance will include food, potable water and sanitation supplies, core relief items and emergency shelter. Multi-purpose cash transfers targeting the most vulnerable will cover more than 140,000 families and 600,000 people to meet their basic needs. More than 332,000 people will receive public information materials, such as leaflets and booklets, with information on asylum procedures.

For 2020-2021, the Americas region has prioritized community-based interventions, including establishing community structures, strengthening community-based complaint mechanisms and supporting community leaders and self-management. These interventions prevent displacement, mitigate protection risks and build the resilience of affected communities while strengthening the ability of national services to benefit displaced populations and host communities alike.

Ensuring access to protection

There are almost 2.5 million new displacements foreseen in the region in 2020, reaching an estimated 18.7 million people displaced in the Americas. UNHCR's strategy will centre on advocating asylum-seekers' access to territory and efficient asylum procedures, as well as for alternative legal pathways that include protection safeguards under national and regional frameworks. UNHCR

will support asylum authorities with the processing of some 2.6 million asylum claims, and will work with partners to ensure registration and reception, as well as access to legal orientation and representation.

The Office will support efforts by States, civil society and others to address and prevent sexual and gender-based violence (SGBV), and reinforce the Regional Safe Spaces Network to provide specialized services for some 10,000 SGBV survivors and children at risk. These services include legal and psychosocial counselling, safe houses and livelihood support.

Given the complexity of ongoing mixed movements, a regional, timely and comparable source of data is crucial for a robust, efficient and evidence-based response. Through its protection-monitoring activities in 2020, UNHCR will reach an estimated 130,000 people of concern by expanding its geographical coverage and engaging with a wider range of partners and actors, including public defenders and local authorities.

Pursuing durable solutions for people of concern

Advocating inclusion and social cohesion, resettlement and the promotion of complementary pathways for admission are at the forefront of UNHCR's work in the Americas. In 2020, more than 6,500 people, including women and girls at risk, will be in need of resettlement across the region. Through the "Global strategy for livelihoods" in the Americas, UNHCR will advocate an enabling environment where refugees have legal and de facto access to livelihood opportunities. It will also promote their inclusion in national systems and services.

To ensure refugees can enjoy economic, socio-cultural, civil-political and legal rights in urban settings, the Cities of Solidarity initiative—a model for refugee integration in urban areas aimed at recognizing local governments' efforts to provide protection and enhance the integration of UNHCR's people of concern—will be strengthened and expanded through the roll-out of the cities' self-assessment methodology.

This recognizes the strengths and weaknesses of institutional efforts to help refugees and other populations of concern integrate locally. This will help build inclusive public policies that protect displaced people, foster co-existence with host communities, ensure respect for human rights during displacement and support local integration, including long-term stay.

With an estimated 8.5 million IDPs in the region in 2020, and in line with UNHCR's new IDP Policy, the Office will respond to the immediate protection needs of those internally displaced while strengthening the resilience of affected communities with solutions-oriented programming. It will prioritize access to national services in support of areas hosting uprooted populations. In a "whole-of-society" approach, building partnerships with non-traditional actors, including the private sector, will be central to mobilizing long-term and greater support for hosting communities—preventing xenophobia and promoting social and economic inclusion.

Enhancing regional cooperation

In line with the roadmap established by the 2014 Brazil Plan of Action, and anticipated commitments made during the Global Refugee Forum, addressing forced displacement through a regional, multi-stakeholder and inclusive approach remains key in the Americas.

The Venezuela situation poses major challenges to regional stability. UNHCR will work with governments to consolidate and strengthen a regional and multilateral approach and response through the Quito Process—an initiative of several Latin American countries that seeks to harmonize domestic policies in receiving countries. This will harmonize States' responses; the exchange of good practices on protection, social and economic integration; and a constructive dialogue with key stakeholders, such as cooperating States, UN agencies and international financial institutions. The Regional Refugee and Migrant Response Plan will continue to support the efforts of receiving countries, coordinating the humanitarian inter-agency response for Venezuelans in need of protection.

UNHCR will support the implementation of the MIRPS, the regional Comprehensive Refugee Response Framework, to respond to forced displacement from the NCA and to foster regional cooperation between countries of origin, transit and destination for greater responsibility-sharing on prevention, protection and solutions.

Lastly, UNHCR will engage with States in the region under the Towards Zero Statelessness mechanism to make the Americas the first continent to eradicate statelessness by 2024.

The new Policy on "UNHCR's Engagement in Situations of Internal Displacement"



Nicaraguan professionals seek safety in Costa Rica

Doctors, lawyers and professors are among professionals forced to flee their Central American homeland for doing their jobs.

"They forced us to flee the country ... Because if we didn't, it would have been death or prison."

—Sara, a Nicaraguan pediatrician, fled to Costa Rica after being persecuted for treating injured protesters in her native Nicaragua.



© UNHCR/Diana Diaz

MAJOR SITUATIONS IN THE AMERICAS IN 2020



VENEZUELA

Venezuelans continue to leave their country in significant numbers, primarily on foot over land borders in the largest outflow in the region's recent history. By the end of 2020, it is estimated that more than 6.5 million refugees and migrants would have left the Bolivarian Republic of Venezuela, mainly to neighbouring countries in Latin America and the Caribbean. Half of Venezuelans on the move face acute risks because of their age, gender, health or other needs, or because they are compelled to employ negative coping mechanisms. Those in irregular situations are exposed to heightened risks of exploitation and abuse.

With displacement from the country at a rate exceeding the capacities and resources of neighbouring states, UNHCR is supporting regional governments address the protection and essential needs of those most at risk and of their host communities. The Regional Response Plan for Refugees and Migrants, co-led by UNHCR and IOM, is the primary inter-agency tool for the coordinated provision of protection, assistance and integration of Venezuelans in need and host communities.

Inside the Bolivarian Republic of Venezuela, even if a solution to the political crisis is reached in 2020, humanitarian needs will persist until basic services are restored. An inter-agency humanitarian response plan for needs within the country is being developed, building on the one launched in August 2019. UNHCR uses community-based sectoral interventions to prevent displacement, mitigate risks and promote the resilience of affected communities while providing international protection to refugees and asylum-seekers and to prevent statelessness.

33,000
REFUGEES
1.1 million
ASYLUM-SEEKERS
5.4 million
VENEZUELAN DISPLACED ABROAD



COLOMBIA

Forced displacement persists in parts of the country, with continued disputes among armed actors regarding territorial control and a high number of homicides targeting community leaders. These incidents have hampered the implementation of the peace agreement in many neglected and poor rural areas. Indigenous people and Afro-Colombians are the most affected, with more than 15,000 people internally displaced in 2019.

UNHCR's presence is concentrated in border areas and along the Pacific Coast where most displacement and human rights violations occur. UNHCR will advocate the implementation of a strong legal framework and durable solutions for an estimated 8.1 million IDPs through the Victims and Land Restitution Law. The number of Colombian asylum-seekers is slightly increasing in Ecuador and is likely to continue in 2020.

8.1 million
INTERNALLY DISPLACED



NORTH OF CENTRAL AMERICA

There were already more than 387,000 refugees and asylum-seekers from NCA countries worldwide by mid-2019, forced to flee because of violence, persecution and insecurity, compounded by deteriorating socioeconomic conditions. In the first half of 2019 alone, nearly 54,000 new asylum applications from NCA nationals were lodged—86% more than the same period in 2018. In addition, there are an estimated 318,600 IDPs in El Salvador and Honduras.

Under the MIRPS, UNHCR will expand its presence and operations in 2020 to strengthen protection capacities in countries of origin, assist with immediate humanitarian needs, enhance asylum systems in receiving countries, and promote integration and durable solutions across the region.

109,800
REFUGEES
365,600
ASYLUM-SEEKERS
380,000
INTERNALLY DISPLACED



NICARAGUA

Nicaragua has been in social and political crisis since April 2018. Human rights violations had forced nearly 90,000 Nicaraguans to flee by mid-2019. The majority have fled to neighbouring Costa Rica, where there are more than 46,000 registered asylum-seekers and more than 30,000 waiting to formalize their claims.

UNHCR's 2020 response will strengthen reception capacities in Costa Rica, as well as in El Salvador, Honduras, Mexico and Panama. In Costa Rica in particular, UNHCR will enhance community-based protection, support refugee status determination procedures and other alternative protection pathways, and strengthen its cash-based interventions to support vulnerable refugees and asylum-seekers.

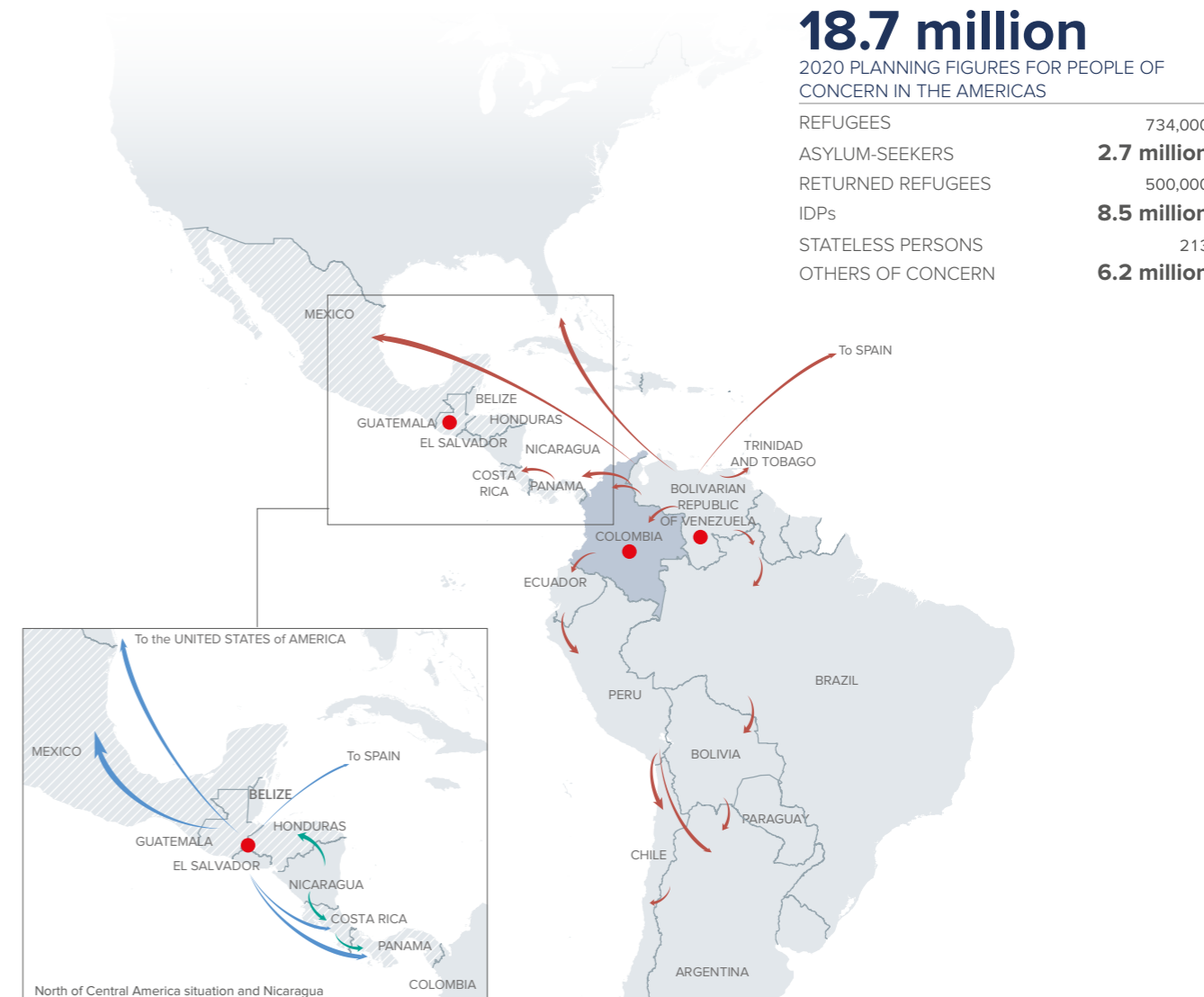
7,900
REFUGEES
50,500
ASYLUM-SEEKERS
55,400
PENDING REGISTRATION

The Americas will continue experiencing unprecedented numbers of displacement, with an estimated 18.7 million people of concern in 2020. The numbers will put additional pressure on host communities who have been generously welcoming people in need of international protection. Only a comprehensive, predictable and coordinated response will allow the region to cope with the needs of its growing displaced population.

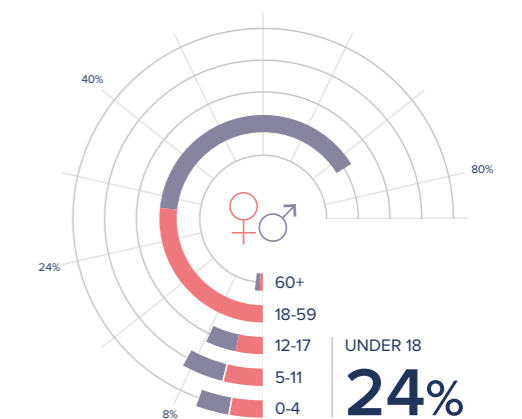
18.7 million

2020 PLANNING FIGURES FOR PEOPLE OF CONCERN IN THE AMERICAS

REFUGEES	734,000
ASYLUM-SEEKERS	2.7 million
RETURNED REFUGEES	500,000
IDPs	8.5 million
STATELESS PERSONS	213
OTHERS OF CONCERN	6.2 million



AGE AND GENDER BREAKDOWN REFUGEES AND ASYLUM-SEEKERS | January 2019



- Situation
- MIRPS country
- IDP initiative
- Nicaraguan outflow
- NCA outflow
Level 2 emergency in El Salvador, Guatemala, Honduras and Mexico
- Venezuelan outflow
Level 2 emergency in Argentina, Aruba, Brazil, Chile, Colombia, Costa Rica, Curacao, Dominican Republic, Guyana, Peru, Trinidad and Tobago and the Bolivarian Republic of Venezuela

IMPLICATIONS OF UNDERFUNDING

A lack of funds in 2020-2021 would drastically limit UNHCR's ability to deliver lifesaving assistance to displaced people across the region, leaving thousands to suffer and placing many at grave risk. If funding is insufficient, humanitarian assistance will need to be limited to the most vulnerable, resulting in a significant discrepancy between the projected populations of concern and the number of people the Office will be able to support.

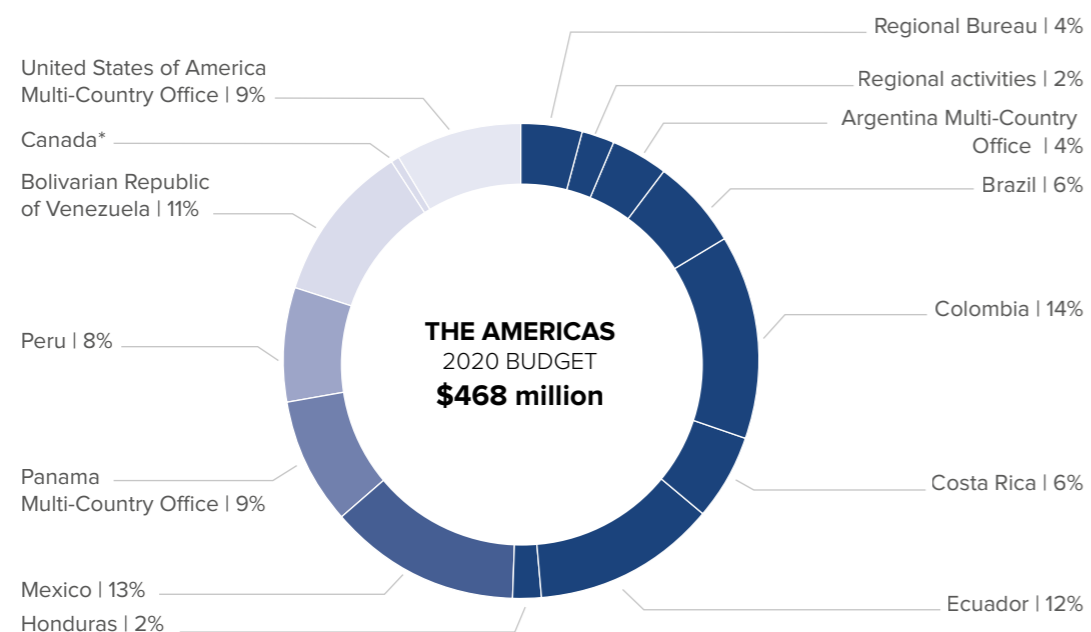
Restricted access to essential humanitarian assistance such as food, potable water, sanitation supplies, shelter or cash-based assistance could see families resort to negative coping mechanisms. Child labour and selling sex will be of increasing concern and could affect the already vulnerable populations of female-headed households and children. The ability to mitigate the risk of SGBV, of particular concern to vulnerable people on the move, will be exacerbated. Inadequate protection environments and the inability of displaced people in need to access territory, registration or documentation might force them to take new risks.

For example, recent measures restricting access to territory have significantly disrupted movements for Venezuelan refugees and migrants, leading to more irregular movements and, in turn, exposing them to smugglers, traffickers and other risks of exploitation

and abuse. Women, children and groups with specific needs will be disproportionately affected and there are increased risks for family separation. This could create a vicious downward cycle, exacerbating their current vulnerabilities.

Funding restrictions will prevent affected operations and partners from addressing the root causes of forced displacement from Central America in countries of origin, address mechanisms for reception and admission, respond to immediate humanitarian needs, support host countries and communities, and work towards durable solutions. Limited funds would also drastically reduce the number of people of concern receiving access to financial services, sustainable livelihoods, health and education, undermining efforts to foster durable solutions. Opportunities for local integration will be reduced which, coupled with competition over already limited job opportunities and a fragile security situation, will create a hostile environment for people in need of international protection.

Being prone to xenophobic attacks and exclusion, displaced people will face a growing range of protection risks. If funds are insufficient, it will be challenging to continue the large-scale, anti-xenophobia campaigns, such as UNHCR's "Somos panas" in Colombia or "Somos lo mismo" in Costa Rica, significantly reducing planned community outreach in host communities.



* Less than 0.5%

BUDGETS FOR THE AMERICAS | USD

OPERATION	2019 Current budget (as of 30 June 2019)	PILLAR 1				PILLAR 2		PILLAR 3		PILLAR 4	
		Refugee programmes	Stateless programmes	Reintegration projects	IDP projects	TOTAL	Proposed budget				
THE AMERICAS											
Regional Bureau for the Americas ¹	3,838,884	20,619,144				20,619,144	21,988,058				
Regional activities for the Americas ¹	7,862,316	9,527,340				9,527,340	8,149,211				
SUBTOTAL	11,701,200	30,146,484	-	-	-	30,146,484	30,137,268				
LATIN AMERICA											
Argentina Multi-Country Office ²	11,188,608	18,190,013	-	-	-	18,190,013	21,426,702				
Brazil	26,564,616	29,541,219	-	-	-	29,541,219	30,090,223				
Colombia	48,075,822	51,158,400	-	-	13,486,600	64,645,000	78,371,496				
Costa Rica	13,688,907	27,698,885	-	-	-	27,698,885	21,284,121				
Costa Rica Legal Unit	4,824,839	-	-	-	-	-	-				
Ecuador	37,985,536	58,470,744	-	-	-	58,470,744	56,307,116				
Honduras	1,148,333	110,000	-	-	7,976,307	8,086,307	8,086,307				
Mexico	59,800,656	61,481,693	-	-	-	61,481,693	55,358,816				
Panama Multi-Country Office ³	29,167,639	33,502,091	-	-	7,451,674	40,953,765	41,881,691				
Peru	21,109,410	35,592,403	-	-	-	35,592,403	41,209,176				
Bolivarian Republic of Venezuela	29,500,000	51,244,449	-	-	-	51,244,449	47,260,908				
Venezuela Regional Refugee Coordination Office	8,650,174	-	-	-	-	-	-				
SUBTOTAL	291,704,540	366,989,898	-	-	28,914,581	395,904,479	401,276,557				
NORTH AMERICA AND THE CARRIBBEAN											
Canada	2,037,474	2,204,019	-	-	-	2,204,019	2,129,019				
United States of America Multi-Country Office ⁴	35,302,653	33,443,056	6,333,500	-	-	39,776,556	40,193,556				
SUBTOTAL	37,340,127	35,647,075	6,333,500	-	-	41,980,575	42,322,575				
TOTAL	340,745,867	432,783,457	6,333,500	-	28,914,581	468,031,538	473,736,400				

¹ Regional Bureau and regional activities cover the whole Americas region.

² Coordinates activities in Argentina and Chile.

³ Coordinates activities in Belize, Cuba, El Salvador, Guatemala and Panama.

⁴ Coordinates activities in Aruba, the Dominican Republic, Guyana, Trinidad and Tobago and the United States of America.



Asia and the Pacific

Khadijeh Rahimi, a nineteen-year-old Afghan refugee, works at a tailoring workshop supported by UNHCR and managed by Zeynab Shaban, a refugee as well, in Shiraz, in the Islamic Republic of Iran.

© UNHCR/Morteza Nikoubazi

“In 2020, UNHCR will focus on the search for solutions in the Asia and the Pacific region. Too many refugees, IDPs and stateless persons in and from the region have been facing precarious situations for too long, generously hosted by countries and communities who have received too little support. The Global Compact on Refugees and the Global Refugee Forum give us a unique opportunity to turn the tide. It is time to broaden responsibility for protecting the displaced and stateless in the region and express solidarity through practical measures that concretely improve their lives.”

Indrika Ratwatte

Director, Regional Bureau for Asia and the Pacific

KEY STRATEGIC OBJECTIVES

Ensuring inclusive protection and assistance

In 2020-2021, UNHCR will protect, empower and build the resilience and self-reliance of people of concern in the Asia and the Pacific region, with continuing focus on refugees from Afghanistan and Myanmar and support for the main countries that host them, namely the Islamic Republics of Pakistan and Iran, as well as Bangladesh. In addition to the protection priorities in those major operations, UNHCR will undertake a wide range of protection activities for people of concern across the region. To ensure access to asylum, UNHCR will conduct refugee status determination in countries without national asylum procedures such as in India, Indonesia, Malaysia, and Thailand, and advocate for the adoption of national refugee legislation while supporting the responsible institutional structures. In Central Asia, UNHCR will support States, such as Kyrgyzstan, to strengthen national asylum systems.

In the Islamic Republics of Iran and Pakistan, the Office will play a catalytic role in channelling additional investments into national public service delivery systems to support the inclusive policies of the host governments benefitting both host communities and refugees, pending their return to Afghanistan.

In a region with 2.4 million IDPs, and in line with UNHCR's new IDP Policy, UNHCR will take a more decisive and predictable approach when responding to situations of internal displacement, notably in Afghanistan, Myanmar and the Philippines. It will better protect and assist IDPs and will support governments to develop and implement legal and policy frameworks for preventing, responding and resolving internal displacement.

Promoting innovative solutions in protracted and emergency situations

UNHCR will support multi-stakeholder efforts to address the root causes of

The new Policy on “UNHCR’s Engagement in Situations of Internal Displacement”



displacement in countries of origin, improve conditions for return and facilitate voluntary and informed repatriation and sustainable reintegration, where appropriate. In South-West Asia, UNHCR will plan for the return of approximately 60,000 Afghan refugees from the Islamic Republics of Iran and Pakistan, and will leverage humanitarian and development partnerships in support of communities across Afghanistan that have the potential to receive returning refugees and IDPs.

In line with the “Solutions strategy for Afghan refugees to support voluntary repatriation, sustainable reintegration and assistance to host countries” (SSAR) and the Global Compact on Refugees, UNHCR aims to link its short- to medium-term community-based protection projects to longer-term development programmes in 20 priority areas for return and reintegration. These projects include providing cash assistance and in-kind support to vulnerable families, improving access to adequate shelter, expanding education and skills training, providing entrepreneurial support, implementing quick-impact livelihood initiatives and developing public infrastructure such as schools, healthcare facilities, community centres and roads.

In Bangladesh, UNHCR will build on the comprehensive biometric registration of all refugees from Myanmar—conducted jointly with the Government of Bangladesh in 2019—to better target and more efficiently deliver assistance. Data-driven analysis of the refugee population in Bangladesh will allow for more informed consultations with refugees about their intentions and the conditions in their places of origin. In Myanmar, UNHCR will continue working with UNDP and the Government to implement quick impact-projects that improve conditions for communities in Rakhine State.

UNHCR will pursue solutions for refugees by advocating increased resettlement as well as complementary pathways for admission to third countries. In 2020, UNHCR will pursue the voluntary repatriation of some 4,000 Sri Lankan refugees from India. The Government of Japan is doubling its resettlement quota in 2020, and expanding its selection criteria to all refugees within Asia. In Nepal, UNHCR will prioritize enabling solutions and building the self-reliance of the 6,500 Bhutanese refugees who remain. UNHCR’s engagement will strengthen livelihood opportunities, enhance community-based protection

and reinforce social inclusion by improving access to public services and cohesion with host communities.

Reducing and preventing statelessness and protecting stateless persons

With an estimated 1.7 million stateless persons in the region, and many others at risk, addressing statelessness is a priority. The Office will strengthen its engagement with States and other partners, building on recent breakthroughs in the region and pursuing the goals of the #IBelong Campaign to End Statelessness by 2024. To prevent and reduce statelessness, UNHCR and relevant States will seek to help an estimated 24,900 people confirm their nationality in 2020. In South-East Asia, UNHCR will work with States to build on progress made in addressing statelessness.

In Central Asia, the Government of Kyrgyzstan announced in 2019 the complete elimination of all known cases of statelessness in the country—almost 14,000 individuals. UNHCR will support improvements to the country’s draft statelessness determination procedure and continue to promote registration of all births and documentation of all citizens. Building upon these successes, UNHCR will reinforce its strong collaboration with governments in Kazakhstan, Tajikistan, Turkmenistan and Uzbekistan to resolve statelessness.

Diversifying partnerships to promote an inclusive, multi-stakeholder approach

UNHCR will focus on building and strengthening partnerships that assist, protect and enable solutions for people of concern, including with development actors, international financial institutions, civil society, academia and regional

organisations. Together, they will forge operational synergies, enhance humanitarian-development cooperation, and drive resource mobilization in the spirit of the Global Compact on Refugees, through a “whole-of-society” approach.

In Bangladesh, for instance, UNHCR will strengthen its partnership with the World Bank and Asian Development Bank, focusing their contributions to the development of Cox’s Bazar District. This is where the vast majority of refugees from Myanmar are hosted, and where both they, and host communities, face shared challenges such as environmental degradation, water scarcity and competition for livelihoods.

UNHCR will engage in approaches to better protect, assist and find solutions for people of concern. In Myanmar, UNHCR will advocate establishing a coordinated, multi-partner approach to improving conditions in Rakhine State and building confidence among refugees.

For the Afghan refugee situation, UNHCR will work with multiple partners to find solutions for refugees and ensure their return is sustainable, in line with the SSAR, building upon the Comprehensive Refugee Response Framework in Afghanistan and the Global Refugee Forum commitments.

Promoting a people-centered approach, UNHCR will seek to ensure that host communities are included in area-based approaches, strengthening co-existence with people of concern. It will also pro-actively engage refugees and returnees to empower them and encourage their participation in decision-making processes.

© UNHCR/Julia Hirsch



In Afghanistan, an innovative partnership informing UNHCR’s response

In the Afghan context, understanding the protection and livelihood needs of people of concern and the general population, as well as their perceptions of migration and potential flight, necessitated an innovative approach. UNHCR Afghanistan launched a mobile phone survey project for returnees, IDPs and the population generally,

to provide pivotal data to inform its response. This enabled quick, large-scale surveys and data analysis in real time across challenging geographies. A collaboration with Orange Door Research also saw the opening of a call centre in Kabul.

MAJOR SITUATIONS IN ASIA AND THE PACIFIC IN 2020



AFGHANISTAN

Afghans will be the largest refugee population of concern to UNHCR in the region in 2020, 40 years since their displacement began. The international community's recent commitment to greater and more equitable burden and responsibility-sharing, enshrined in the Global Compact, is important to redoubling collective efforts to enable solutions for Afghan refugee returnees while standing in solidarity with the principal host countries. With the SSAR the overarching policy and operational framework for strengthening support for host countries while creating the conditions for sustainable return and reintegration, UNHCR will support the launch of a dedicated SSAR Support Platform for the Afghanistan situation.

In the Islamic Republic of Iran, UNHCR will support the Government's inclusive policies, notably in the areas of education and healthcare. It will also support greater opportunities for self-reliance and portable skills, and enhanced access to social safety nets for vulnerable refugees, all while seeking durable solutions. In Pakistan, UNHCR will support the Government implement its Comprehensive Policy on Voluntary Repatriation and Management of Afghan nationals. It will also promote support for refugees and host communities through the Refugee Affected and Hosting Areas programme, focusing on enhancing access to and quality of national education, healthcare, skills training and self-reliance initiatives. In both countries, UNHCR will facilitate voluntary repatriation as the preferred (regional) durable solution for Afghan refugees, while continuing efforts to promote and facilitate complementary pathways and increase resettlement quotas from the Islamic Republic of Iran.

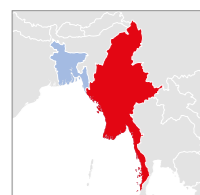
Inside Afghanistan, an estimated 2 million people will remain internally displaced. UNHCR will promote comprehensive solutions benefitting both returning refugees and local communities by strengthening community-based protection initiatives. These will provide access to education, skills training and livelihood opportunities and healthcare, while building community infrastructure and services to support sustainable reintegration.

1.4 million
REFUGEES IN PAKISTAN

1 million
REFUGEES IN THE ISLAMIC REPUBLIC OF IRAN

60,000
RETURNEES

2 million
INTERNALLY DISPLACED



MYANMAR

UNHCR will work with the Government of Bangladesh and partners in Cox's Bazar to meet the needs of some 900,000 Rohingya refugees seeking sustainable solutions. The conclusion of the joint registration of refugees with the Government by 2020 will enable more targeted assistance. Priorities include engaging refugees in child protection, prevention of sexual and gender-based violence through community-based education, legal aid and mental health support; providing the most vulnerable families with transitional shelters/material and core relief times; and maintaining a critical health and nutrition response.

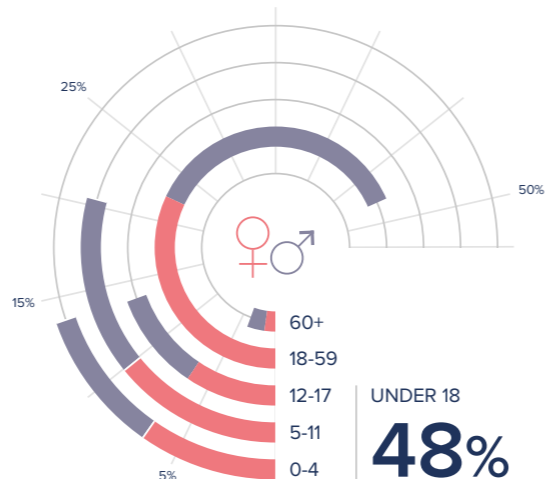
In Myanmar, UNHCR will advocate for improved conditions in northern Rakhine State and for refugees to make voluntary and informed decisions on their sustainable return. In central Rakhine State, where there are an estimated 128,000 IDPs, UNHCR will advocate that the Government's plan for the closure of the IDP camps is implemented in line with international human rights standards.

900,000
ROHINGYA REFUGEES in Cox's Bazar, Bangladesh

80%
WOMEN & CHILDREN

128,000
INTERNALLY DISPLACED in central Rakhine State

AGE AND GENDER BREAKDOWN
REFUGEES AND ASYLUM-SEEKERS | January 2019

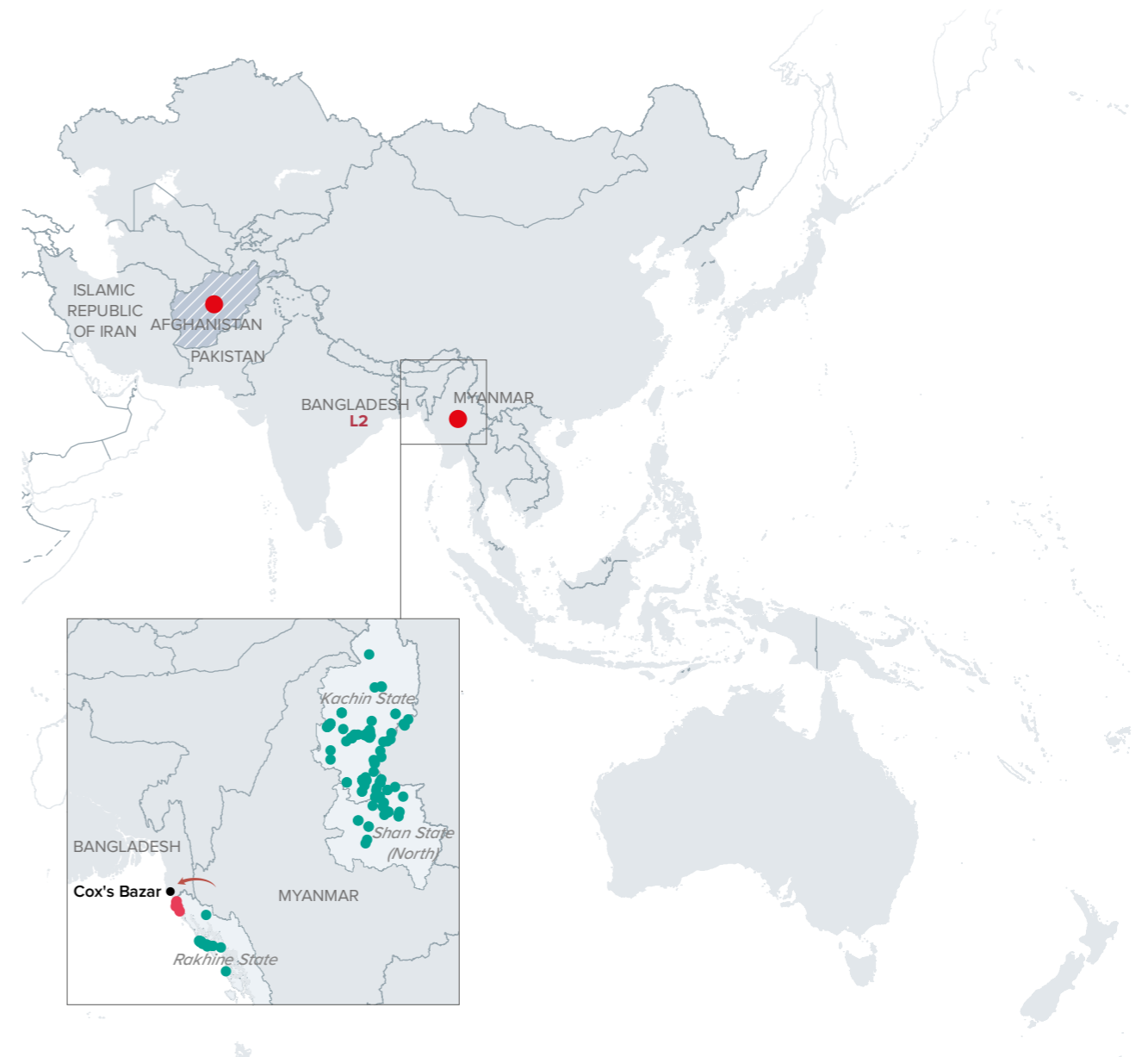


9.1 million

2020 PLANNING FIGURES FOR PEOPLE OF CONCERN IN ASIA AND THE PACIFIC

REFUGEES	4.1 million
ASYLUM-SEEKERS	183,000
RETURNEES (REFUGEES AND IDPs)	608,000
IDPs	2.4 million
STATELESS PERSONS	1.7 million
OTHERS OF CONCERN	161,000

With approximately 9.1 million people of concern to UNHCR in the Asia and the Pacific region, in 2020, UNHCR will respond to a broad set of multifaceted situations of displacement and statelessness. The Global Compact on Refugees will catalyse positive regional developments, helping guide the management of complex situations and the achievement of solutions.



- Situation
- L2 Level of emergency
- CRRF country
- Refugee camp
- IDP camp
- Rohingya refugee outflow
- IDP initiative

IMPLICATIONS OF UNDERFUNDING

In the past few years, a shortfall in funding has limited UNHCR’s ability to respond to the needs of populations of concern in the region and deliver key activities, including protection interventions and core relief items.

In Malaysia, underfunding means that the needs of vulnerable groups, in particular women and children, cannot be adequately addressed. Opportunities to promote and secure durable solutions through voluntary return, local integration or resettlement to a third country will not be possible.

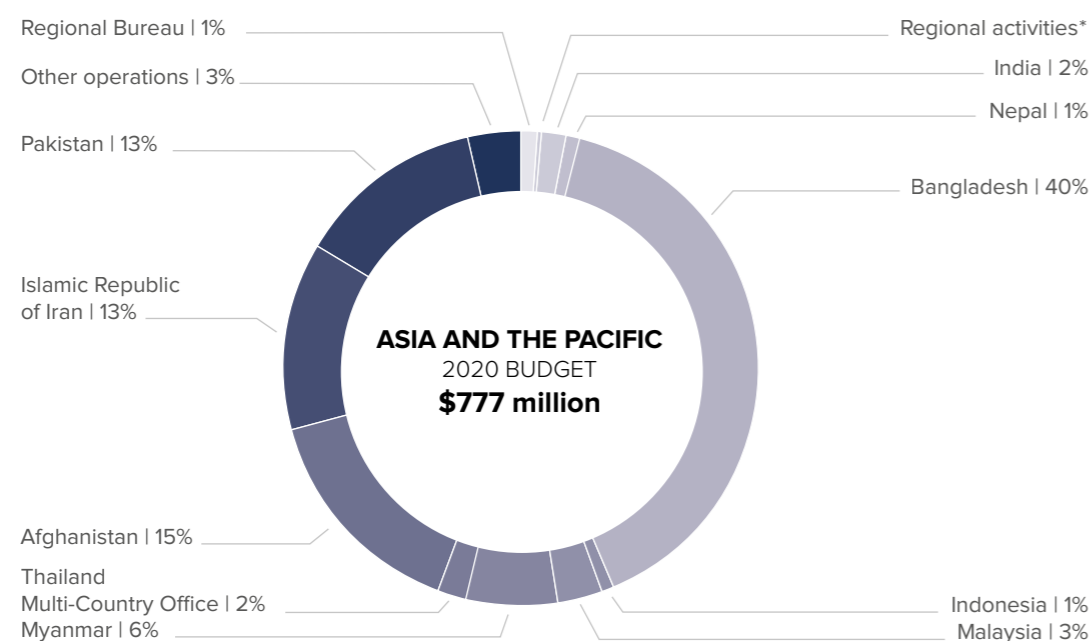
Despite the enormous scale of the challenges and complexities in Afghanistan, it remains one of UNHCR’s most underfunded situations worldwide. In the two main hosting countries, underfunding strains host communities, puts protection space at risk, and impacts access to education and basic health services. In the Islamic Republic of Iran, specifically, underfunding would mean UNHCR could not provide support and essential drugs to several health posts.

Vulnerable refugee women of reproductive age would be denied sanitary items. Within Afghanistan, the lack of funding would limit, for example, the provision of adequate shelter and schools, as well as community access to potable water for returning refugees and IDPs.

In Bangladesh, each year the monsoon season requires significant resources to ensure a speedy and efficient lifesaving response—particularly for shelter, infrastructure and public health. Without adequate funds, UNHCR’s resources will only meet critical gaps and longer-lasting impacts will be minimal for refugees and host communities.

In the Philippines, limited resources could limit the identification and solutions efforts for people at risk of statelessness in Mindanao. Planned solutions interventions will be restricted to the target population in Zamboanga.

In Sri Lanka, limited resources and a growing number of refugees may restrict refugee assistance, due to limited resettlement submissions and departures in 2019 and 2020.



* Less than 0.5%

BUDGETS FOR ASIA AND THE PACIFIC | USD

OPERATION	2019 Current budget (as of 30 June 2019)	PILLAR 1				PILLAR 2		PILLAR 3		PILLAR 4		2021 Proposed budget
		Refugee programmes	Stateless programmes	Reintegration projects	IDP projects	TOTAL						
ASIA AND THE PACIFIC												
Regional Bureau for Asia and the Pacific ¹	3,860,000	10,014,160										10,358,563
Regional activities for Asia and the Pacific ¹	1,412,004	1,975,000										2,850,000
SUBTOTAL	5,272,004	11,989,160										13,208,563
CENTRAL ASIA												
Kazakhstan Multi-Country Office ²	5,528,849	2,260,530	910,765	-	-							2,859,492
Kyrgyzstan	813,836	608,450	104,300	-	-							700,000
Tajikistan	2,333,462	1,191,247	828,753	-	-							2,020,702
SUBTOTAL	8,676,147	4,060,227	1,843,818									5,580,194
EAST ASIA AND THE PACIFIC												
Australia Multi-Country Office ³	3,154,621	3,276,343	109,134	-	-							3,466,511
China	5,102,589	4,290,027	150,000	-	-							3,900,000
Japan	3,539,131	3,392,628	59,802	-	-							3,477,108
Republic of Korea	2,072,827	1,944,507	99,840	-	-							2,902,610
SUBTOTAL	13,869,168	12,903,505	418,776									13,746,228
SOUTH ASIA												
India	16,168,231	13,490,296	159,249	-	-							9,531,841
Nepal	5,500,000	5,061,358	438,642	-	-							2,575,164
Sri Lanka	4,102,765	3,702,874	78,535	-	-							3,781,408
SUBTOTAL	25,770,996	22,254,528	676,426									15,888,413
SOUTH-EAST ASIA												
Bangladesh	307,553,397	308,670,324	-	-	-							288,940,721
Indonesia	8,229,348	6,875,981	361,577	-	-							7,348,455
Malaysia	17,949,196	22,258,740	873,100	-	-							25,136,435
Myanmar	38,724,000	5,333,631	27,178,950	-	12,413,948							44,926,529
Philippines	3,662,017	666,236	392,433	-	2,599,349							3,658,017
Thailand Multi-Country Office ⁴	19,589,586	18,639,328	1,232,395	-	-							20,216,218
Thailand Regional Office	7,978,810	-	-	-	-							-
SUBTOTAL	403,686,354	362,444,239	30,038,455		15,013,297							407,495,991
SOUTH-WEST ASIA												
Afghanistan	121,705,680	22,923,827	-	67,377,447	26,819,333							117,120,607
Iran (Islamic Republic of)	98,916,706	98,662,025	-	-	-							98,662,025
Pakistan	99,201,669	72,292,663	580,000	26,789,059	-							99,661,722
SUBTOTAL	319,824,055	193,878,515	580,000	94,166,506	26,819,333							315,444,354
TOTAL	777,098,725	607,530,174	33,557,475	94,166,506	41,832,630							777,086,785

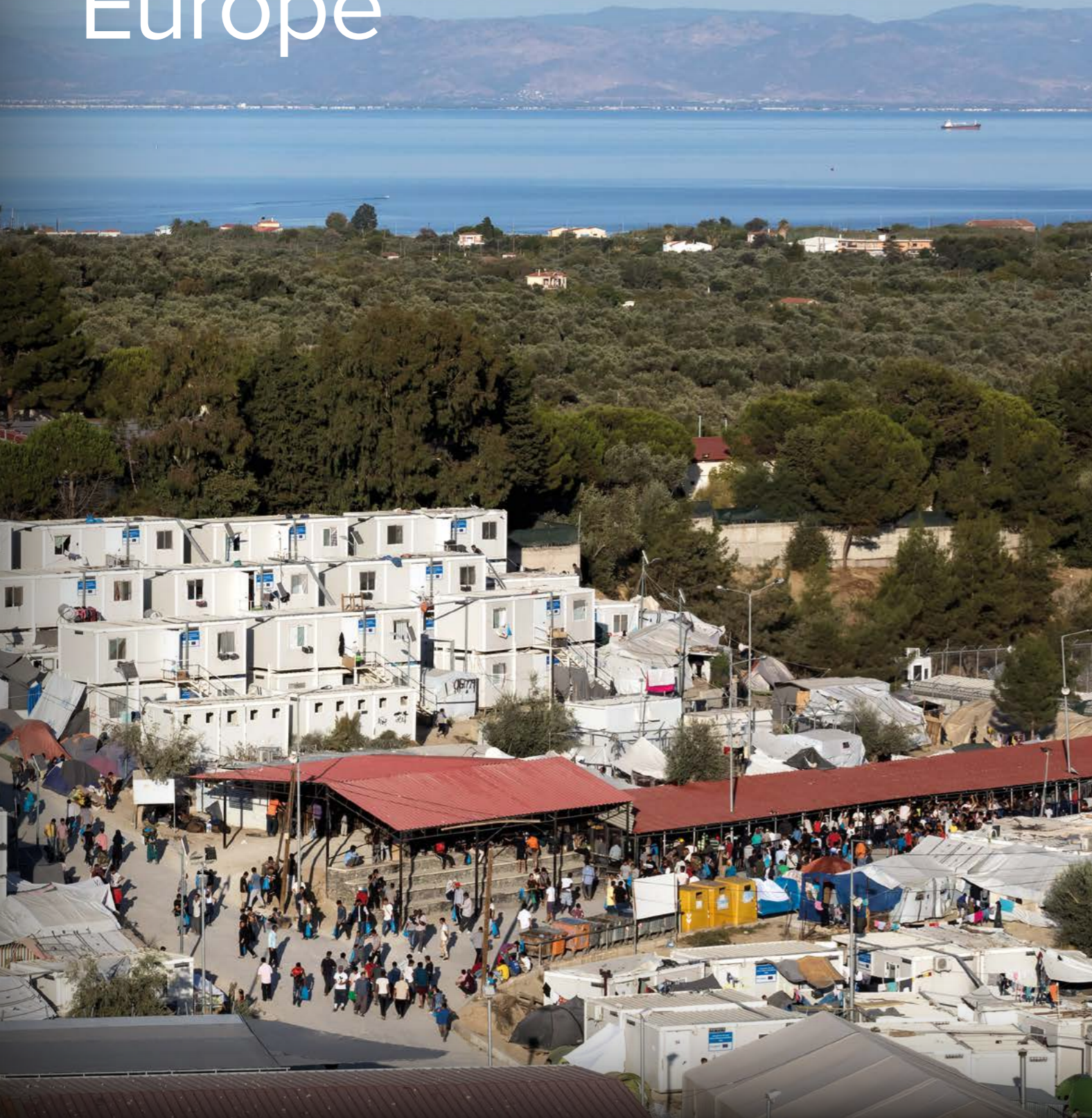
¹ Regional Bureau and regional activities cover the whole Asia and the Pacific region.

² Coordinates activities in Kazakhstan and covers Turkmenistan and Uzbekistan.

³ Coordinates activities in Australia and covers New Zealand, Papua New Guinea and the Pacific Islands.

⁴ Coordinates activities in Thailand and covers Cambodia, Lao People’s Democratic Republic and Viet Nam.

Europe



The Moria reception centre faces dangerously overcrowded conditions on Lesbos island, Greece.

© UNHCR/Gordon Welters

“The Global Compact on Refugees demands that we work more creatively and collaboratively, and with a greater sense of common purpose. The response within Europe—led by mayors and ministers, civil society and the private sector—is promising, however much remains to be done. UNHCR will continue working closely with Member States and other partners to promote solidarity and refugee inclusion throughout the continent. Refugees, asylum-seekers and host communities in every corner of Europe are counting on all of us.”

Pascale Moreau
Director, Regional Bureau for Europe

KEY STRATEGIC OBJECTIVES

Safeguarding asylum space and providing appropriate reception conditions

Ensuring access to territory and asylum procedures for people seeking international protection will remain central to UNHCR’s work in Europe in 2020. The Office will continue monitoring asylum procedures and offer information and guidance on refugee status determination procedures to an estimated 108,000 asylum-seekers. More focus will be placed on establishing adequate reception conditions for persons at heightened risk, with an estimated 225,000 people of concern to be assessed for vulnerability across the region in the coming year.

Continued advocacy for the establishment of intra-European Union (EU) and global responsibility-sharing mechanisms, as well as expanding safe and legal pathways will also be prioritized. UNHCR will provide technical expertise and other capacity-building initiatives aimed at identifying people in need of international protection and those at heightened risk.

Particular attention will also be given to the implementation of accelerated and simplified procedures to address mixed movements. These efforts will be further amplified through the Asylum Capacity Support Group, established within the framework of the Global Compact on Refugees.

Building and maintaining fair and efficient asylum and protection systems

In Europe, UNHCR will prioritize efforts to strengthen communication and engagement with concerned communities to ensure their voices are heard when decisions affecting their lives are made, particularly in the areas of child protection and the prevention of, and response to, sexual and gender-based violence (SGBV). Outreach volunteer networks will encourage meaningful engagement between refugee and host communities, based on a toolkit developed through a joint 2018 UNV-UNHCR partnership.

These networks also provide an additional opportunity and platform for continued dialogue and advocacy. Capacity-building initiatives to strengthen community-based protection will target governments and partners. Access to national services, specifically for persons at heightened risk, will also receive increased attention. This is particularly important for education, as large numbers of children are reportedly out of school.

Securing durable solutions for refugees and internally displaced people

UNHCR will strengthen linkages between refugees, asylum-seekers and key actors, working towards their economic, social, cultural, and legal integration. With the OECD, the Office will develop a joint action plan to expand employment opportunities for refugees, and plans to provide over 50,100 people of concern with guidance on employment opportunities.

While Europe is an important recipient of resettled refugees, there are also significant resettlement needs in Turkey. In the Russian Federation and Ukraine there are smaller numbers of people needing resettlement, partly because of challenges

accessing asylum procedures and the lack of international protection and options for integration. Some 420,000 people of concern, mostly in Turkey, are in need of resettlement in 2020. Because resettlement needs far outstrip available places, resettlement will continue to be used strategically and as a demonstration of international responsibility-sharing.

UNHCR will also encourage family reunification and the development of complementary pathways of admission by building on State-established initiatives set up in response to the Syrian refugee crisis. These include expanding community-based private sponsorship programmes, student scholarship schemes, flexible family reunification programmes, labour migration schemes and humanitarian visas. This will help discourage people from undertaking perilous journeys to reach Europe.

Guided by UNHCR's updated IDP Policy, the Office in Ukraine will participate in the High Commissioner's special Initiative on Internal Displacement which will support, monitor and ultimately showcase UNHCR's commitment to robust protection leadership and solutions. As such, UNHCR will prioritize IDPs' access to national services, and enhance the capacity of the authorities to coordinate and

deliver services to them, notably through coordination of the Protection Cluster and provision of legal assistance.

Preventing and ending statelessness

UNHCR will continue to advocate with all relevant stakeholders in the region to adopt measures to reduce statelessness, including the adoption, revision and implementation of laws that prevent statelessness at birth or later in life; procedures for access to civil registration and documentation; capacity-building for officials implementing these laws and procedures; and outreach to affected communities, including stateless refugees. UNHCR will share good practices and provide technical support to governments such as Albania, Armenia, Bosnia and Herzegovina, and Georgia to establish and strengthen procedures that adequately identify and protect stateless people.

UNHCR will continue to engage with regional actors such as the OSCE and the Council of Europe, to end statelessness. Building on the EU's 2015 Council Conclusions on statelessness, UNHCR will advocate its involvement in addressing statelessness, including through the European Migration Network's Platform of Statelessness. The Office will support States and other stakeholders to follow up on the commitments they made during the October 2019 High-Level Segment on Statelessness, including accession to one or both Statelessness Conventions (Belarus, Iceland, Malta and North Macedonia); withdrawal of reservations to these instruments (Bulgaria, Germany, Sweden); and facilitation of naturalization for stateless persons (Azerbaijan, Georgia, the Republic of Moldova).

Strengthening external engagement

Migration and refugee issues will continue to dominate policy and political discourse across Europe. Amid negative political rhetoric aimed at refugees, UNHCR's voice will be critical in helping shape a positive narrative on refugees and migrants that can be amplified by other actors. While asserting the importance of protecting refugees in Europe and worldwide, UNHCR will also leverage non-traditional outlets, such as soft media, to engage new and broader audiences.

Forging and strengthening partnerships and coordination mechanisms to garner wide-ranging support from stakeholders including governments, cities and municipalities, international and national civil society organizations, UN agencies and private actors will be key to the Office's work in 2020. Partnerships will be strengthened to enhance joint advocacy efforts, mobilize resources, and counter negative discourse.

UNHCR will continue to advocate the inclusion of people of concern in policies and legislation, as well as the application of international protection standards by partners, including the EU and its agencies (EASO, FRONTEX), the Council of Europe, and OSCE. UNHCR will continue to participate in the UN Sustainable Development Goals (SDGs) system and, with UNDP, co-chair the Issue-Based Coalition on Large Movements of People, Displacement and Resilience to ensure inclusion of people of concern in the SDG nationalization processes.

The new Policy on "UNHCR's Engagement in Situations of Internal Displacement"



© UNHCR/Arbonne Turin



Next step: solidarity, integration and innovative partnerships

In France, UNHCR has been innovating in reception and integration activities. Through a partnership with the French railway company, SNCF, and the French government's inter-ministerial delegation for the reception and integration of refugees, the provisionally titled 'Solidarity Train' project seeks to travel to numerous cities in France in order to promote promising practices in a variety of locations. This project is designed to encourage a movement of civil solidarity around the objectives of the Global Compact on Refugees.

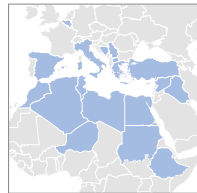
MAJOR SITUATIONS IN EUROPE IN 2020



1.5 million
INTERNALLY DISPLACED

UKRAINE

There are some 1.5 million IDPs and more than 1 million crossings of the line of contact each month by people seeking to maintain family ties, access services and receive vital social benefits, including pensions. Fighting along the line of contact exposes residents, including children, to danger from shelling and unexploded ordnance in particular. Securing protection and durable solutions for IDPs and other conflict-affected populations will remain challenging, particularly for persons with specific needs such as those related to mental health. In 2020, UNHCR will remain engaged in all sectors, including protecting IDPs, asylum-seekers and refugees; providing shelter to IDPs and conflict-affected people; and preventing statelessness.



4.2 million
REFUGEES

44%
CHILDREN

24%
WOMEN

MEDITERRANEAN ROUTES

Between January and September 2019, some 80,800 refugees and migrants, 28% of whom were children, arrived via the three Mediterranean routes from North Africa and Turkey. Most crossed the Eastern Mediterranean from Turkey. Due to the high risks, it is estimated that some 952 refugees and migrants died crossing the Mediterranean Sea during the same period, with most deaths occurring between North Africa and Italy. UNHCR advocated the relocation of unaccompanied and separated children and was able to evacuate some 760 from Libya to Niger and Rwanda, and over 150 to Italy. UNHCR continues to advocate an end to child detention for immigration-related purposes, as detention is never in their best interest.

Most of the trends driving people to take such risks in migrating look set to continue in 2020, with the root causes driving displacement and mixed movements, such as human rights violations and conflict or poverty, unresolved. For many people, the sea crossing is just the final step in a journey that has involved travel through conflict zones or deserts, the danger of kidnapping and torture for ransom, SGBV and the threat of human traffickers. UNHCR will continue to support countries in enhancing and improving reception capacity and conditions, and advocate access to international protection and options for durable solutions.



3.9 million
REFUGEES

403,000
ASYLUM-SEEKERS

TURKEY

The countries neighbouring the Syrian Arab Republic (Syria) hosted 5.64 million refugees as of September 2019, of whom 3.7 million are under temporary protection in Turkey. Turkey also hosts some 370,000 refugees and asylum-seekers from countries other than Syria. UNHCR will continue to support Turkey's refugee response on the basis of legal and institutional frameworks for international and temporary protection.

UNHCR will further support Turkey as it implements its asylum framework. It will advocate access and admission to national asylum procedures for people in need of international protection, and will support continuous registration and international protection procedures for people of concern in Turkey.

UNHCR will strengthen protection for refugees at heightened risk and their access to quality services, such as health and education; focus on child protection; SGBV prevention and response; and access to quality social services for people with specific needs.

11.4 million

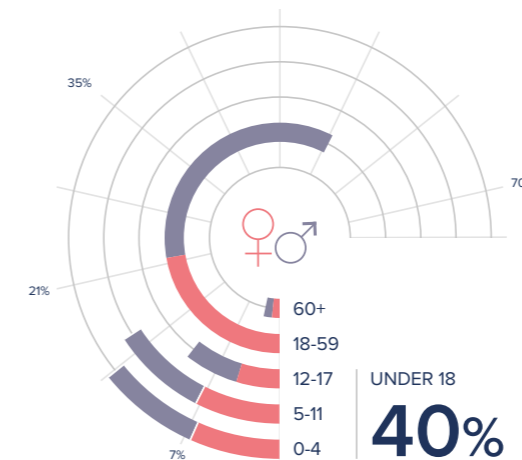
2020 PLANNING FIGURES FOR PEOPLE OF CONCERN IN EUROPE

REFUGEES	7 million
ASYLUM-SEEKERS	1.3 million
RETURNEES (REFUGEES AND IDPs)	11,700
IDPs	2.5 million
STATELESS PERSONS	490,000
OTHERS OF CONCERN	114,000

Europe needs to remain a safe destination for refugees fleeing conflict and persecution, as well as a contributor for solutions to crises within and outside Europe.



AGE AND GENDER BREAKDOWN
REFUGEES AND ASYLUM-SEEKERS | January 2019



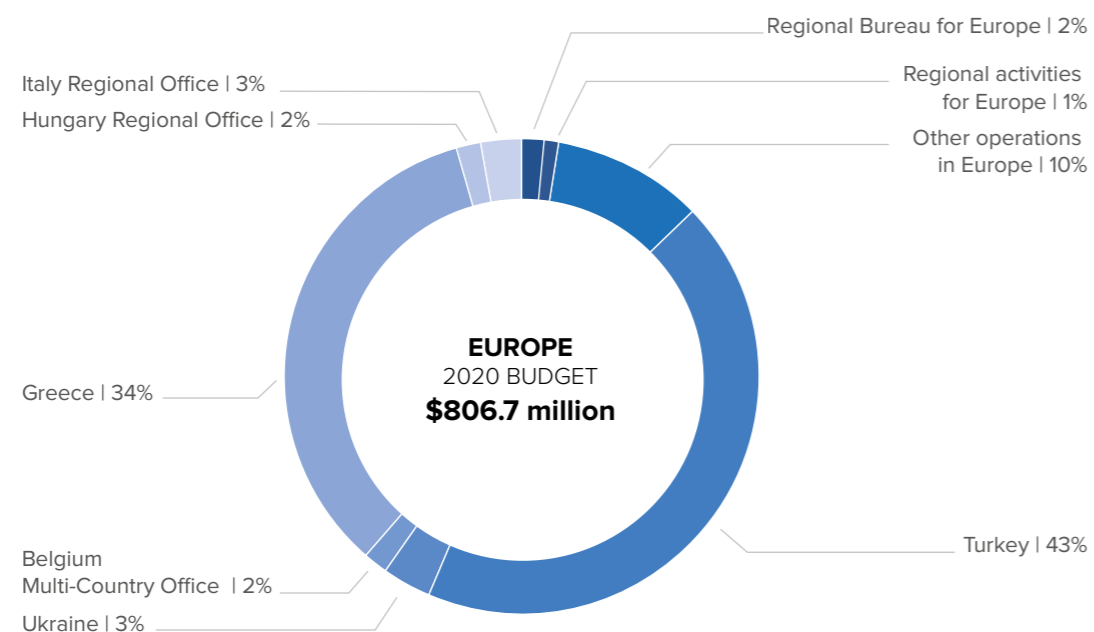
- Ukraine situation
- IDP initiative
- Mediterranean routes: main country of arrival

IMPLICATIONS OF UNDERFUNDING

With the situations in Greece, Turkey and Ukraine supported largely through tightly earmarked funding, Europe relies heavily on flexible funding for many of its activities elsewhere in the region. This severely limited UNHCR's ability to provide protection and solutions, particularly facilitating integration through the provision

of support to concerned governments and other partners. With additional funding, UNHCR could have supported double the numbers of IDPs in Ukraine through cash assistance.

Lack of funding in refugee-receiving countries further constrained UNHCR's activities related to local integration and capacity-building initiatives to strengthen government asylum systems.



BUDGETS FOR EUROPE | USD

OPERATION	2019 Current budget (as of 30 June 2019)	PILLAR 1	PILLAR 2	PILLAR 3	PILLAR 4	TOTAL	2021 Proposed budget
		Refugee programmes	Stateless programmes	Reintegration projects	IDP projects		
EUROPE							
Regional Bureau for Europe ¹	3,663,937	13,109,746	-	-	-	13,109,746	13,049,253
Regional activities for Europe ¹	8,096,157	11,926,051	240,000	-	-	12,166,051	12,215,002
Other operations in Europe		4,518,394	72,392	-	-	4,590,785	4,590,785
SUBTOTAL	11,760,094	29,554,191	312,392	-	-	29,866,583	29,855,041
EASTERN EUROPE							
Armenia	-	3,535,917	123,443	-	-	3,659,360	3,634,242
Azerbaijan	-	2,999,281	95,715	-	970,321	4,065,316	3,682,976
Belarus	1,953,966	1,895,000	45,000	-	-	1,940,000	1,940,000
Georgia	15,931,864	3,106,713	371,413	-	2,611,250	6,089,375	6,132,232
Russian Federation	6,461,205	5,604,287	830,333	-	-	6,434,620	6,182,130
Turkey	399,579,258	350,437,804	5,000	-	-	350,442,805	315,826,143
Ukraine	28,325,447	5,158,391	908,838	-	22,136,948	28,204,176	28,365,173
SUBTOTAL	452,251,741	372,737,393	2,379,742	-	25,718,518	400,835,653	365,762,896
NORTHERN, WESTERN, CENTRAL AND SOUTHERN EUROPE							
Belgium Multi-Country Office ²	20,868,303	12,103,644	391,983	-	-	12,495,627	12,505,068
France	3,484,401	3,560,234	226,991	-	-	3,787,225	3,714,342
Germany	2,349,195	2,259,695	38,265	-	-	2,297,959	2,155,805
Greece	246,662,761	275,159,636	84,247	-	-	275,243,883	214,789,264
Hungary Regional Office ³	14,470,245	12,261,004	420,247	236,860	-	12,918,111	13,045,000
Italy Regional Office ⁴	31,011,527	22,184,306	198,316	-	-	22,382,622	22,382,624
Spain Multi-Country Office ⁵	-	5,557,393	31,220	-	-	5,588,613	5,588,613
Sweden Multi-Country Office ⁶	5,463,255	4,678,745	650,000	-	-	5,328,745	5,328,745
United Kingdom of Great Britain and Northern Ireland	2,678,929	2,460,626	403,002	-	-	2,863,628	2,792,775
SUBTOTAL	326,988,615	340,225,283	2,444,270	236,860	-	342,906,413	282,302,235
SOUTH-EASTERN EUROPE							
Albania	-	2,962,414	184,776	-	-	3,147,190	3,218,806
Bosnia and Herzegovina	-	9,423,219	614,112	-	-	10,037,331	9,985,137
Kosovo (S/RES/1244 (1999))	39,790,994	2,689,315	779,388	-	-	3,468,704	3,474,422
Montenegro	-	2,258,135	249,866	-	-	2,508,001	2,112,427
North Macedonia	-	4,230,020	321,248	-	-	4,551,269	4,271,677
Serbia	-	6,936,242	2,447,118	-	-	9,383,360	8,359,506
SUBTOTAL	39,790,994	28,499,345	4,596,509	-	-	33,095,854	31,421,974
TOTAL	830,791,444	771,016,212	9,732,912	236,860	25,718,518	806,704,503	709,342,146

¹ Regional Bureau and regional activities covers the whole Europe region.
² Coordinates activities in Belgium, Ireland, Malta (EASO), the Netherlands, Poland (FRONTEX) and covers also Luxembourg.
³ Coordinates activities in Bulgaria, Croatia, Czechia, Hungary, Poland, Romania and also covers the Republic of Moldova, Slovenia, and Slovakia.
⁴ Coordinates activities in Cyprus, Italy and Malta and also covers the Holy See and San Marino.
⁵ Coordinates activities in Spain and also covers Andorra and Portugal.
⁶ Coordinates activities in Denmark, Lithuania and Sweden and also covers Estonia, Finland, Iceland, Latvia and Norway.



The Middle East and North Africa

A young internally displaced girl at a displacement site where her family are constructing a hut in Abs, Hajjah Governorate, Yemen.
© UNHCR/Ibrahim Al-Ja'adi

“The Middle East and North Africa region remains at the epicentre of global displacement challenges, as conflicts continue unabated and prospects for comprehensive political solutions remain limited. UNHCR, with the support of the international community and donors, must continue to maintain a strategic vision to ensure the sustainability of protection and assistance interventions to meet the most urgent needs across the region, while seeking out durable solutions where possible.”

Amin Awad

Director, Regional Bureau for the Middle East and North Africa

KEY STRATEGIC OBJECTIVES

Strengthening emergency humanitarian response

With a current estimate of 11.7 million IDPs in Iraq, Libya, the Syrian Arab Republic (Syria) and Yemen, and more than 2.7 million refugees across the region, emergency humanitarian assistance is a vital lifeline. Despite insecurity and constrained access, UNHCR will strengthen its presence and emergency response capacity to provide lifesaving multi-sectoral assistance. This assistance includes protection, shelter, basic relief items, multi-purpose cash and health assistance in all locations where IDPs are residing, both in sites and settlements. In line with its new IDP Policy, UNHCR will demonstrate its leadership across the Global Protection, Shelter and the CCCM Clusters in a joined-up and strategic approach.

UNHCR will provide at least 164,000 IDP families in Yemen with cash assistance to meet protection, shelter and other basic needs. Given the large-scale humanitarian needs, support for the Iraq and the Syria situation will continue not

only for emergency response but for needs associated with the transition to supporting solutions and longer-term development plans, especially in Iraq. Other key emergency interventions will take place in Libya and neighbouring North African countries, where UNHCR and partners will undertake protection monitoring and provide humanitarian and medical assistance at all accessible disembarkation points.

Maintaining protection space and supporting access to national asylum systems

In 2020-2021, UNHCR protection efforts will include advocating, and supporting, access to territory, protection from refoulement, registration, strengthening of the protection space, and available solutions. Across the region, timely access to fair and efficient refugee status determination procedures and support to national asylum systems will be key, with the overall objective of registering all people of concern on an individual basis. Through country of origin information, UNHCR will advise States on

The new Policy on “UNHCR’s Engagement in Situations of Internal Displacement”



asylum policies and adjudication of claims for international refugee protection across all UNHCR's operations in the region.

Obtaining civil documentation is a core element of UNHCR's protection programming for refugees, returnees, IDPs and stateless persons across the entire region, as documents provided by UNHCR or governments will enable people of concern to access education, healthcare and employment, and will allow them to register for other important events in life, such as marriages and births. Furthermore, the promotion of gender equality in nationality laws will be prioritized for the prevention and reduction of people at risk of statelessness, particularly for 12 States in the region where women cannot confer nationality to their children or spouse on an equal basis with men. Across the region, measures will continue to be taken to address statelessness through assisting people of concern with confirmation of nationality as well as with legal assistance.

Education is key to building people's ability to better protect themselves, increase self-reliance and facilitating socioeconomic opportunities. Primary, secondary and tertiary education inclusive of people of concern will be encouraged for 95,000 children and young people. As part of wider livelihood programming to increase refugees' self-reliance, for

young people in particular, market-based vocational training opportunities will be pursued across the region. UNHCR will invest further in community-based approaches to strengthen protection, solutions and accountability to affected people. Community day centres will be a cornerstone of UNHCR's protection assistance in emergencies such as Libya and Yemen, but also within other operations such as Egypt, Mauritania and Tunisia, where community outreach in urban areas will enable UNHCR to monitor protection concerns, facilitate referrals and identify possible solutions.

Ensuring protection from violence and exploitation

Children make up half of the displaced population in the region, and they face violations of their rights on a daily basis. Psychological and social distress and violence are inherently linked, and often result in over-reliance on negative coping strategies. The region's strategy for 2020-2021 frames mental health and psychological and social support as intrinsically linked to the protection response and, ultimately, to promoting the resilience of people of concern. UNHCR will support national systems for the prevention, mitigation and response to sexual and gender-based violence for

almost 40,000 people and will mainstream it across all interventions, so that more women, girls, men and boys of concern live in an environment where risks are reduced.

UNHCR will strengthen its zero-tolerance policy towards sexual exploitation and abuse through awareness and capacity-building, communication with affected communities, and community-based complaint mechanisms. Efforts to prevent and protect people of concern from trafficking, particularly across North Africa and onward to Europe, will be addressed by strengthening identification mechanisms. In this regard, urgent protection interventions will be prioritized in addition to advocating that perpetrators are held accountable.

Achieving comprehensive solutions

Projected resettlement needs will significantly outweigh the number of resettlement places available in 2020. Across the region, more than 249,700 people will be in need of resettlement in 2020. With vulnerability escalating, UNHCR will call for States to increase resettlement quotas and strengthen other legal pathways of admitting vulnerable refugees, such as through humanitarian visas, private sponsorship or complementary pathways.

UNHCR will actively explore opportunities to build on family reunification and tertiary education as one of the complementary pathways for admission of refugee youth. With respect to returns, UNHCR will encourage interventions that are sustainable, voluntary and which are done in safety and dignity. In Libya, UNHCR will continue evacuations to Niger and Rwanda as a lifesaving measure for the

most vulnerable. It will also prioritize a solutions-oriented approach for IDPs and host community members, such as in Yemen, where support will be provided to establish small businesses that produce locally-sourced materials for use in UNHCR shelter kits.

Mobilizing support through strategic partnerships

Addressing regional refugee crises through an inclusive approach remains a priority for UNHCR's strategic partnerships across the region. This approach is reflected in the 270-partner Regional Refugee and Resilience Plan (3RP) for the Syria crisis—an integrated humanitarian and development plan to address the needs of refugees and host communities alike. Such an approach will also necessitate enhanced policy design and partnerships for a true "whole-of-society" response. UNHCR will strengthen its partnership with the World Bank towards more sustainable solutions to displacement across the region. In Mauritania, in particular, UNHCR will engage with the World Bank and the Government to advocate the inclusion of refugees and asylum-seekers in the national health system.

Assisting IDPs in Iraq, UNHCR will work with the World Bank to advocate their inclusion in national social protection mechanisms. Mixed population movements across the Mediterranean Sea and the Gulf of Aden will also require collaborative cross-regional approaches to prevent loss of life and strengthen solidarity and responsibility-sharing, in line with the Global Compact on Refugees.

The 3RP strategic overview in response to the Syria crisis 2019/2020



Citizenship hopes become reality for Iraq's Bidoon minority

A UNHCR-funded legal initiative has secured nationality for hundreds of formerly stateless families in southern Iraq, giving them access to basic rights and services.

"I felt that I did not exist. When you don't have documents you are not counted."

—Mohammad, a former stateless person in Iraq.



MAJOR SITUATIONS IN THE MIDDLE EAST AND NORTH AFRICA IN 2020



SYRIAN ARAB REPUBLIC

With an estimated 6.2 million IDPs and 5.6 million registered Syrian refugees in the region, of whom 41% are children and 21% are women, the Syria situation remains one of the largest humanitarian and displacement crises in the world. While large-scale conflict is expected to decline in most parts of Syria in 2020, it will likely persist in contested areas, resulting in continued humanitarian needs with significant protection risks. Access to people of concern and areas of return will remain challenging. IDPs and refugees will continue to return from the region, particularly to areas where relative stability has emerged.

UNHCR will focus on multi-sectoral assistance ranging from access to civil documentation to strengthening community-based protection. It will promote comprehensive solutions, provide emergency core relief items and shelter assistance, and support livelihood opportunities. In the five main countries hosting Syrian refugees, UNHCR will co-lead the Regional Refugee Response Plan along with UNDP, coordinating the work of more than 270 partners.

5.6 million
REFUGEES & ASYLUM-SEEKERS¹
6.2 million
INTERNALLY DISPLACED¹
292,000
IDP RETURNÉES¹
64,000²
REFUGÉE RETURNS



IRAQ

Some 1.5 million Iraqis remain internally displaced and more than 4 million IDP returnees face protection risks, constrained access to basic services and insecurity while contending with lack of livelihoods and shelter, as well as the danger from explosive remnants of war. Secondary displacement or re-admittance to camps where return is not possible or sustainable, is likely to continue in 2020.

UNHCR's focus will remain on ensuring protection and gradual transition from humanitarian assistance to development programming through strengthening national protection systems, access to employment, inclusion in national systems, and identifying comprehensive solutions for people of concern. In neighbouring countries, there are more than 257,000 Iraqi refugees and asylum-seekers registered with UNHCR, of whom 33% are children and 24% are women, with an additional 32,000 people living in camps without any form of registration in Al-Hassakeh Governorate in Syria.

257,000
REFUGEES & ASYLUM-SEEKERS³
1.5 million³
INTERNALLY DISPLACED³
4.3 million³
IDP RETURNÉES



YEMEN

The Yemen situation is still the world's worst humanitarian crisis with some 24.1 million people—80% of the population—in need of assistance. In 2020, the political and security situation is expected to deteriorate, with new frontlines likely to emerge.

Violations of international humanitarian law and human rights law have caused intense suffering to civilian populations. The protection space is also shrinking for the 277,000 refugees and asylum-seekers in the country, some of whom have faced arbitrary arrest, detention and deprivation of basic rights. Cholera will continue to be a threat, aggravated by harsh rain and flooding across multiple governorates.

UNHCR's focus will be on delivering emergency humanitarian aid to IDPs, IDP returnees and affected host communities, while continuing to improve the protection space for refugees and asylum-seekers.

277,000
REFUGEES & ASYLUM-SEEKERS⁴
3.6 million⁴
INTERNALLY DISPLACED⁴
1.3 million⁴
IDP RETURNÉES



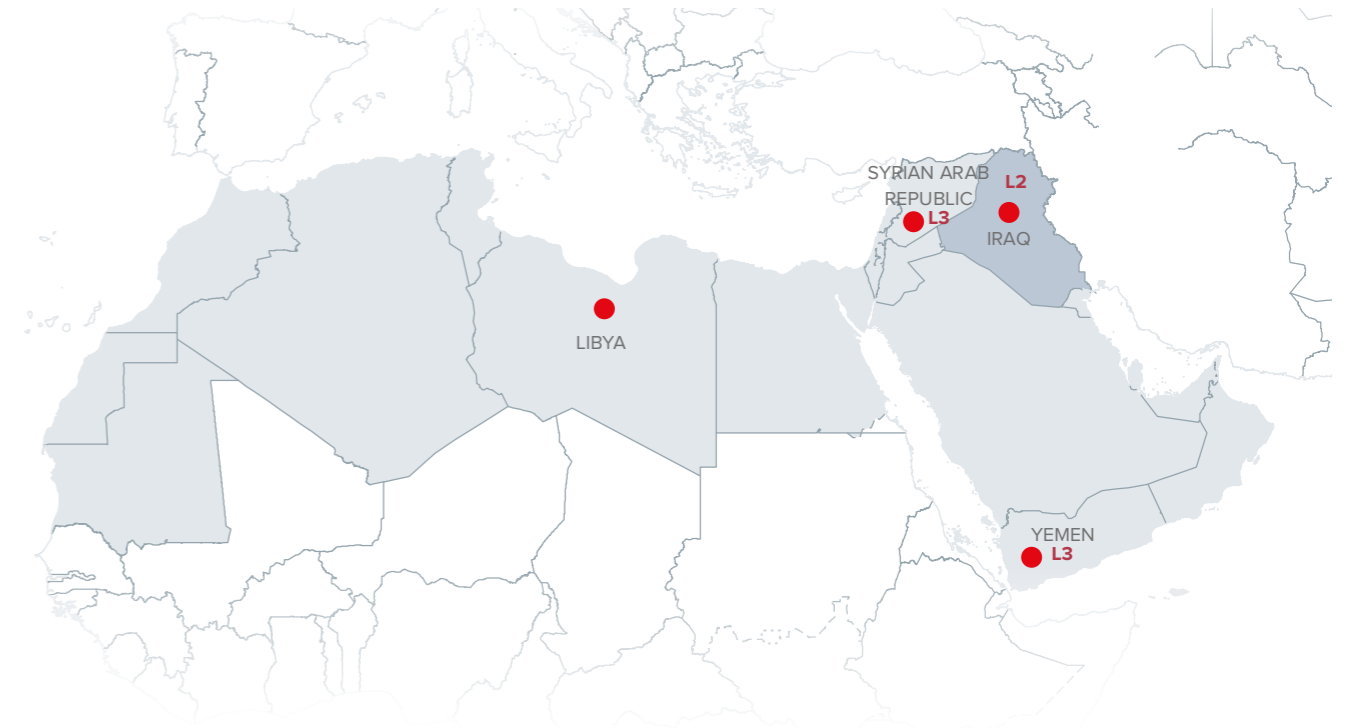
LIBYA

While efforts are underway to end conflict and encourage peace, fighting in Tripoli is likely to trigger further internal displacement and people in need of protection will face difficulties in accessing assistance. The Libyan Coast Guard is expected to continue disembarking refugees and migrants attempting to use the Central Mediterranean route, with the risk that many of these people will find themselves in prolonged detention in dire conditions.

UNHCR will support IDPs, refugees and asylum-seekers, particularly in urban areas. It will deliver lifesaving assistance at disembarkation points and detention facilities, while strongly advocating for alternatives to detention. The implementation of durable solutions will be prioritized, including direct resettlement, voluntary repatriation and reunification, as well as humanitarian evacuations for vulnerable people of concern to the Emergency Transit Centres in Romania and Italy, and to the Emergency Transit Mechanisms in Niger and the newly-opened one in Rwanda.

46,000
REFUGEES & ASYLUM-SEEKERS⁵
301,000⁵
INTERNALLY DISPLACED⁵
447,000⁶
IDP RETURNÉES⁶
2,600⁷
PEOPLE OF CONCERN
IN DETENTION

The Middle East and North Africa region continues to bear some of the most adverse and prolonged humanitarian crises globally, with complex drivers including ongoing hostility and a lack of political solutions. Emergency assistance will be at the forefront of the operational response in 2020-2021, in tandem with work that focuses on preserving protection space and creating conditions that allow people of concern to voluntarily return in safety and in dignity.

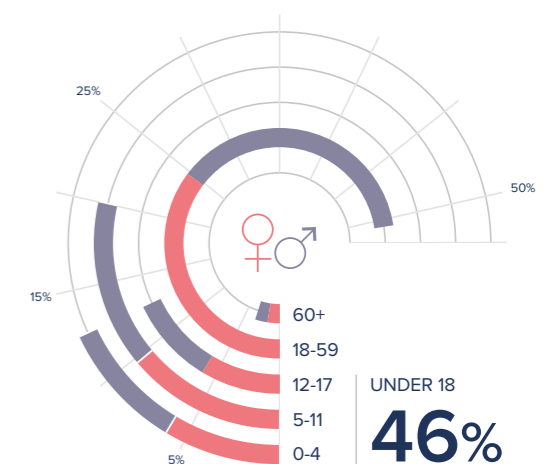


AGE AND GENDER BREAKDOWN REFUGEES AND ASYLUM-SEEKERS | January 2019

16 million

2020 PLANNING FIGURES FOR PEOPLE OF CONCERN
IN THE MIDDLE EAST AND NORTH AFRICA

REFUGEES	2.7 million
ASYLUM-SEEKERS	317,000
RETURNEES (REFUGEES AND IDPs)	2.3 million
IDPs	10.3 million
STATELESS PERSONS	365,000
OTHERS OF CONCERN	3,300



¹ Source: OCHA (2019).

² Monitored by UNHCR in 2019 and does not reflect all returns.

³ Source: IOM (2019), cumulative figures since January 2014.

⁴ Source: IOM (2019), cumulative figures since March 2015.

⁵ Source: IOM (2019), displaced since January 2016.

⁶ Source: IOM (2019), returned since 2017.

⁷ Estimated as of November 2019.

● Situation
■ IDP initiative
L 2/3 Level of emergency

IMPLICATIONS OF UNDERFUNDING

All situations, including the ones for Iraq, Syria and Yemen, were underfunded in 2019. Difficult decisions were therefore made about the priorities for support, given the resources available.

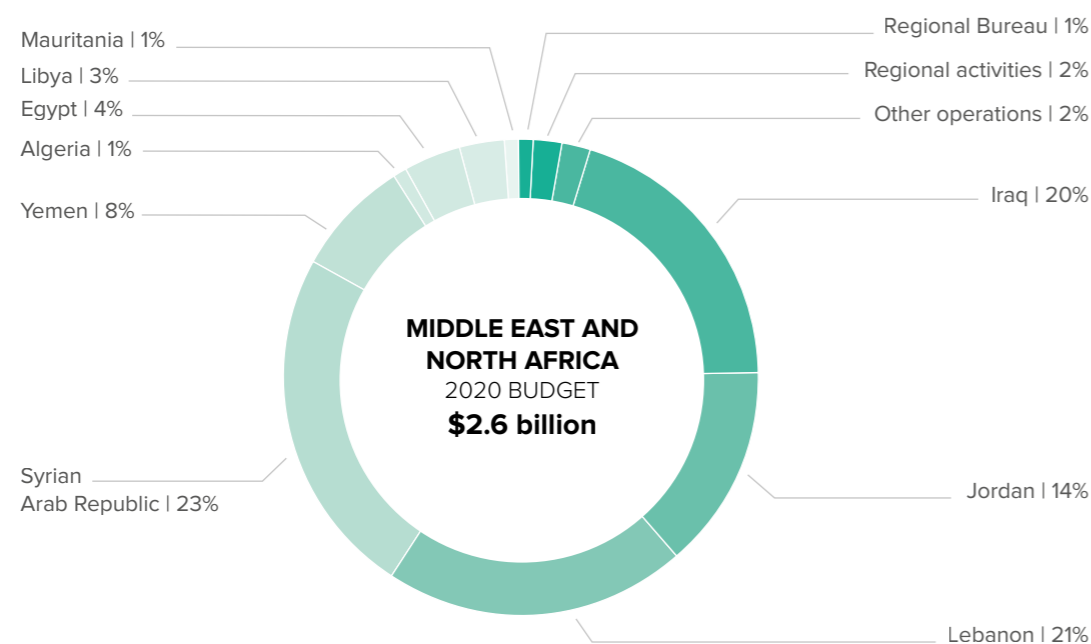
The implications of a lack of funding can be seen across the spectrum: from preparedness to response, to finding solutions. For instance, UNHCR’s winter assistance programme remains vital to ensure that vulnerable IDPs and refugees are equipped to survive harsh conditions. Underfunding in 2020-2021 will leave these people without the means to cover their survival needs during winter months and will lead to further deterioration of their living conditions.

The vulnerability of Iraqi and Syrian refugees and IDPs as a result of prolonged displacement has worsened over time, with poverty rates continuing to exceed 60% in some countries. More than 1.2 million Syrians are eligible for cash assistance but, without adequate funds, UNHCR will not be able to use this valuable modality to address the protection risks of the most vulnerable. Cash prevents and mitigates

child protection by, for example, reducing risks of child labour, early marriage and gender-based violence. However, risks to children will increase if operations do not receive sufficient funding. Protection and cash programmes work in tandem to ensure vulnerable people are successfully identified, providing individuals with cash for their most basic needs or with multi-purpose cash assistance. Given the value of cash assistance and that those who are eligible for it are among the most vulnerable in the region, reducing it may worsen their protection risks and compel them to increasingly rely on negative coping mechanisms.

For operations facing chronic funding shortfalls, such as Algeria, UNHCR will need funds in 2020-2021 to meet international standards of lifesaving assistance in the areas of, amongst others, protection, shelter, health, and water and sanitation.

Furthermore, health costs continue to rise across the region and not all refugees have access to public health care services. Continued funding is vital to ensure that refugee families have access to the most basic medical services, including preventive and curative primary health care services, as well as secondary and tertiary referral health care.



BUDGETS FOR THE MIDDLE EAST AND NORTH AFRICA | USD

OPERATION	2019 Current budget (as of 30 June 2019)	PILLAR 1	PILLAR 2	PILLAR 3	PILLAR 4	TOTAL	2021 Proposed budget
		Refugee programmes	Stateless programmes	Reintegration projects	IDP projects		
MIDDLE EAST AND NORTH AFRICA							
Regional Bureau for the Middle East and North Africa ¹	3,294,998	17,335,283	-	-	-	17,335,283	19,000,000
Regional activities for the Middle East and North Africa ¹	59,474,887	48,421,053	-	-	-	48,421,053	48,421,052
SUBTOTAL	62,769,885	65,756,336	-	-	-	65,756,336	67,421,052
MIDDLE EAST							
Other operations in the Middle East	41,013,282	-	-	-	18,000,000	18,000,000	18,000,000
Iraq	602,477,448	177,062,196	934,307	-	332,454,370	510,450,874	510,425,000
Israel	4,491,967	6,000,000	-	-	-	6,000,000	6,000,000
Jordan	371,820,283	356,357,449	-	-	-	356,357,449	370,557,449
Lebanon	562,760,979	534,379,077	1,008,633	-	-	535,387,710	488,429,155
Saudi Arabia Multi-Country Office ²	11,448,862	11,284,686	178,167	-	-	11,462,853	11,462,853
Syrian Arab Republic	624,382,693	46,968,149	198,640	317,833,049	247,382,855	612,382,693	612,382,693
Yemen	198,648,637	73,178,497	-	-	138,679,375	211,857,873	270,999,999
SUBTOTAL	2,417,044,152	1,205,230,054	2,319,747	317,833,049	736,516,601	2,261,899,451	2,288,257,148
NORTH AFRICA							
Algeria	37,046,284	37,383,599	-	-	-	37,383,599	37,118,500
Egypt	104,156,716	108,814,434	-	-	-	108,814,434	117,518,805
Libya	88,120,936	58,873,779	-	-	26,740,333	85,614,112	90,568,384
Mauritania	19,321,340	24,591,889	-	-	-	24,591,889	27,131,658
Morocco	8,000,000	8,500,000	-	-	-	8,500,000	8,000,000
Tunisia	7,270,297	8,328,165	-	-	-	8,328,165	7,778,402
Western Sahara - Confidence-building measures	7,259,413	4,000,000	-	-	-	4,000,000	4,000,000
SUBTOTAL	271,174,985	250,491,865	-	-	26,740,333	277,232,198	292,115,749
TOTAL	2,750,989,022	1,521,478,255	2,319,747	317,833,049	763,256,933	2,604,887,985	2,647,793,949

¹ Regional Bureau and regional activities cover the whole Middle East and North Africa region.
² Coordinates activities in Kuwait, Saudi Arabia and the United Arab Emirates.

Safeguarding fundamental rights

Somali refugee women gathered in the Women's Wellness Centre, run by the International Medical Corps in Melkadida Refugee Camp in Ethiopia.

© UNHCR/Georgina Goodwin

Safeguarding the fundamental rights of all people of concern to UNHCR is the core goal of protection. The world contends with increasing displacement driven by overlapping and compounding factors such as conflict, violence, persecution, natural disasters and climate change, all of which places people of concern in situations where their rights are in jeopardy.

The past 12 months have witnessed a number of important developments, offering pathways to improved protection. The Global Compact on Refugees (GCR) provides a framework that aims to address refugee crises in the context of larger global challenges, through fair and predictable responsibility-sharing arrangements that underpin good protection outcomes. Engaging with multiple partners to realize the GCR's key objectives of easing pressure on host countries, enhancing refugee self-reliance, expanding access to third-country solutions and supporting conditions for voluntary return in safety and dignity will guide protection into 2020 and beyond.

The same spirit of collective engagement to provide protection and solutions to people of concern underpinned the High-Level Segment on Statelessness at ExCom in October 2019, which was the half-way point of UNHCR's #IBelong Campaign (2014-2024). States made solid commitments to reinforce their systems to identify, prevent and reduce statelessness through accession and implementation of relevant international instruments, and other partners pledged their support to addressing the challenges of statelessness.

An updated "Policy on Engagement in Situations of Internal Displacement", released in September 2019, promotes clarity and predictability in UNHCR's contribution to coordinated humanitarian responses to internal displacement, and the protection of the rights of IDPs in support of the primary responsibility of the State.

UNHCR is also working with States and partners in the roll-out of the Three-Year Strategy (2019-2021) on Resettlement and Complementary Pathways (see *Building Better Futures*) to broaden the availability of resettlement places including through the involvement of new resettling countries, and to expand complementary pathways for admission to third countries, such as community sponsorships or employment and education opportunities.

Notwithstanding advances in international solidarity and national protection frameworks, serious challenges to the right to seek and enjoy asylum and to the principle of non-refoulement remain. Humanitarian access to affected populations in a number of acute crises is still challenging. Assistance to persons at heightened risk is not fully adequate, and conditions for voluntary return and self-reliance are not sufficiently in place.

In 2020, UNHCR will continue supporting States and people of concern to manage, strategically with all relevant stakeholders and through a rights-centred approach, major protection challenges. Among other priorities, age, gender and diversity considerations will reinforce participation and accountability to affected populations. The Asylum Support Capacity Group, established under the GCR, will respond to States' interest to enhance their laws and policy frameworks. The application of the IDP Policy will strengthen UNHCR's capacity for solutions to internal displacement.

The new Policy on "UNHCR's Engagement in Situations of Internal Displacement"



In this chapter

- Legal protection frameworks
- Identifying international protection needs and national asylum systems
- Protecting and promoting human rights
- Addressing and responding to mixed movements
- Preventing and ending statelessness
- Registration, documentation and profiling
- Community-based protection
- Child protection, youth engagement and empowerment
- Gender equality
- Persons at heightened risk

LEGAL PROTECTION FRAMEWORKS



© UNHCR/Roberto Carlos Sanchez

A young girl and her family apply for asylum in San Jose, Costa Rica, after fleeing Nicaragua.

2020 TARGETS

Develop and disseminate legal and policy guidance on current international protection issues, in accordance with international standards.

Engage in global, regional and national legislative action as well as with judicial processes and actors, in support of international refugee law.

Represent UNHCR in strategic partnerships aimed at strengthening legal protection frameworks.

UNHCR will continue to advance, promote and monitor the implementation of protection standards, in line with its mandate—particularly its supervisory responsibility—and in support of the Global Compact on Refugees and the Sustainable Development Goals. The Office will also promote strengthened state compliance and national systems, and integrate law

and policy advocacy in all relevant areas of its work.

UNHCR will continue to provide guidance on the right to family life for refugees in the context of family reunification, on cessation of refugee status, and on advancing normative displacement standards in the context of climate change and disasters.

The Office will undertake further research and analysis on risks faced by people displaced in the context of disaster and climate change. UNHCR will also roll out guidance on the onward movement of asylum-seekers and refugees, with an emphasis on avoiding penalization for irregular entry or presence.

UNHCR will assist States seeking to accede to relevant treaties or lift reservations to treaties to which they are a signatory. Where needed, the Office will support States in their legislative and judicial processes and work with legislators, lawyers, judges and courts to provide advice on legislation and policies, intervening as amicus curiae where relevant.

UNHCR will continue to engage with strategic partners, processes and mechanisms at global, regional, national and local levels, particularly in the areas

of human rights, migration, and climate change and disaster displacement, the latter being illustrative of the Office’s efforts to develop law and policy frameworks that respond to contemporary challenges, and where it can bring its expertise to bear in global policy discussions.

UNHCR will continue to promote policy coherence on climate change and disaster displacement, deepening understanding among partners and key stakeholders of the protection environment in those contexts. It will participate again in the Platform on Disaster Displacement, supporting its 2018-2020 strategy, and engage in the Task Force on Displacement, particularly in preparation for the 26th Conference of the Parties in November 2020, and in support of relevant disaster risk reduction activities.

Platform on Disaster Displacement Strategy 2019-2022.



Protection capacity | The Global Refugee Forum will seek to strengthen strong institutions and capacities that can enable and enhance refugee protection and the well-being of host communities, with support from a range of actors. This will include enhanced emergency preparedness and responses, more protective legal and policy frameworks, better asylum capacity through the coordinating support of the newly-established Asylum Capacity Support Group, enhanced protection response and strengthening of national institutions, and the promotion of and support to the participation and inclusion of refugees and host communities in all levels of planning and response, as well of refugee-led initiatives.



© UNHCR/Maria Siliu

Climate change and displacement



Hawali’s story is only one illustration of how the world’s displaced are on the front line of climate change. Of the 20.4 million refugees under UNHCR’s mandate at the end of 2018, a third were located in the world’s least developed countries, which are often highly vulnerable to the adverse effects of climate change.

“Forced displacement across borders can stem from the interaction between climate change and disasters with conflict and violence, or it can arise from natural or man-made disasters alone. Either situation can trigger international protection needs.”

—Filippo Grandi, UN High Commissioner for Refugees.



IDENTIFYING INTERNATIONAL PROTECTION NEEDS AND NATIONAL ASYLUM SYSTEMS



UNHCR staff at the Rumichaca International Bridge provide information, legal assistance and aid items to Venezuelan refugees and migrants crossing from Colombia into Ecuador, ahead of the implementation of new visa laws.

2020 TARGETS

Ensure access to individual status determination procedures or group-based protection, as applicable to the majority of those seeking protection.

Ensure minimum procedural standards, in accordance with applicable international and regional obligations, to the majority of national asylum or refugee status determination systems.

With nearly four in five refugees living in countries neighbouring their countries of origin, and the number of forcibly displaced continuing to eclipse prior records, there is an acute need for effective national asylum systems and responsibility-sharing mechanisms.

Within the framework of the Global Compact on Refugees, the Asylum Capacity Support Group will provide a forum for States to request or provide support, with the aim of

ensuring national asylum systems operate with fairness, efficiency, adaptability and integrity. UNHCR will facilitate exchanges between States, experts and civil society members as they seek to support asylum and refugee status determination (RSD) procedures that adhere to minimum standards and produce swift and fair decisions.

Concurrently, UNHCR will conduct RSD under its mandate when required, provided

that status determination yields concrete protection benefits for people of concern. Individual case processing will take place only where it serves a clear and identifiable purpose as part of a broader protection and solutions strategy. In many contexts, group-based approaches are more practical, particularly where asylum-seekers arrive in large numbers due to objectively verifiable circumstances in their country or countries of origin.

Establishing a comprehensive legal framework for RSD, ensuring sufficient staffing levels and setting up supportive infrastructure can be demanding and resource-intensive. Accordingly, UNHCR will facilitate and support States assuming responsibility for RSD, where circumstances permit. That support will be long-term, to ensure the transition is successful and will include quality assurance initiatives, such as those undertaken in the Americas, tailored to each specific context. UNHCR will work with States to set clearly-defined, measurable and

time-bound objectives, with detailed plans for implementation, closure and follow up.

High-quality country of origin information and country guidance are vital to improving the efficiency and quality of asylum decision making. UNHCR will provide guidance to States and other partners. UNHCR also aims to launch a revision of Refworld as the primary law and policy database for asylum decision-making, including a global case law database.

UNHCR's revised RSD procedural standards will provide clear, practical guidelines for implementing status determination procedures. The existing aide-memoire and glossary of case processing modalities will continue to guide States in the conduct of effective triage and selection of appropriate case processing modalities, particularly given the sustained and high rate of arrivals in many regions. UNHCR will also support the assembly of standby rosters featuring technical RSD experts and carry out capacity-building initiatives where needed.



UN High Commissioner for Refugees praises Mexico's support for refugees

With more than 48,000 asylum applications filed up to the end of August, Mexico has seen a 231% increase in the number of asylum applications.

"We dream of having our asylum application approved and getting jobs so we can save money to start our own business again. [...] We don't want to be a burden. We want to contribute to Mexico."

—Carla*, Honduran political activist who applied for asylum in Mexico.

*Names changed for protection reasons.



PROMOTING AND PROTECTING HUMAN RIGHTS



Unaccompanied boys from Afghanistan and Syria in Section A of the Moria reception center in Greece.

2020 TARGETS

Engage strategically with human rights mechanisms to encourage the respect, protection and promotion of the human rights of people of concern.

Advocate, and build partnerships to ensure, the inclusion of forced displacement and statelessness in international, regional and national human rights frameworks and mechanisms.

Promote and monitor access to liberty and freedom of movement for asylum-seekers, refugees and stateless persons, in accordance with international human rights standards.

Many refugees, asylum-seekers, stateless persons and others of concern to UNHCR are unable to enjoy basic rights, including physical security and equality before the law. Without adequate documentation, legal advice or resources, they may be unable to seek relief or redress. To this end, UNHCR will engage with the UN human rights system and will actively promote the human rights of people of concern, including in protection and solutions strategies as well as other operational engagements.

UNHCR will seek to ensure that issues related to forced displacement and statelessness are reflected in international and regional human rights frameworks. This will include, among other things, participation in UN task teams and inter-agency initiatives, as well as contributions to thematic processes and initiatives in the context of the Human Rights Council and the work of its Special Procedures mandate holders. The Office will assist operations in country review processes conducted by the UN Treaty Monitoring Bodies, will help

prepare written submission for the Universal Periodic Review process, and present oral statements to the Human Rights Council, UN Treaty Monitoring Bodies, and other human rights fora. UNHCR will continue to collaborate with UN Country Teams, States, NGO human rights networks, OHCHR and other UN agencies, civil society and national human rights institutions.

UNHCR will integrate a human rights-based approach and human rights considerations across different areas of its work, including delivering advice, guidance and training on the human rights of people of concern. For example, UNHCR will work closely in 2020 with the Global Protection Cluster to develop practical guidance on human rights monitoring in field operations, as well as developing training to strengthen capacity on human rights-related issues.

The Office will raise displacement and statelessness issues in the human rights standard setting and review processes, and encourage States and stakeholders to actively promote the respect, protection and promotion of human rights. UNHCR will also enhance the use of human rights

mechanisms to achieve immediate protection outcomes, including the prevention of refoulement. These activities will also assist UNHCR in strengthening protection in contexts where it does not have a presence or a State is not a party to the 1951 Refugee Convention or Statelessness Conventions.

Ending the arbitrary detention of asylum-seekers, refugees, IDPs and stateless persons is one of many human rights issues UNHCR is keen to address worldwide. As it also seeks to reduce and eliminate unlawful restrictions on their freedom of movement, in accordance with international standards, UNHCR will promote freedom of movement, pursue alternatives to detention, and advocate the elimination of child detention. In 2020, UNHCR will continue to engage with UN human rights mechanisms, particularly the Working Group on Arbitrary Detention, strengthening advocacy and strategic litigation strategy, co-leading the UN Migration Network Working Group on Alternatives to Detention, and strengthening partnerships with civil society, including the International Detention Coalition and its many active member organizations.



On a trek to safety, Somalis risk all in Libya

Held captive by gun-toting smugglers at a warehouse in southern Libya, newlywed Somali refugee Maryam* was taken from her husband Ahmed* and raped—repeatedly—over several months. Only when she became pregnant was she returned to him.

“They continued to beat me despite my condition, but one day a smuggler pushed me very hard. I fell and I miscarried my baby.”

—Maryam*, Somali refugee detained in Libya and evacuated to Niger.



*Names changed for protection reasons.

ADDRESSING AND RESPONDING TO MIXED MOVEMENTS



UNHCR holds a focus group with unaccompanied minors at Shagarab refugee camp during an anti-trafficking campaign in east Sudan.

2020 TARGETS

Identify people in need of international protection, who are travelling in mixed movements, and provide immediate assistance and referrals to appropriate mechanisms and procedures.

Ensure that responses to trafficking in persons include effective safeguards to protect the rights of victims and their access to international protection.

Strengthen partnerships with key States, UN agencies and civil society actors in ways that improve respect for the rights of people in mixed movements.

UNHCR's central objective in its engagement with mixed movements is to ensure that refugees and other people of concern are identified and provided with international protection and, where applicable, have access to solutions. "Mixed movements" are defined as the cross-border movements of people, generally in an irregular manner, who travel alongside each other, using similar routes and means of transport or facilitators, but for different reasons and having different needs. This may include asylum-seekers, refugees, victims of trafficking, unaccompanied or separated children, stateless persons, and migrants.

The routes used by migrants, asylum-seekers, refugees and stateless persons are often extremely dangerous and expose them to risks of harm, abuse and exploitation, including trafficking in persons. In line with the Global Compact on Refugees and ongoing UN engagement in prevention, peacebuilding, security and sustainable development, UNHCR will support measures to address the root causes of displacement and reduce the need for people to undertake dangerous journeys in the first place. These measures include developing and strengthening asylum systems in countries and regions of

origin, as well as along movement routes, so that those in need of international protection can gain access to territory and asylum procedures, adequate reception facilities and protection from refoulement.

It is often difficult to determine if a person is a refugee or a migrant when they first arrive at a border or in the territory of a State. UNHCR will continue to work on measures that support the identification of immediate needs of all people, regardless of status, and provide safe and dignified reception followed by referral to appropriate procedures. This approach is consistent with the New York Declaration on Refugees and Migrants and the provisions of the Global Compact on Refugees, as well as the Global Compact for Safe, Orderly and Regular Migration.

UNHCR will develop and reinforce partnerships to promote access to international protection for people under its mandate and the application of all relevant international and regional refugee and human rights instruments to those in mixed movements.

It will continue participating in the Executive Committee of the United Nations Migration Network, contributing to coherent, comprehensive and coordinated implementation of the Global Compact for Migration. It will maintain its strong partnership with key humanitarian and development organizations in the UN system, civil society, academia, UN Member States and private sector actors, as well as participating in key migration fora such as the Global Forum on Migration and Development.

In order to strengthen responses to trafficking in persons, UNHCR will continue to collaborate with States and partners, particularly IOM and UNODC. In 2020, it will co-chair the Global Protection Cluster Anti-Trafficking Task Team, and actively participate in the work of the Inter-Agency Coordination Group against Trafficking in Persons, as well as of Alliance 8.7—an alliance of stakeholders working towards reaching Sustainable Development Goal 8.7—to eliminate human trafficking, modern slavery and forced labour.



For refugees trapped in Libya, a flight out of danger

An evacuation flight takes 66 vulnerable refugees to Rwanda, where they receive shelter, medical checks and options for a safe future. The group are the first to benefit from a newly announced Emergency Transit Mechanism. The agreement between the Government of Rwanda, UNHCR and the African Union seeks to move refugees most at risk in Libya to the safety of a transit centre in Gashora, a district some 60 kms from Kigali.

"We had a dream of getting out of Libya and now we are finally able to live in peace."

—Zainab, Somali refugee evacuated with her husband and their infant baby girl.



PREVENTING AND RESPONDING TO STATELESSNESS



A formerly stateless young woman obtains citizenship and the right to work in Kyrgyzstan.

2020 TARGETS

100,000 stateless persons will acquire nationality, or have it confirmed.

12 States will accede to the 1954 and the 1961 Statelessness Conventions.

20 States will improve their nationality laws, policies and procedures to be more consistent with international standards on the prevention and reduction of statelessness.

10 States will establish or improve statelessness determination procedures.

Global Action Plan to End Statelessness 2014-2024



To mark the mid-point of UNHCR's ten-year #iBelong Campaign to End Statelessness by 2024, a High-Level Segment on Statelessness was convened on 7 October 2019 as part of UNHCR's Executive Committee session, where States and others made pledges to address statelessness by 2024. More than 60 States made over 230 commitments to accede to or ratify the UN Statelessness Conventions, facilitate naturalization of stateless persons, prevent statelessness by removing gender discriminatory provisions in nationality laws, ensure universal

birth registration, provide protection to stateless persons and enhance or initiate data collection on stateless populations. Resources will be required to support implementation of these pledges.

Despite a steady increase in the number of accessions to the UN Statelessness Conventions, the number of States parties to the 1954 and 1961 Conventions remains short of the 2020 goals of the "Global Action Plan to End Statelessness"—120 and 103 accessions, respectively. In 2020, UNHCR will continue to promote accession to both Statelessness Conventions, with

the aim of boosting the number of States party by 12.

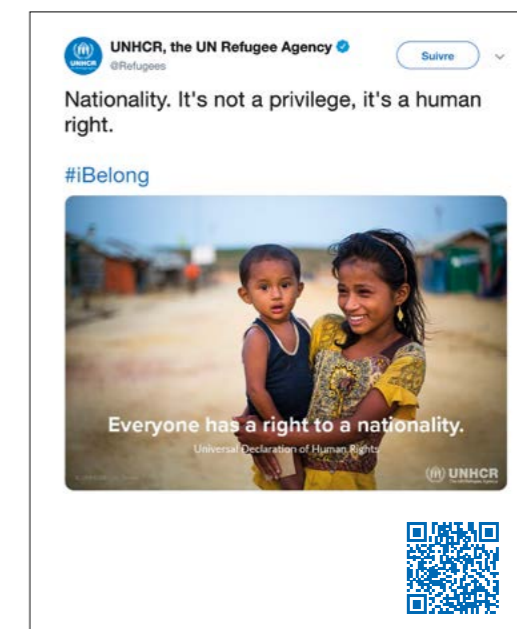
The most sustainable and effective way to prevent and reduce statelessness is by reforming nationality laws, policies and procedures to close gaps that may lead to statelessness. Despite progress, many States do not have safeguards in their nationality law to prevent statelessness at birth. One such safeguard includes granting nationality to children born on the territory who would otherwise be stateless or to children born to nationals abroad.

Discriminatory provisions in a number of States prevent specific groups from acquiring nationality with, for example, 25 States not allowing mothers to confer nationality to their children on an equal basis with fathers. In 2020, UNHCR will continue to provide technical advice to governments, aiming for 20 States to improve their nationality laws, policies and procedures to be more consistent with international standards on the prevention and reduction of statelessness. This target includes the removal of gender discrimination from nationality laws in four States.

While the majority of stateless persons have never left the country where they were born, refugees and asylum-seekers are also at risk of statelessness. Action 6 of the Global Action Plan calls on States to grant protection status to stateless migrants by establishing statelessness determination procedures and facilitating their naturalization. A statelessness determination procedure serves to identify stateless persons among migrant populations to ensure they enjoy the rights to which they are entitled until they acquire a nationality. So far, only a limited number of States have established statelessness determination procedures, with many hosting significant refugee

populations lacking such a procedure. In 2020, UNHCR will advocate and provide technical advice to governments for the introduction or improvement of statelessness determination procedures, leading to structural changes in 10 States.

A key challenge in addressing statelessness is the lack of data. Current statistics on stateless persons cover only 78 countries with a total number of 3.7 million stateless persons. The true global number remains unknown. UNHCR will continue to work with others, including UNFPA, the United Nations Statistical Commission and the World Bank to encourage better collection of data nationally, as well as the establishment of a more rigorous global estimate for the number of stateless persons. UNHCR will also support identification and registration exercises and surveys to increase knowledge on the number of stateless persons, their situation and possible solutions. These efforts are expected to lead to improved quantitative and qualitative baseline data for 20 States and statistical data on stateless persons for 10 more countries.



REGISTRATION, DOCUMENTATION AND PROFILING



Biometrically registered Ethiopian refugees in South Sudan wait for a food distribution in Gorom refugee camp.

2020 TARGETS

15 million individual registration records will be available in UNHCR's Population Registration and Identity Management Ecosystem (PRIMES).

10 million individuals will be biometrically enrolled in PRIMES across 75 country operations.

75 UNHCR operations will implement UNHCR's "Policy and Guidance on Registration and Identity Management".

Guidance on Registration and Identity Management



PRIMES is UNHCR's central population registry and corporate registration and case management system. Its primary objective is to furnish refugees and other displaced populations with a legal and digital identity recognized by States and businesses. As of September 2019, 9.6 million people were registered in PRIMES proGres v4 across 67 operations. In 2020, UNHCR will implement and manage PRIMES across 90 of its operations, covering an estimated

15 million individual registration records, with more than 10 million individuals enrolled biometrically including in eight additional country operations. When this is complete, UNHCR will have met its Grand Bargain commitment to bring the total number of operations with biometric systems to 75 by 2020.

In 2020, the PRIMES support structure will be expanded beyond UNHCR Headquarters to include data, identity

management and analysis platforms in its seven regional bureaux. UNHCR will ensure that PRIMES applications are accessible and interoperable with partner systems, and will continue to streamline beneficiary identity management through assistance distribution points. Its aim will be to facilitate secure, safe and appropriate access to data for UNHCR and partners.

Specially trained registration staff will be deployed to emergency situations. Verification exercises and registration activities will be strengthened through a partnership with the Danish Refugee Council on a dedicated roster for registration experts. UNHCR will also conduct a series of webinars for registration and protection staff dedicated to disseminating advice from its "Policy and Guidance on Registration and Identity Management". The Policy will also be included in other corporate training and capacity-development initiatives.

UNHCR will implement its digital identity and inclusion strategy by supporting specific field-level innovations that

contribute to realizing the goals of the Global Compact on Refugees—particularly facilitating self-reliance, connectivity and financial inclusion—as well as developing new global standards and guidance. Information on other people of concern, including stateless persons, IDPs and returnees, will be collected through estimation, enrolment, profiling and surveys. International recommendations for data and statistics on refugees and IDPs, along with guidance materials, will be adopted by the UN members and agencies in March 2020. UNHCR will also collaborate closely with the Joint IDP Profiling Service, and expand its use of the service's skills and capacities for better data on IDPs.

In addition to supporting States with registration and identity management, UNHCR will also provide support in gathering and managing data and information on refugees and IDPs, increasing their capacity to analyze the situations of people of concern and ensure their needs are reflected in national plans.



Registration gives many Rohingya refugees identification for the first time

More than 270,000 stateless refugees from Myanmar provided with identity cards in an ongoing registration drive in Bangladesh.

"We want documents for Rohingyas. This is our document."

—Nasima Aktar, stateless Rohingya who recently received an identity card with her basic biodata, photo and country of origin.



COMMUNITY-BASED PROTECTION



Rehena Begum (right) talks to Safety Unit Volunteer, Samuda Begum, during a visit to her home in Camp 21, Kutupalong, Bangladesh.

2020 TARGETS

Extent local communities support presence of people of concern (refugees, IDPs, returnees and stateless persons) will be improved in 65 operations.

Percentage of programme priorities identified by the community will be implemented and/or improved in 30 operations.

Percentage of people of concern represented in leadership management structures improved.

Enhance consistency and cross fertilization across regions and population groups and support capacity to advance community-based protection.

UNHCR's Age, Gender and Diversity Policy



Effective and sustainable responses are only possible when the views, priorities and capacities of women, men, girls and boys of concern—refugees, stateless persons, IDPs, returnees—are used to inform protection programming. UNHCR is strongly committed to maximizing its direct engagement with all communities of concern, through a community-based approach by promoting equal partnerships and placing them at the centre of the decision-making process.

This requires UNHCR and partners to be equipped with the necessary tools and skills across sectors and throughout the operations management cycle. Building on UNHCR's experience in implementing community-based protection, the Office will continue to invest in its field operations through the adaptation and dissemination of practical tools applicable in situations of forced displacement, including internal displacement, and will document and disseminate emerging and

promising practices which facilitate timely identification of community concerns; build on their existing capacities and strengths; ensure inclusive and representative leadership structures; and promote social cohesion. UNHCR will continue to provide guidance and build capacity through the roll out of its community-based protection (CBP) online module, the “Community-based protection” and “Programming for protection” learning programmes, which provide concrete examples from diverse contexts.

In the context of regionalization, and building on the experience and lessons learnt during the roll out of UNHCR's “Policy on Age, Gender and Diversity”, UNHCR will increase efforts to identify and disseminate good practices on age, gender and diversity, accountability to affected populations and CBP. It will also ensure common standards among regions and across forced displacement contexts through its enhanced online community of practice and its “Community-based protection in action” series.

UNHCR will continue to demonstrate inter-agency leadership on accountability to affected populations as co-chair of the IASC Results Group 2 on Accountability and Inclusion and as co-signatory of the Grand Bargain's participation revolution workstream.

UNHCR's approach to establishing and maintaining trusted communications channels with affected populations is inherently flexible and grounded within its community-based protection approach. This bottom-up, community-first process allows existing communications capacities to be identified and strengthened. This includes ensuring that UNHCR adapt to, and safely adopt, innovative new communication methodologies reflecting communities' preferred and trusted channels, both on and offline. To do so requires investment in the Office's capacity to understand and mitigate online data protection and privacy risks and to ensure inclusivity in UNHCR's approach to establish and maintain dialogues across a diversity of communities.



Helping families to thrive in the world's largest refugee settlement

Two years after Rohingya refugees fled to Bangladesh, strides are being made in enhancing nutrition, shelter, sanitation, health care and registration, though challenges remain. Through a unique project created by UNHCR and its partner BRAC, women like Sahera are able to plant and harvest their own produce again. The project began in 2018 with 100 farmers and is expanding.

“We're putting refugees at the centre of the response, to deliver services ... and improve infrastructure.”

—Oscar Sanchez Pineiro, UNHCR's Senior Field and Sector Coordinator in Cox's Bazar.



CHILD PROTECTION, YOUTH ENGAGEMENT AND EMPOWERMENT



A young South Sudanese refugee flies a kite in Jewi refugee camp, Ethiopia.

2020 TARGETS

Ensure non-discriminatory access to national child protection and social services for children of concern (refugees, IDPs, returnees and stateless) in 30 countries.

Initiate or complete a best interests process for more than 70% of unaccompanied or separated children.

700 children's committees, groups and other structures will be operational and will facilitate children's participation.

30 youth-led projects from among all children of concern will be supported by UNHCR.

Children make up over half of the world's refugee population and there are 4.8 million refugee youth. Displaced children and youth are particularly vulnerable to separation, violence and exploitation, yet have great potential and capacities for resilience and innovation, if provided with appropriate support and opportunities. UNHCR's approach to child protection and youth participation in 2020 will focus on five strategic priorities.

Strengthening national child protection systems to ensure inclusion and protection of displaced children

UNHCR will work with authorities, other UN organizations and civil society to strengthen the inclusion of displaced and stateless children in national child protection systems and the capacity of

these systems to address the specific needs of these children. Priorities include strengthening social services in areas hosting displaced people, boosting the skills and procedures in place to respond to the needs of displaced children, and increasing birth registration for children of concern to prevent statelessness, in light of recent declines in access to birth registration over the last year.

Ensuring appropriate best interests and child-friendly procedures are undertaken for children at risk

An ongoing priority for UNHCR is to ensure that refugee children and other children of concern have access to appropriate and timely best interests procedures. UNHCR and partners will undertake best interests assessments and determinations,

where national procedures are insufficient or inaccessible. UNHCR and partners will also work in at least 15 operations to strengthen unaccompanied and separated children's access to appropriate alternative care, particularly family-based care for unaccompanied and separated children. Capacity building will also be undertaken to ensure UNHCR and government asylum systems are child-friendly, including that children's views are given due weight, family unity is prioritized, children and families are provided with timely, accurate information and interviews are conducted by skilled staff in a child-friendly manner.

Supporting communities, families and children to care for and protect children

UNHCR and partners will also support community-based child protection programmes. This includes supporting community members to mobilize, share information and initiate dialogue on key child protection issues, such as child labour or violence in the home. UNHCR will also provide child-friendly information on services to children, families and affected communities that prevent and respond to child protection issues. UNHCR and partners will support parenting programmes that help caregivers deal with their own stress, care for and protect their children, and use positive discipline methods. The priority will be to support forcibly-displaced children, families and communities' own efforts and initiatives to protect children.

Youth engagement and empowerment

Meaningful participation of youth in decision making processes, youth-sensitive programming, and the provision of youth-specific services are all key priorities of the Global Compact on Refugees.

UNHCR will work to support youth-led initiatives, engage youth in coexistence and peace-building activities, promote youth development, provide youth-sensitive education, livelihoods, sports and recreational opportunities, and strengthen capacity building, in line with the implementation of UNHCR's "Core Actions for Refugee Youth". UNHCR will also work to strengthen youth inclusion in accountability mechanisms and in broader consultation and networking opportunities. UNHCR will support a range of initiatives to strengthen youth leadership and action, including through youth-led projects, Youth Initiative Fund projects, the Global Youth Advisory Council, capacity building for youth, and inclusion of youth in country-level protection initiatives.

Strengthening coordination, knowledge, information management and data on child protection and youth

UNHCR's approach will support knowledge, data generation and dissemination, including sharing lessons learnt, good practices and tools for effective child protection programming. UNHCR will also strengthen information management capacity for child protection (including case management, and child protection data and analysis) as well as multi-sectoral youth-sensitive programming. There is currently no streamlined way to capture youth-disaggregated data across humanitarian agencies. To address this challenge, UNHCR will work with partners to strengthen the collection and use of accurate information to understand the needs of young people by advocating for increased investments in data; streamlining data collection and analysis; and reviewing data collection methodologies, including through participatory methods.

UNHCR's Core Actions for Refugee Youth



 GENDER EQUALITY



A Congolese woman works on farmland as part of Evariste Mfaume's peace villages and agricultural empowerment project.

2020 TARGETS

Improve the participation of women in leadership and management structures in 54 refugee operations and in 4 situations where UNHCR is operationally involved with internally displaced people.

Conduct gender equality learning programme to increase and strengthen UNHCR's gender equality-related capacity.

Disseminate operational support to strengthen gender equality mainstreaming.

Gender equality is fundamental to the wellbeing and rights of all people of concern and is relevant to every aspect of UNHCR's work. In 2020, the Office will continue to advance gender equality across its work. It will advance the rights and improve the protection of women and girls through the continued implementation of five commitments to women and girls, which are part of UNHCR's "Age, Gender and Diversity Policy":

- Women and girls participate equally and meaningfully in decision-making and leadership structures.

- Women and girls are provided with individual registration and documentation.
- Women and girls have equal access to, and control over, management and provision of food, core relief items and cash-based interventions.
- Women and girls have equal access to economic opportunities, decent work and quality education and health services.
- Women and girls have access to comprehensive SGBV prevention and response services.

UNHCR's Age, Gender and Diversity Policy



In order to ensure a response that actively advances gender equality and women's empowerment, UNHCR will continue to support its staff to effectively mainstream gender across its operational work and programming in refugee, IDP, returnee, states and mixed contexts, as well as implement targeted actions that advance gender equality and women's rights. In this regard, UNHCR will conduct its gender equality learning programme in regions where this has not yet been rolled out. The programme aims to strengthen technical gender equality capacity among staff. It will focus on gender focal points and their capacity to function as gender equality resources and advocates within operations.

Furthermore, a newly-developed gender equality toolkit with user-friendly guidance on how to integrate gender equality in the work and activities of UNHCR will be disseminated, including among UNHCR-led protection, shelter and CCCM clusters. It will support staff in mainstreaming gender equality throughout the Office's operation management cycle and coordination leadership in refugee and IDP contexts, integrating gender in emergency responses, designing gender responsive cash-based interventions and advancing women's participation in leadership and decision-making structures.

Work will also continue to expand the use of the IASC gender with age marker—a technical tool that looks at the extent to which programmes respond effectively to gender and age differences among

people of concern—across the agency, including by UNHCR-led clusters during the humanitarian programme cycle processes. Increased use of the marker will help to ensure that gender equality is explicitly articulated in operational plans and programmes, as well as inter-agency processes.

UNHCR's work on gender equality and women's empowerment is most effective when it happens consistently across all the sectors in which UNHCR works. With that in mind, there will be a focus on promoting cross-sector collaboration and identification of strategic entry points, for example around girls' access to quality education, prevention work around SGBV, protection of IDP and returnee women's housing, land and property rights in shelter programming, and promotion of women's participation and leadership in governance structures established in IDP camps and sites.

At a global level, UNHCR will continue to promote and advocate gender equality in humanitarian action by building on initiatives such as gender audits of the global processes around the Global Compact on Refugees and the Global Refugee Forum. UNHCR will focus on ensuring the active involvement and leadership of refugee women and their organizations in such processes. UNHCR will also continue to seek out and engage in strategic partnerships around gender equality and humanitarian response.

IASC gender with age marker



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 PERSONS AT HEIGHTENED RISK



Older persons find friendship in a UNHCR-supported centre in Aleppo, Syria.

Protecting persons with disabilities and older persons

2020 TARGETS

Finalize and circulate guidance on identifying refugees with disabilities at registration, with accompanying training material.

Organize 3 regional or subregional-level workshops bringing together UNHCR and local or regional organizations of persons with disabilities, including refugees and IDPs with disabilities.

Revise and disseminate guidance on working with older persons in forced displacement.

Failure to identify refugees with disabilities at registration undermines their equal access to protection, assistance and solutions, as well as limits UNHCR’s capacity to effectively monitor their inclusion in all aspects of programming. In order to address these challenges, a key focus for UNHCR in 2020 will be to build the capacity of UNHCR staff and partners to identify persons with disabilities, including through use of the Washington Group question sets on disability in continuous registration processes.

Another priority for UNHCR in 2020 will be to develop its partnerships with organizations of persons with disabilities, in order to reinforce participation and strengthen engagement between displaced and host populations of persons with disabilities. To facilitate dialogue and a space to identify opportunities for partnership, UNHCR will hold three regional or subregional-level workshops that bring together staff, partners and organizations of persons with disabilities.

It is recognized that older persons experience specific risks during forced displacement and are often excluded from opportunities to exercise their leadership and apply their skills and capabilities. However, UNHCR’s understanding of the factors contributing to older people’s vulnerability—and the participation barriers they face—is currently limited. During 2020, UNHCR will focus on addressing that knowledge gap about older people in forced displacement and raising awareness among its staff and partners on the importance of age-sensitive programming.

UNHCR will seek to improve access for all to protection, assistance and solutions, including persons with disabilities and older persons. These efforts will contribute to greater visibility of persons with disabilities and older persons in programming, strengthening their engagement as actors in response to forced displacement.

Protecting LGBTI people in forced displacement

2020 TARGETS

Build the capacity of UNHCR and partner staff to work with and support LGBTI people of concern.

Reinforce partnerships to protect LGBTI people in forced displacement, determination systems.

Persecution and discrimination experienced by LGBTI persons is a trigger for their flight in search of safety and security. LGBTI persons are frequently subject to continued harm while in forced displacement—including sexual and gender-based violence, a lack of police protection, refoulement, exclusion from access to basic services, lack of services addressing their specific needs, arbitrary detention and exclusion.

UNHCR is focusing its efforts in 2020 to better understand the many challenges faced by LGBTI individuals in forced displacement, identify innovative solutions to address those challenges, build the capacity of its staff and partners to offer support, and

establish partnerships at global, regional and local levels, including with local actors, civil society and LGBTI organizations.

To achieve this, UNHCR is planning consultations in various regions in 2020 and will organize a roundtable that will bring together experts from states, NGOs, academic institutions and international organizations to present the finding of the consultations, discuss the challenges faced by LGBTI persons in forced displacement today, and identify priority actions needed. These identified actions will direct UNHCR’s and partners work throughout 2020 and the following years.



Supporting LGBTI inclusive protection in Ecuador

In Quito and Esmeraldas, Ecuador, a UNHCR project, supported by UNHCR’s Innovation Fund, and designed to improve protection and integration for LGBTI people of concern, is underway. The challenges for the community include discrimination in many aspects of their lives (social, medical, livelihoods), and the heightened need for access to safe spaces in contexts of forced displacement. Through a collaboration with *Taller Comunicación Mujer* and *Fundación Lunita Lunera*, participatory exercises that map social and integration spaces will form the basis for information products to be distributed to LGBTI people of concern. Incorporated into the design are feedback mechanisms that will allow the product to be updated in communication with the community network.



Responding with lifesaving support

With nearly 75 million people of concern worldwide at the end of 2018, tens of million of whom were forcibly displaced, UNHCR will continue to provide protection and assistance in emergencies, often in challenging security environments. By October 2019, UNHCR was responding to ten large-scale refugee and IDP emergencies, including the situations for Burkina Faso, Cameroon, Central America, Costa Rica, the Democratic Republic of the Congo, Myanmar, Niger, the Syrian Arab Republic, the Bolivarian Republic of Venezuela, and Yemen, as well as countries affected by Cyclone Idai (Mozambique, Malawi and Zimbabwe).

Following the High Commissioner's 2017-2021 Strategic Directions and in line with the recently revised "Policy on Emergency Preparedness and Response", now aligned with the IASC Humanitarian System-Wide Scale-Up Protocols of November 2018, UNHCR will mobilize financial, human and material resources and facilitate partnership engagement to respond to refugee and IDP emergencies worldwide.

In accordance with UNHCR's new "Policy on Engagement in Situations of Internal Displacement", the Office will further boost its capacity and tools to prepare and respond to IDP emergencies, such as through dedicated information management capacity for IDP emergencies and development of the IDP emergency preparedness package.

Strengthening partnerships with multiple stakeholders, including national governments, local authorities, NGOs and local communities, will remain at the core of UNHCR's preparedness and response. In the decentralized environment, additional support will be given to the regional bureaux so they can efficiently fulfill their functions in preparing and responding to emergencies in the regions, managing the supply chain and procurement, as well as providing security oversight, guidance and advice to country operations in the regions and assisting them in security risk management and responses to critical incidents.

In this chapter

- Emergency preparedness and response
- Global supply management
- Prevention and response to sexual and gender-based violence
- Cash-based interventions
- Public health
- Nutrition and food security
- Water, sanitation and hygiene (WASH)
- Shelter and settlements

The new Policy on "UNHCR's Engagement in Situations of Internal Displacement"



A UNHCR staff member talks to young Syrian refugees outside a makeshift shelter at Bar Elias settlement in Lebanon, during the emergency response to Storm Norma in January 2019.

© UNHCR/ Diego Ibarra Sánchez

EMERGENCY PREPAREDNESS AND RESPONSE



Rohingya families are moved to new shelters at Chakmarkul settlement in Cox's Bazar, after three days of continuous rain caused flooding, landslides and damage. Pre-positioned emergency supplies were distributed to help rebuild, repair and strengthen damaged shelters.

2020 TARGETS

100% of high-risk countries will be compliant with preparedness reporting in accordance with UNHCR's High Alert List for Emergency Preparedness (HALEP).

100% of HALEP red-rated countries will have a preparedness action plan and will receive targeted support.

Develop and roll out a preparedness tool for IDP situations to enhance the Office's existing systems.

170 UNHCR emergency surge staff and 130 emergency deployments by standby partners will be ready for deployment.

350 UNHCR and partner staff will be trained at 3 workshops on emergency management, 3 situational emergency trainings, 2 inter-agency emergency team leadership programmes and preparedness trainings.

UNHCR Policy on Emergency Response and Preparedness



Preparing for an emergency involves a mix of risk monitoring, and setting up preparedness actions, including scenario-based contingency planning. UNHCR has learnt several important lessons from the implementation of the 2017 "Policy on Emergency Preparedness and Response". These include the need for a more predictable and robust corporate response to IDP emergencies that involves capacities and resources from across the Office, and the value of credible and high-quality data, knowledge and information management capabilities from the onset of emergency operations to enable the cooperation and

support of key stakeholders. It also includes, depending on the operational context, building on the Global Compact on Refugees and the Comprehensive Refugee Response Framework to do things differently and better in partnership with development, private and civil society actors. For example, engaging development partners to step in as early as possible in an emergency, where applicable, has a strong link to preparedness. It improves the prospects for effective protection in host areas by supporting resilience and sustainable development.

Consistent leadership and timely support will be key to enabling more predictable, evidence-based, cost-effective and resilient refugee and IDP emergency responses. To address the growing demand for stronger emergency leadership and coordination from operations UNHCR will ensure skilled and dedicated emergency first responders remain in its team.

In 2020, UNHCR will improve its data quality, information management and communication in emergency contexts by effectively leveraging its technical partners' operational strengths. As part of global preparedness, UNHCR will continue to contribute to the training of UNHCR, government, national and regional partners in emergency management and leadership throughout 2020-2021.

Field security

A strong culture of security based on sound risk management practices enables UNHCR to deliver its programmes safely

and effectively, even where risk remains.

UNHCR will adapt service delivery to the new organizational model, while focusing on effective field support through empowered regional bureaux and clarifying who is responsible for what, from the authorities to humanitarian staff.

As part of their duty of care, and to ensure they make informed decisions, UNHCR will ensure all staff are aware of threats and risks before deployment. It will also actively support the recruitment of field security and safety personnel on behalf of the staff in field operations. Stockpiles of security equipment will be maintained, which can be deployed rapidly to improve basic risk mitigation. One example of the tools and services now available to those working in-country, is a test exploring the initial vulnerability of premises to blast threats.

This tool is effective when new premises are being considered and can save costs as structural engineers can quickly provide remote guidance without needing to travel.



Key operational partnerships, including standby partners

In 2020, UNHCR's 18 standby partners will continue to support emergency operations through the deployment of protection, coordination, registration, information management and technical experts, or providing service packages such as constructing an office or accommodation for UNHCR staff.

- Bundesanstalt Technisches Hilfswerk (THW)
- CANADEM
- Centers for Disease Control and Prevention, United States of America
- Danish Refugee Council
- Department for International Development, United Kingdom of Great Britain and Northern Ireland (DFID)
- Directorate for Civil Protection and Emergency Planning, Norway (DSB)
- Dutch Surge Support Water
- Emergency.lu Luxembourg Ministry of Foreign Affairs
- International Humanitarian Partnership
- iMMAP
- Irish Aid
- Norwegian Refugee Council (NRC)
- RedR Australia
- Save the Children Norway
- Swedish Civil Contingencies Agency (MSB)
- Swiss Agency for Development and Cooperation (SDC)
- Veolia Environment Foundation
- White Helmets Commission, Argentina

In the second half of 2019, three new emergency preparedness and response partnership agreements with the Ministry of Emergency Situations of the Russian Federation (EMERCOM), the Danish Emergency Management Agency (DEMA), and the Turkish Disaster and Emergency Management Authority (AFAD) were signed. They will be implemented in 2020. One more emergency partnership agreement is being developed.

The Office will also continue closely collaborating with Germany, Norway and Senegal, which provide training facilities and technical support to UNHCR's emergency training programmes.

GLOBAL SUPPLY MANAGEMENT



UNHCR staff hand out solar lanterns in partnership with the NGO Electricians Without Borders at Picoco camp in Beira, Mozambique.

2020 TARGETS

\$33 million worth of emergency supplies will be available for deployment, covering up to 600,000 people in need.

600,000 people of concern will receive core relief items, if needed, in countries affected by emergencies.

7 global stockpiles of core relief items will be maintained to efficiently respond to recurring emergencies.

6,200 vehicles will be managed under the centralized global fleet.

Based on 2019's results and achievements, in 2020 UNHCR will focus on supporting the newly-established regional bureaux as they carry out supply activities. It will also continue its transformation from a transactional focus to a more strategic partner, both internally and externally. In line with key pillars of UNHCR's transformation, its main objectives in 2020 will be ensuring easy redeployment

and rightsizing paired with cash-based interventions; seeking modern solutions to traditional supply problems; allowing the supply chain to prepare for interventions earlier and respond faster; guaranteeing qualified supply staff in sufficient numbers; and proactively engaging with NGO partners and UN agencies for coordination, service delivery, problem solving and localizing solutions.

Centralizing supply functions for global stockpiles and global fleet management ensures streamlined and simplified processes, better compliance with existing rules and procedures, and a cost-efficient and effective supply chain, especially during emergencies. Global stocks and emergency preparedness to meet the urgent needs of up to 600,000 people will be maintained in seven strategically-located stockpiles.

Supply management aims to improve focus on cost-efficiency, professionalism and environmental issues. UNHCR will simplify and innovate supply processes and use new technology for automation, supporting the field with quality assurance, compliance and mitigation of risks. Factory audits at critical suppliers will be streamlined and conducted prior to concluding contracts or frame agreements.

Under the initiative of the UN Development Group's Business Innovation Strategic Results Group, known as the BIG, UNHCR is preparing a proposal to provide mobility solutions to the broader UN family, specifically fleet-related services.



Private donors mobilize critical support for UNHCR's emergency response

Individuals, companies, foundations and philanthropists are instrumental in supporting UNHCR's timely response to refugee, internal displacement and natural disaster emergencies, contributing critical funds, services and expertise in transportation, including aid airlifts, logistics, supply and communications. In 2019, they helped UNHCR deliver lifesaving aid to over 60,000 of the most vulnerable people affected by Cyclone Idai in Southern Africa as well as, following the escalation of violence in Syria in October, to more than 130,000 IDPs and to over 14,000 refugees who sought safety in northern Iraq. In 2020, UNHCR will strengthen its efforts to mobilize private donors for ensuring emergency preparedness and providing urgently-needed protection and assistance in both new and ongoing emergencies.



UNHCR aid for Cyclone Idai survivors arrives in Mozambique

An aircraft carrying tents, tarpaulins, mosquito nets, solar lanterns and other vital relief lands in Mozambique to support 10,000 survivors.

"I fled with my husband and two boys to a neighbor's house... But when I returned, all the walls had collapsed."

—Ginoka Phillipa, Cyclone Idai survivor who found temporary shelter in a high school.



PREVENTION AND RESPONSE TO SEXUAL AND GENDER-BASED VIOLENCE



As a religious teacher, Mohammed Ayob, 40, uses his role to help educate men in the community about sexual and gender-based violence in Kutupalong refugee camp, Bangladesh.

2020 TARGETS

Extent to which known SGBV survivors receive appropriate survivor-centred support in the areas of health, psychosocial, legal, safety and security related needs is improved.

Extent to which the community is active in SGBV prevention and survivor-centred protection is improved.

Addressing SGBV is a cornerstone of UNHCR's protection mandate, based on the fundamental right of all people of concern to live free from all forms of sexual and gender-based violence, exploitation and abuse.

UNHCR's SGBV response is premised on collective accountability in pursuit of mutually-supporting objectives to ensure

that all survivors have equitable and timely access to quality services, and that all people of concern face decreased risk of SGBV. To address SGBV effectively, UNHCR will undertake targeted actions and specialized protection interventions in these two core areas.

Prevention of SGBV

Through working with communities, actions that address SGBV's root causes, namely gender inequality and unequal power relations between individuals, prevention becomes more effective. Evidence shows that physical violence against women decreases significantly where communities are engaged in prevention programmes. However, what limits the effectiveness of prevention is failure to sustain the engagement with individual men and the community in behaviour change activities. Therefore, UNHCR operations will plan and implement prevention programming that addresses the root causes of SGBV and which includes a strong community-engagement approach.

Ensuring timely, effective and inclusive response services, including case management

Immediate interventions include those that address urgent physical safety, health concerns, and psychosocial needs. The provision of multi-sectoral services and assistance to all survivors of SGBV contributes to safety, improving both

physical and mental health, providing justice, and full access to services. All survivors of SGBV, including survivors of sexual exploitation and abuse, are entitled to immediate protection and services, which can be lifesaving interventions.

Providing a comprehensive response is a challenge, in particular where access to people in need is restricted by culture or security, and where in situations impacted by conflict, the quantity and quality of services are inadequate to meet the many needs of survivors. To improve programming, 2020 will see a focus on building capacity to promote quality case management systems and referral pathways that enable all survivors, including men and boys, to access, at a minimum, appropriate health psychosocial care, to live in safety and security, and to be provided with legal support and justice.

It will also include activities such as establishing community watch groups, involving communities in decision making, adherence to human rights principles when communities are engaged in programming, and awareness-raising activities that promote equality and discourage violence.

Specific programs engaging communities show significant promise.

SASA



Engaging Men in Accountable Practice



Zero Tolerance



"Guardian angel" offers lifeline to abused refugee women in South Sudan

Volunteers living in Maban County's refugee camps have opened up their homes to care for women affected by sexual and gender-based violence.

"The 'guardian angels' are local leaders who are highly respected by the refugees and host community. They volunteer to take on this role and they have the ability to stand up to perpetrators of sexual and gender-based violence."

—Grace Atim, UNHCR protection officer based in Maban.



 CASH-BASED INTERVENTIONS



A refugee from South Sudan plays outside his newly-constructed home, built as part of the Cash for Shelter project in Kalobeyei settlement, Kenya.

© UNHCR/Will Swanson

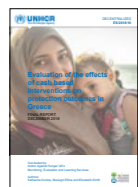
2020 TARGETS

\$588 million in cash assistance will be delivered to people of concern across all operations.

15 countries, where people of concern have access to formal financial services, will benefit from the use of cash to promote longer-term solutions and inclusion.

20 countries will strengthen partnerships and collaborative approaches to cash.

Evaluation of the effects of cash-based interventions on protection outcomes in Greece



In 2020, UNHCR stays committed to maintaining and scaling up the use of cash as part of its assistance and protection portfolio. UNHCR's Grand Bargain commitment was to double the use of cash as a proportion of its assistance by 2020, starting from a baseline of \$325 million in 2015. By the beginning of September 2019, UNHCR had delivered more than \$2.1 billion, with the \$588 million delivered in 2018 representing an 81% increase on the 2015 baseline. Of the cash distributed, most of it was unrestricted and used for covering basic needs, especially seasonal needs.

Monitoring and evaluation, which is done in all displacement situations where cash is

used, show that cash, together with in-kind assistance and services, contributes to preventing displaced populations from resorting to negative survival strategies. For example, an external evaluation in Greece showed that extreme negative coping strategies, such as begging and underage or dangerous work, reduced to less than 1% among cash recipients. Monitoring across operations also showed that a majority of the beneficiaries are satisfied with cash assistance and were able to find what they needed in local markets and services.

Building on three decades of experience in cash and multi-sectoral assistance, UNHCR will continue to use cash to address

immediate, at times lifesaving, basic needs. It will also seize every opportunity that cash presents to reap the largest impact for protection outcomes, in areas such as gender equality, child protection, community-based protection, and customer rights.

As a key element of the Global Compact on Refugees and a means to contribute to the Sustainable Development Goals, cash assistance will be increasingly leveraged to enhance opportunities for refugee inclusion and contribute to a transition from aid to development and self-reliance. Cash will also be featured in UNHCR's forthcoming economic inclusion strategy.

UNHCR will address the challenges around refugee access to formal financial services and will refrain from setting up costly parallel structures, wherever possible. Research conducted by UNHCR in collaboration with the GSM Association ("Displaced and disconnected"), found that ID-related requirements for displaced people, including refugees and IDPs, are a significant barrier for obtaining a mobile connection, opening a bank account or accessing mobile money wallets. This results in further marginalization around access to information, communication and cash assistance. Financial inclusion will be a key focus along with transitional safety nets and aligning cash assistance with national social protection schemes. UNHCR will use formal personal bank accounts or

mobile money to deliver cash assistance to people in at least 15 countries, which will link people of concern formally to the financial sector and facilitate their access to loans and other financial services.

To further ensure the quality of its cash assistance, UNHCR has developed CashAssist, a cash management system, which will continue to be rolled out in all operations with cash assistance through 2020. It allows UNHCR and partners to deliver cash assistance to vulnerable populations while ensuring financial management and compliance. Emphasis will also be put on digitization and data protection. In addition, UNHCR's corporate cash monitoring toolkit will be systematically rolled out, to continuously assess the adequacy of cash assistance.

UNHCR will continue to work closely with a wide range of partners to build strong and strategic alliances for delivering cash through common cash systems avoiding duplication, in line with the Statement on Cash Assistance by the Principals of UNHCR, OCHA, UNICEF and WFP, and the Common Donor Approach on Humanitarian Cash Assistance. It will also maintain close collaboration with WFP, based on the global frameworks for collaboration and ongoing research on "Mitigating risks of abuse of power in cash assistance".

"Displaced and disconnected": research on barriers to integration

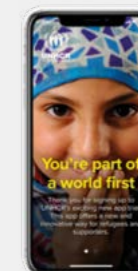


Research on "Mitigating risks of abuse of power in cash assistance"



New innovative approaches to accelerate private sector funds for cash-based assistance

UNHCR's Private Sector Partnerships service has been exploring new, innovative ways to engage the private sector in funding cash assistance to help bridge the gap. In 2020, a new digital innovation product will be piloted in three countries to raise funds from individuals for multi-purpose cash assistance in Jordan. The product aims to build closer engagement and understanding between donors and refugees. A strategy will also be launched to engage wealthy individuals, private foundations and corporations to support global cash-based interventions.



 PUBLIC HEALTH



Medical staff at Gashora Emergency Transit Centre in Rwanda prepare a vaccination booklet for a woman before her medical screening.

2020 TARGETS

Provide medications for HIV and tuberculosis to refugees across all countries through their national programmes.

90% of countries with national human papilloma virus vaccine programmes will include refugees.

95% of births will be attended by skilled birth attendants in UNHCR refugee camps.

Ensure an under-five mortality rate of fewer than 1.5 deaths per 1,000 people a month in refugee camps.

UNHCR's 2018 Annual Public Health Global Review is available here.



UNHCR works with host governments and other partners to ensure that refugees and host communities can access essential preventative, palliative, promotive, rehabilitative and curative health services.

In line with the Global Compact on Refugees, UNHCR and its partners will intensify efforts to seek inclusion of refugees into national health systems as part of global efforts towards universal health coverage, a core component of the 2030 Agenda for Sustainable Development. An ongoing partnership with ILO will seek to enhance refugee inclusion in national social protection schemes and health insurance plans where they exist and where feasible. While few countries to date have comprehensively included refugees

in national insurance schemes, the drive towards universal health coverage and the support of the World Bank's IDA18 regional sub-window for refugees and host communities are providing more opportunities.

In refugee emergency settings, existing health systems are often overwhelmed or have insufficient capacity. UNHCR will continue improving its emergency response capacity in public health, including medical supply chain and health information management. It will also put into action a revised MoU with WHO to jointly provide greater support to national systems. In situations with mixed refugee and IDP populations, UNHCR strives to support health services for both populations

equitably, such as camp-based health services for Nigerian refugees in Lake Chad Province of Chad, which also benefit IDPs and host community, and in South Kivu in the Democratic Republic of the Congo, where a referral hospital supported by UNHCR benefits both Burundian refugees and IDPs in the area.


In 2020, the roll out of the tablet-based integrated refugee health information system (iRHIS) will be completed. This will allow for real-time data collection from health services in refugee settings. It will also support timely analysis and reporting of health information, and inform health programming. iRHIS will be enhanced through the integration of an online medical referral database and the systematic monitoring of health care services' quality through the Balanced Score Card.

UNHCR will introduce guidance for partners on the integration of care for non-communicable diseases at primary health care level, and consolidate the mental health elements in primary health care for refugees. In collaboration with academic and NGO partners, scalable psychological interventions will be introduced in new country operations. UNHCR will also collaborate with WHO and UNICEF in the development of a minimal service package for mental health and psychological and social support in humanitarian emergencies.

It will be vital to ensure refugees, especially those in isolated or insecure areas, can access services for the prevention and treatment of tuberculosis, malaria and HIV. UNHCR and WFP will continue to co-lead the Inter-Agency Task Team on HIV response in humanitarian situations. Key alliances will be maintained with the Global Fund to Fight AIDS, Tuberculosis and Malaria; the United States President's Emergency Plan for AIDS Relief; and UNAIDS.

Too many women and newborn children die in refugee situations when they could be saved by cost-effective, high impact interventions. Reproductive health services remain an integral part of public health programmes, with emergency obstetric and newborn care priorities. An external evaluation will be undertaken in 2020 to document progress and lessons learned over the past four years, during which UNHCR has strengthened lifesaving interventions for mothers and newborns in priority countries and created a system of tools and approaches. In collaboration with UNFPA, a field-based, five-day training on reproductive health, including HIV, will be developed to build deployed staff's capacity in needs assessment, planning, implementation and monitoring of reproductive health programmes. With WHO and UNFPA, UNHCR will jointly roll out updated guidance on the clinical management of rape and intimate partner violence.



 **Saving lives at the world's largest refugee camp**

UNHCR and its partners provide round-the-clock emergency health care for Rohingya refugees in Bangladesh.

"I was in pain but I didn't feel scared because I saw all the machines."

—Rajuma, a Rohingya refugee who gave birth in a 24-hour primary care centre in Kutapalong, Bangladesh.



NUTRITION AND FOOD SECURITY



People from the Bolivarian Republic of Venezuela come for a meal at a community kitchen managed by the local Catholic Church diocese in Cucuta, Colombia. The kitchen serves 8,000 meals a day.

2020 TARGETS

Under 10%: prevalence of global acute malnutrition among children 6-59 months old in refugee camps.

Under 20%: prevalence of stunting among children 6-59 months old.

Under 20%: prevalence of anaemia among children 6-59 months old.

Over 75%: proportion of discharges from targeted supplementary feeding programmes and from therapeutic care who have recovered.

While the causes of malnutrition are varied, food insecurity is a significant contributing factor among refugee and IDP populations, particularly for children. Childhood malnutrition contributes to increased mortality, morbidity and disease in adulthood, as well as impaired intellectual development and suboptimal adult work and earning capacity. As such, malnutrition is a major challenge to protection and threatens development gains. With the link between malnutrition and sustainable development acknowledged in SDG 2, “Zero hunger”, in 2020, UNHCR will work towards the inclusion of refugees in national and global efforts towards

achieving the nutrition targets of SDG 2.2, which aims to end all forms of malnutrition by 2030. This will also include UNHCR advocating the inclusion of refugees in national food and nutrition assessments, as well as global analysis and reporting on food security and nutrition.

Responding in emergencies

In emergencies, malnutrition is a significant concern for refugee populations. Improving the prevention of undernutrition and micronutrient deficiencies, in addition to managing existing cases of malnutrition, will be a priority in 2020 as well as a significant challenge. In 2018—the most recent year

for which up-to-date data is available—45% of refugee sites surveyed met the global acute malnutrition (GAM) standards, but 11% were above the emergency threshold. Despite this concerning situation, progress is being made with improvements in GAM demonstrated in 31% of surveyed sites.

Promoting and supporting adequate infant and young child feeding (IYCF), including through the application of the multi-sectoral IYCF framework in Rwanda, South Sudan and Uganda, will remain key activities. Working with other sectors—including health to reduce maternal and adolescent anaemia and WASH to reduce diarrhoeal incidence in children—will continue to contribute to improved nutrition outcomes.

In new refugee emergencies, UNHCR will provide treatment of acute malnutrition and prevention activities to reduce morbidity and mortality. To better enable trend and situation analysis amongst refugee populations, the Office is planning to make data publicly available for all UNHCR-implemented nutrition surveys (SENS) in an interactive dashboard.

UNHCR considers stunting and anaemia critical issues to address. In 2018, stunting amongst children aged 6-59 months met the standard in 31% of surveyed sites, but 30% registered stunting prevalence above the critical level. Improvement was noted in 26% of sites, but worsened in a much

greater proportion of sites (19%) than in previous years. Anaemia in children aged 6–59 months is used as a measure of iron deficiency and general micronutrient status. Only 4% met the standard and children in over half of the sites exhibited anaemia levels above the critical $\geq 40\%$ threshold (53%). There have been improvements in anaemia in 41% of the sites.

In 2020, UNHCR will pilot innovative non-invasive anaemia measurement techniques in Ethiopia and Bangladesh which will allow screening of more women and children, thus resulting in earlier detection and treatment.

Over the past few years, many UNHCR operations have suffered increased cuts to food and non-food assistance. Cuts to food assistance are particularly worrying, as refugees often have limited legal options to increase their income or obtain food that meets their needs. Many are forced to resort to negative coping strategies to meet their most basic of needs—for example, pulling children out of school to work, selling sex or taking risky onward movements. UNHCR continues to monitor the food security of refugees through expanded nutrition surveys and, with WFP, continues to jointly fundraise for operations of concern. The two agencies are collaborating to target and prioritize those most in need, recognizing that needs are not being met in some operations.



“La Caixa” Banking Foundation

UNHCR and “la Caixa” Banking Foundation are working to help pregnant refugees and their babies in Ethiopia through an innovative programme that places them at the centre of a multi-sectoral emergency response. The use of digital technology increases the efficiency of food distribution, allows the monitoring of nutrition levels, and alleviates the suffering of refugee women and children.



WATER, SANITATION AND HYGIENE



A Rohingya refugee collects water piped from a solar powered water pumping and chlorination station in Kutupalong refugee camp, Bangladesh.

2020 TARGETS

45% of the assisted population will have access to at least 20 litres of safe water per day.

35% of the assisted population will have access to a safe household toilet.

25% of the assisted population will have access to a household shower or bathing facility.

The aim of SDG 6 is to ensure availability and sustainable management of safe water and sanitation for all by 2030, but refugees are being “left behind”. The UNHCR WASH monitoring system (WMS) indicates that only around a third (35%) of refugees have access to a safely-managed on-site water supply, which is well behind the global average of 71%. Only 17% of refugees have access to their own household toilet with safely-managed sanitation services, which is well behind the global average of 45%.

With this in mind, refugees and displaced people can be forced to resort to unsafe practice, such as open defecation or drinking from unprotected water sources.

This can lead to increased disease outbreaks, school dropouts among children and sexual violence, for example, when women and girls must walk long distances to find safe water, or when facilities are not segregated or secure. It can also lead to tensions between refugee and host communities, for example, if water resources are not, or not perceived to be, sustainably managed, or where there are concerns about real or potential pollution.

In 2020, UNHCR will work towards achieving access to water and sanitation for 8 million refugees directly assisted through UNHCR WASH programmes. It will also advocate the inclusion of all people of

concern to UNHCR into national systems for WASH service provision. Guided by the Global Compact on Refugees, UNHCR WASH programmes will focus on five areas: data, risk management, emergency response, sustainability and financing.

The WMS gathers comprehensive disaggregated data on refugee access to WASH services. This can be used to highlight areas of inequality and inform programming and advocacy. In 2020, the WMS public dashboard will make WASH data on all UNHCR-managed camps publicly available, ensuring that access to WASH information is equitable, transparent and fosters accountability.

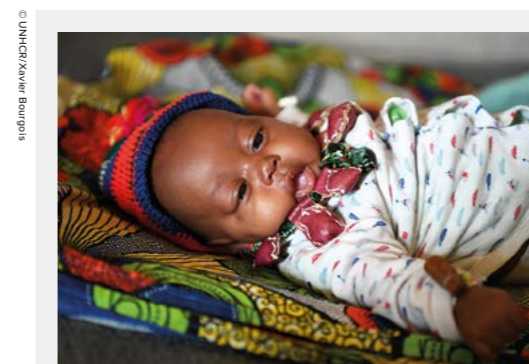
Supporting enterprise risk management, UNHCR will work on an online and real-time water tank monitoring system, including in Kenya, the United Republic of Tanzania and Uganda, to ensure water deliveries meet what was ordered. Major constraints include a lack of technical capacity for WASH within the UNHCR workforce and the broader humanitarian WASH sector.

UNHCR will strengthen its WASH technical capacity in the field to enable more predictable emergency response and smooth transitions to lower-cost, sustainable WASH solutions during protracted crises. This includes, for example, training on solar pumps, which lower costs and raise sustainability significantly when installed

and used correctly. It will also include inter-agency training sessions with UNICEF on WASH in emergencies and support to a community of practice for WASH officers.

Regarding sustainability, UNHCR will focus on universal and equitable long-term access to safely managed and affordable WASH services by adopting cost efficient, environmentally-sustainable solutions. For example, it will scale-up the use of solar energy for water supply systems in refugee camps in ten countries. This will improve energy efficiency, lower operation and maintenance costs, and contribute to climate change mitigation. UNHCR will also increase its activities on waste-to-value solutions and improve the collection and recycling of solid waste to ease the burden on host communities.

From the onset of a refugee crisis, UNHCR will encourage the inclusion of refugees within national WASH service provision systems. This will entail working closely with development actors and strengthening the capacity of local water and sanitation providers. Where refugees are given the right to work, UNHCR will introduce equity-based revenue collection based on vulnerability criteria (pro-poor tariffs). It will also focus more attention on hygiene promotion; education on menstrual hygiene management for girls, women, boys and men; and improving refugees’ WASH-related vocational skills.



Bill and Melinda Gates Foundation

Building on the learning from ongoing projects on health and WASH solutions, UNHCR and the Bill and Melinda Gates Foundation will continue to develop the partnership in 2020, focusing on innovative multi-sectoral solutions for refugees and host communities in Bangladesh.



SHELTER AND SETTLEMENTS



A Nigerian refugee works on the construction of a traditional house made with dried mud in Minawao refugee camp, in Cameroon. This house is a test case and, if successful, could be used more widely to provide sustainable shelters without using wood.

2020 TARGETS

250,000 people of concern in at least 40 countries will be living in a Refugee Housing Unit.

50% of all shelter and settlement programmes will have cash mainstreamed as a core programme approach.

Ensure more environmentally-friendly responses by including recycled materials in core relief item distributions.

Adequate shelter and settlements provide the physical and protection space in which refugees and IDPs can live safely and as part of a wider community.

Enhancing UNHCR's capacity to facilitate access to shelter remains a priority, albeit a challenging one, with the Office working on improving the quality and type of emergency and transitional shelter options. Examples include the Refugee Housing Unit (RHU), developed with Better Shelter and the IKEA Foundation, and a new self-standing family tent. Other enhanced shelter-related core relief items—such as a

multi-purpose sleeping mat, and medium- and high-thermal blankets manufactured mainly from recycled plastic bottles—will soon be available. Building on this good practice, UNHCR will continue working with academic and private entities to expand shelter solutions with a specific focus on local materials and designs.

Even if UNHCR promotes planned settlements as a last resort, formal camps and camp-like settlements in both refugee and IDP contexts remain a global reality, with some evolving from emergency camps into long-term, protracted settlements.

In 2020, UNHCR will continue reinforcing efforts to re-think humanitarian settlement planning, ensuring that the design of camps and camp-like humanitarian settlements supports the achievement of long-term, area-based development priorities, as outlined in national development plans and policies, and contribute to durable solutions to displacement. Putting into action the “Master Plan approach” to settlement planning remains a priority for 2020. This will support the spatial design and development of forward-thinking humanitarian settlements that promote both local development and the integration of people of concern. It will contribute to the implementation of UNHCR's new IDP Policy through, for example, its commitment to integrated programming using area-based approaches where populations of concern might be co-located.

UNHCR will build more recycling, upcycling, reprocessing and environmental sustainability into shelter solutions. It will also improve local approaches so that the carbon footprint of the response is reduced by minimizing the international procurement of emergency materials wherever possible. To improve future responses, the specifications of all emergency shelter items will be reviewed to ensure recycled materials are used more and that UNHCR promotes transitioning away from single-use packaging.

Additionally, environmentally-friendly local shelter design and material selection options, such as soil block technology,

will help reduce carbon footprints by minimizing reliance on internationally-procured materials. Up to 20 hosting countries under two regional bureaux will benefit from guidance on enhanced indigenous shelter solutions.

In support of evidence-based responses, the Office will continue to improve sector-specific information management platforms, such as the settlement information platform, which are both field-focused and interoperable to support evidence-based responses. In 2020, spatial data for 690 identified refugee and IDP settlements will continue to be collated, with a plan to have a well progressed, fully integrated spatial database for every settlement by end of 2020. This database will be a “one-stop-shop” for all technical activities for every settlement.

To ensure shelter and settlement normative standards, tools and guidance are applied to maximum effect across the newly decentralized organization, UNHCR will provide strong technical oversight and support from Headquarters to the regional bureaux and country operations. In collaboration with the AutoDesk Foundation, technical shelter design software will continue to be rolled out to field operations, combined with complementary e-learning initiatives. Using such tools will enhance settlement planning and design, establishing consistent technical standards across all operations that will improve quality.

Building Better Futures

UNHCR works in both direct and catalytic mode in support of States, hosting communities, refugees, internally displaced, and stateless persons. It operationalizes cooperation between the humanitarian, development and peacebuilding communities; the UN system more broadly; civil society; and others in strategy development, planning and programming. The groundwork for comprehensive solutions is being laid through the implementation of the Global Compact on Refugees, the potential inclusion of refugees in national systems, new approaches to international responsibility-sharing, strengthened international cooperation, and a broader acknowledgement of the multi-dimensional layers that solutions entail.

With the affirmation of the Global Compact, States and partners embraced a revitalized approach to forced displacement, opening pathways for more predictable responses to refugee situations and a stronger focus on solutions from the onset of a crisis. Efforts to ease pressure on host countries will continue in 2020-2021, including through the dedicated financing facilities launched by the World Bank. Significant legal and policy developments have also occurred in some of the countries applying a Comprehensive Refugee Response (CRR) approach. Examples of more systematic incorporation of refugees into development planning; national health, education or civil documentation systems; or livelihood opportunities through more regular employment, freedom of movement, or reduced encampment are particularly noteworthy.

The adoption of the CRR approach at national and regional levels has been accompanied by renewed enthusiasm among many States to offer more opportunities for resettlement and complementary pathways for refugees.

Aloïse Biyangambozi, a Burundian refugee who came to the Democratic Republic of the Congo in 2016, benefits from agricultural empowerment.

© UNHCR/John Wessels

UNHCR's experience and available evidence suggests that measures enabling inclusion, self-reliance and resilience, and promoting investment in human capital development, can result in positive outcomes for local economies and the welfare of refugee households. This potentially lessens the fiscal and other costs related to the protection and hosting of refugees and reduces aid dependency. This is important as the numbers of those in exile for over five years will likely grow in the coming years due to the persistent inability to end the conflicts and violence driving current displacement.

Refugees who acquire assets, capital, skills and knowledge during their exile will be better equipped to sustain their return and reintegration. They are also able to contribute not only to local economic and social recovery in their home country, but also often to deepen and retain important links to their place of exile. Allowing marginalized populations to contribute to, and benefit from, inclusion in sustainable social and economic development processes is also at the heart of the pledge of the 2030 Agenda for Sustainable Development to "leave no one behind."

Finally, echoing the spirit of the Global Compact, the High Commissioner issued a new IDP Policy in September 2019 which commits UNHCR to prioritizing actions that contribute to conditions conducive for safe, dignified and comprehensive solutions to internal displacement.

In this chapter

- Local integration and voluntary repatriation
- Resettlement and complementary pathways
- Access to quality education
- Livelihoods and economic inclusion
- Cities and urban refugees
- Energy and environmental protection

The new Policy on "UNHCR's Engagement in Situations of Internal Displacement"



→ LOCAL INTEGRATION AND VOLUNTARY REPATRIATION



Somali refugees boarding a plane that will take them back to Somalia from Dadaab, Kenya. More than 80,000 Somali refugees have returned home from Dadaab since UNHCR started its voluntary repatriation programme in December 2014.

2020 TARGETS

42 situations where conditions permit local integration of refugees will be supported.

10 countries will be supported on housing, land and property, and documentation rights for refugees and IDPs.

9 intention surveys will be completed.

The Global Compact on Refugees highlights the importance of promoting appropriate conditions for the voluntary, safe and dignified repatriation of people of concern. UNHCR and its partners are increasingly facing scenarios where peace and security are not completely established but where local circumstances may be evolving positively. This can result in refugees returning, sometimes under pressure, in adverse conditions. In this context, UNHCR will ensure that the best protection results are achieved for people of concern, with approaches tailored to the different needs and realities of operational contexts. This will be done by conducting regular consultations with people of concern to maintain an up-to-date overview and analysis of their needs, protection situation and intentions,

as well as perspectives on solutions. For instance, return monitoring found that a large portion of refugees who returned to Burundi between mid-2017 and 2019 did not possess civil documentation and had limited access to basic social services and judicial and legal remedies on return. These results will inform UNHCR and partners' planning in 2020-2021, in countries of asylum and origin. UNHCR also engaged in a multi-year collaboration with FAO, UNDP and UNFPA aimed at improving access to social services, security, justice and livelihood opportunities for returnees and local communities.

In 2020-2021, UNHCR will also continue to provide counselling and information through various means, including organizing "go-and-see" visits for refugees to observe

conditions in countries of origin for themselves. The development of tripartite agreements between UNHCR and the concerned governments, has also proved valuable as a way of ensuring recognition of civil status documents and education titles issued in the country of asylum. Where conditions permit, they can also facilitate working with a wide range of stakeholders to address possible obstacles to return and create conditions conducive to the safe, voluntary, dignified and sustainable repatriation. In internal displacement contexts, intention surveys will continue to explore the short and longer-term intentions of IDPs. These surveys are often initiated and implemented by UNHCR-led protection and CCCM clusters, in partnership with other humanitarian actors.

UNHCR will scale up its efforts on housing, land and property (HLP) rights in 2020-2021 to support countries of origin reintegrate citizens and address any barriers impeding sustainable reintegration. The Office will analyze returnees' HLP issues and develop or foster suitable programming that makes return and reintegration sustainable. Examples of this include analyzing and supporting returnees' access to social and affordable housing and land allocation programmes in return contexts, as well as supporting the establishment of enhancement mechanisms for restitution and resolution of HLP-related disputes. In internal displacement settings, HLP challenges are often cited by IDPs as an impediment to their local integration and a significant barrier to return to their areas of origin. UNHCR-led protection clusters—and UNHCR's own programming—will continue to prioritize security of tenure in displacement settings by providing legal assistance to IDPs and returnees to obtain HLP-related documents and access HLP restitution and compensation mechanisms where their homes are occupied by others,

damaged or destroyed. Also, UNHCR-led shelter clusters—and UNHCR as an operational partner—will ensure that HLP considerations are taken into account in shelter rehabilitation activities.

Promoting access to civil documentation will continue to form a core element of UNHCR's protection programming in internal displacement contexts, as without such documentation IDPs often cannot exercise their fundamental rights—including freedom of movement and residence—which in turn impedes their pursuit and achievement of durable solutions.

UNHCR will continue its work on local integration and solutions, taking advantage of the momentum offered by the Global Compact and by the Global Refugee Forum. UNHCR will focus on civil registration, documentation and on promoting legal stay options for refugees and asylum-seekers in several countries. This will build upon the progress made in the Americas, where procedures in Brazil, Costa Rica, Ecuador and El Salvador for refugees to convert their temporary migratory status into permanent residency were successfully established. UNHCR will assist governments opting to provide local integration or local solutions for people of concern by sharing good practices, analysis and lessons learned on HLP, access to employment, education, health, mobility and social protection.

The Office will also provide technical support for law and policy changes related to procedures for naturalization and other residence options for refugees. In addition, UNHCR will advance its #WithRefugees Campaign and build partnerships with municipalities and local authorities to form the necessary capacity and experience to contribute to successful local integration, through access to social protection schemes on the same level of nationals with regards to housing, food and subsidies.

Read more about the Global Refugee Forum here.



 **RESETTLEMENT AND COMPLEMENTARY PATHWAYS**



Lorca Fakir stands in front of a statue in her new hometown, Dunshaughlin, County Meath, Ireland, a rural town piloting a citizen-led resettlement programme.

2020 TARGETS

70,000 refugees will be resettled through UNHCR.

31 countries will receive UNHCR submissions.

140,000 refugees will be admitted to third countries through complementary pathways.

UNHCR's resettlement portal available here.



Resettlement is an invaluable lifesaving protection tool for refugees whose life, liberty, safety, health or other fundamental human rights are at risk in the country where they sought refuge. It provides refugees with a durable solution and serves as a responsibility-sharing mechanism by signaling support for countries hosting large refugee populations.

Global resettlement needs have more than doubled since 2014, however, opportunities have dropped by more than 50% since 2016.

While more than 328,000 refugees were resettled between 2015 and 2018, the projected numbers of those in need of resettlement (1.44 million people for 2020, or some 7% of the global refugee population) significantly outweigh currently available places.

While the single largest group in need of resettlement in 2020 will be Syrians, the needs remain high in Africa, with an estimated 667,000 refugees from 32 different countries of asylum.

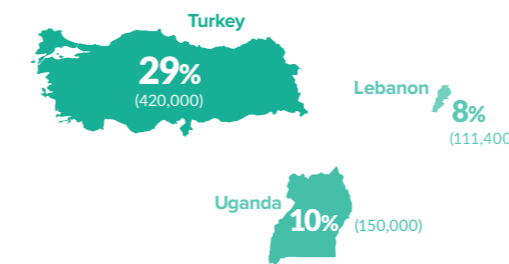
Global refugee resettlement to scale

1.44 million refugees will be in need of resettlement globally in 2020. This represents **7%** of the global refugee population.

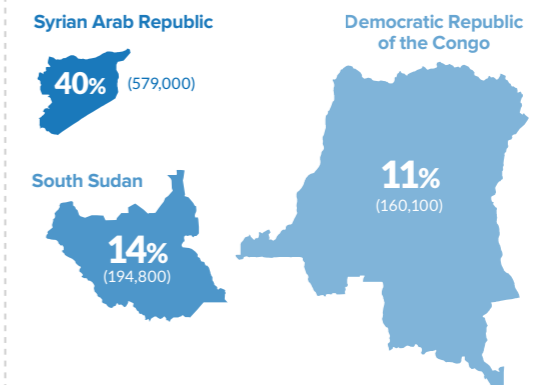
2x Global resettlement needs have more than **doubled** since 2014.

50% Resettlement opportunities have halved since 2016.

THE TOP 3 COUNTRIES OF ASYLUM account for **47%** of global resettlement needs



THE TOP 3 NATIONALITIES account for **65%** of global resettlement needs



Complementary pathways for admission are safe and regulated avenues for refugees that complement resettlement by providing lawful stay in a third country where their international protection needs are met. Examples include humanitarian admission, private or community sponsorship programmes, family reunification, as well as third-country education and employment opportunities. However, despite their proven utility and the increasingly wide range of actors

promoting and advancing complementary pathways, refugees still face a multitude of legal, administrative and practical obstacles in accessing them.

One of the objectives of the Global Compact on Refugees is to expand refugees' access to third-country solutions as a means of achieving comprehensive refugee responses. The Global Compact envisages the development of a "Three-Year (2019-2021) Strategy on Resettlement and Complementary Pathways" to increase

The Three-Year (2019-2021) Strategy on Resettlement and Complementary Pathways.



Solutions | The Global Refugee Forum will seek to make progress towards finding solutions for refugees. This includes promoting enabling conditions for voluntary, safe and dignified return and repatriation and support for the sustainable reintegration of returnees; enabling local integration and local solutions; resettlement; and complementary pathways. For the latter, this will be primarily through galvanizing support for the Three-Year Strategy.



the number of resettlement spaces and resettlement countries, and improve the availability and predictability of complementary pathways.

Launched in 2019, the Strategy will guide UNHCR and partners' activities as they address challenges and leverage opportunities for expansion of third country solutions. The aim is to expand third-country solutions so that, by the end of 2028, 3 million refugees benefit from effective protection and solutions through resettlement (1 million refugees) in 50 resettlement countries and complementary pathways (2 million refugees).

As the Strategy is rolled out, UNHCR aims to have 70,000 refugees resettled to 31 resettlement countries in 2020, along with 140,000 refugee admissions through complementary pathways. To achieve these targets, UNHCR will enhance its operational capacity, including through the use of innovative processing

methodologies and leveraging data and evidence to monitor global progress against submission targets.

To maximize the strategic impact of the limited places available, in 2020 UNHCR will prioritize for resettlement those who have the greatest protection risks across priority situations. Those are the central Mediterranean situation; Egypt, Iraq, Jordan, Lebanon and Turkey in the context of the Syria situation; and the 14 Comprehensive Refugee Response Framework (CRRF) countries across Africa and the Americas (see the *Africa and the Americas* regional summaries).

Building on the achievements made within the Syria and the Central Mediterranean Core Groups, UNHCR and resettlement states will work under the auspices of the newly-established Priority Situations Core Group to implement effective responses to the needs in these two situations. The group will play a critical role in optimizing and coordinating support for resettlement

and complementary pathways, as well as maximizing the strategic impact of resettlement in these priority situations.

Of critical importance will be UNHCR's long-standing work with NGO partners to enhance the timely and effective deployment of an affiliate workforce to in-country offices under the global resettlement deployment scheme. UNHCR will also support operations and enhance the quality and integrity of its global resettlement programme by providing policy and operational guidance and extending oversight, monitoring and capacity-building.

To advance complementary pathways, as foreseen in the strategy, UNHCR will build partnerships and enhance its operational capacity through the strengthening of internal processes and systems and the development of operational guidelines for UNHCR's engagement in complementary pathways.

UNHCR will continue working with the OECD to better collect complementary pathways-related data and update the 2018 "OECD-UNHCR Study on third country solutions for refugees". UNHCR will also step up its engagement in the development of a comprehensive database on existing complementary pathway programmes to facilitate refugee access to them.

UNHCR will also proceed with the establishment of a multi-stakeholder working group on complementary pathways, as well as setting up task forces to guide the development of these various pathways. These coordination mechanisms will lead in developing standards for complementary pathways, piloting new pathways, and supporting national actors in expanding these opportunities.

The 2018 "OECD-UNHCR study on third country solutions for refugees".



Read more on the global resettlement deployment scheme here.



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Sustainable Resettlement and Complementary Pathways Initiative

The "Sustainable resettlement and complementary pathways initiative" (the CRISP) is a joint UNHCR and IOM-led, multi-stakeholder initiative to support States and key actors to establish, expand or renew resettlement programmes and advance complementary pathways. In line with the Three-Year Strategy, it provides relevant stakeholders with specific and focused capacity-building activities at the local, national, regional and global levels. It emphasizes systems building, quality, sustainable programmes and

enhanced coordination and partnerships. The CRISP draws and builds on lessons from past experiences and initiatives, such as the Emerging Resettlement Countries Joint Support Mechanism implemented between 2016 and 2019.



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Eritrean minors reunited with mother after eight-year odyssey

Kedija*, 15, and Yonas, 12, survived kidnapping, detention, and a failed sea crossing before finally rejoining their mother in Switzerland. As they languished in a detention centre in the Libyan city of Misrata, Kedija and her brother Yonas's epic attempt to reunite with their mother in Switzerland after eight years of separation had appeared doomed.

"Despite being separated for more than eight years, I never lost hope of being reunited with my kids again."
—Semira, a refugee in Switzerland, and mother of Kedija and Yonas.

For UNHCR, it all began with a phone call to staff in Libya from the International Social Service, a Swiss-based NGO specialized in child protection issues, whom Semira had contacted for help. With just their names and an out of date photo to identify them by, UNHCR staff and their NGO partners in Libya began scouring detention centers but, with an estimated 3,900 refugees and asylum-seekers being held in dozens of official detention centres across the country, and others falling prey to armed groups and human traffickers, the chances of finding them were slim.



*All names have been changed for protection purposes.

ACCESS TO QUALITY EDUCATION

2020 TARGETS

- 403,000** children aged 3-5 will be enrolled in early childhood education.
- 1.9 million** children will be enrolled in primary education.
- 182,900** students will be enrolled in lower and upper secondary education.
- 12,800** people of concern will receive tertiary education scholarships.
- 960** educational facilities will be constructed or improved.

Sustainable Development Goal 4 aims for free and quality pre-primary, primary, secondary, literacy and skills-focused education, leading to relevant and effective learning outcomes. It also underscores the importance of equitable access for all learners of all ages. However, in 2018—the last year for which there was confirmed data—at least 35% of refugee children were not attending primary school programmes and at least 75% of adolescents were not attending secondary school. Although significant progress has been made in the past two years, particularly in tertiary education, only 3% of refugees were enrolled in tertiary education globally.

regardless of legal status, gender or disability; and to enable learners to use their education toward sustainable futures.

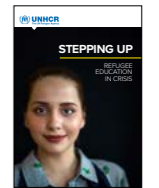
Refugee Education 2030 contributes directly to the objectives of the Global Compact on Refugees, namely, to ease pressures on host countries, enhance refugee self-reliance, and support conditions in countries of origin for return in safety and dignity. The overarching goal for 2030 is to close the enrolment gap between displaced children and the rest of the population. Indeed, to achieve the goal of ensuring inclusive and equitable quality education, greater inclusion of displaced populations and the host communities that welcome them is necessary.

In 2020, long-term pre-primary, primary and secondary education enrolment targets for 2030 will be established and measured at country-level against the official net enrolment reported for host communities. These will be disaggregated by gender to increase the visibility of gender equity gaps, and to account for children and youth with disabilities. With regard to tertiary education, a particular focus will be on supporting college-eligible refugees in tertiary, technical and vocational education and training and on connected higher-education programmes in host and third countries, and also to achieve equitable gender representation across tertiary enrolments.

The tertiary education target for 2030 is to enroll 15% of college-eligible refugees in tertiary, technical and vocational education and training. A core component of recognizing this goal by 2030 is the expansion of the DAFI scholarship programme which, since 1992, has provided comprehensive financial, academic and social support to 15,500 qualified refugee youth pursuing an undergraduate degree in their first country of asylum. In 2020-2021, the DAFI programme will have a specific focus on gender parity and transition to employment for DAFI scholars (see also the *West and Central Africa* regional summary). The former includes extra support for mothers and pregnant women, working to adjust the age limit in the programme for women, and conducting targeted outreach to girls and young women.

With successful programmes in primary and tertiary enrolment established, in 2020, UNHCR will launch a multi-year secondary youth education initiative to boost enrolment and promote a successful transition to secondary school for refugee children. Pilot projects in Kenya, Pakistan, Rwanda, and Uganda will expand over the coming years with a focus on investing in teachers and schools. Investments will target teacher development, school improvement, and community schemes to encourage enrolment and financial support for refugee families. This initiative is aimed at refugees and host communities, so that all children benefit from new opportunities. Through boosting secondary-level enrolment, UNHCR aims to provide motivation for primary school retention and so facilitate more refugees and host community peers progressing to higher studies.

“Stepping up – Refugee education in crisis”



“Refugee education 2030: A strategy for refugee inclusion”



“Refugee Education 2030: A Strategy for Refugee Inclusion” is UNHCR’s strategy to foster inclusion in equitable, quality education as this contributes directly to resilience, prepares children and youth for participation in cohesive societies and is the best policy option for refugees, displaced and stateless children and youth and their hosting communities. The strategic objectives of Refugee Education 2030 and UNHCR’s education programming are threefold: to promote equitable and sustainable inclusion in national education systems for refugees, asylum-seekers, returnees, stateless and IDPs; to foster safe, enabling environments that support learning for all students,

Education | The Global Refugee Forum seeks to include refugee children and youth in national education systems within three months from the onset of displacement to benefit from increased access to the full cycle of accredited quality early childhood development, primary and secondary education, along with increased access to tertiary and technical and vocational education opportunities. A Global Framework for Refugee Education has been developed by the GRF Education co-sponsorship alliance, which helps translate the refugee education strategy, “Refugee Education 2030: a strategy for refugee inclusion”, into a guidance for pledging on education.

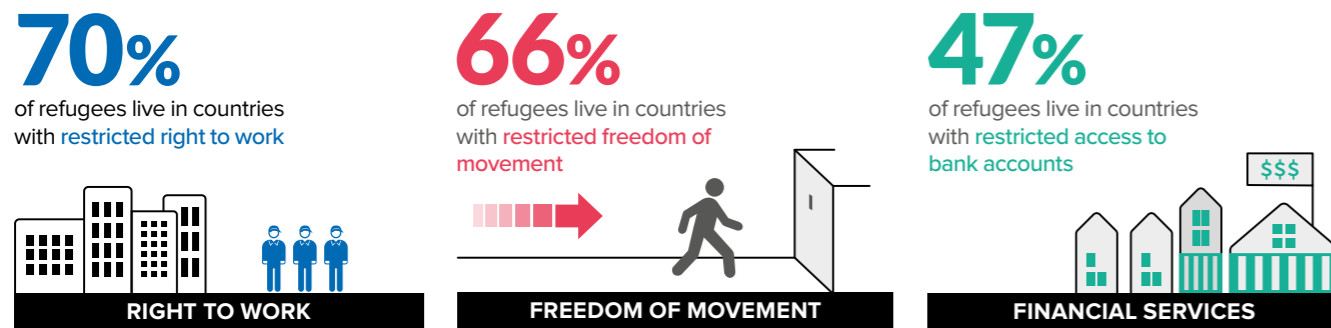


Educate A Child Programme and Education Above All Foundation

In 2020, UNHCR and the Educate A Child and Education Above All Foundation intend to continue their long-standing partnership to give an expected 121,000 refugee children the opportunity to access primary education in 14 countries.



LIVELIHOODS AND ECONOMIC INCLUSION



2020 TARGETS

40 countries will allow refugees access to microcredit loans from financial service providers.

50,000 refugees and host community members in 5 countries will be included in the 18 to 36-month poverty alleviation programme.

20 countries will enable refugee and host community artisans to access market opportunities.

In 2019, 70% of refugees lived in countries which restricted their right to work. Restricted freedom of movement and access to related rights, along with limited economic conditions in host communities, were other factors in creating unfavourable environments for refugee economic inclusion.

In line with the Global Compact on Refugees, in 2020, UNHCR will work with its partners to ease barriers to economic participation and increase the number of refugees included in local and national economies.

In Ethiopia for instance, the revised Refugee Proclamation issued in 2019 grants more rights to refugees. These rights include the freedom to move; access to education, employment, financial services, and lease irrigable land; and to engage in economic activities. This is part of the country's Jobs Compact that will create 100,000 jobs, 30% of which will be for refugees by 2020-2021. Through the Global Refugee Forum, UNHCR is reaching out to stakeholders to pledge concrete

contributions in support of the Jobs Compact. Similarly, UNHCR is supporting pledge development for the other Member States of the Intergovernmental Authority on Development to implement the national plans of action committed in the Kampala Declaration that include policy reforms and investment in economic development that will increase access to gainful employment for refugees and host communities.

In 2020-2021, UNHCR will focus economic inclusion efforts in at least 20 countries through interventions grounded on strong advocacy for policy reforms including the right to work and other enabling rights. Where the legal framework is in place, UNHCR will work closely with relevant actors to promote economic opportunities that will benefit refugees and host communities.

Through the Poverty Alleviation Coalition, UNHCR will enable sustainable livelihoods and alleviate the poverty of 500,000 refugees and host community households in 35 countries within 5 years. The Coalition

aims to raise \$70 million to implement the Graduation Approach, a sequenced, multi-sector intervention that supports the poorest and most vulnerable households to achieve sustained income and move out of extreme poverty within a specified period (18-36 months). Targeting for Graduation Approach programmes is context-specific and draws on the socioeconomic criteria established for existing cash-based interventions and other assistance programmes.

There is increasing interest in adopting the Graduation Approach. UNHCR intends to build upon the success to date by, for instance, the Ministry of Social and Economic Inclusion in Ecuador, the Pakistan Poverty Alleviation Fund, and the Food for Peace multi-year programme in Uganda—a US government initiative—where the Approach has already been adopted.

In collaboration with the UN Capital Development Fund, the Financial Sector

Deepening Africa, Sida, and Kiva, UNHCR will increase partnerships with financial service providers in at least 10 countries to enhance financial inclusion. Currently, microfinance institutions in 35 countries are providing microcredit loans to refugees. This will expand to more than 40 countries in 2020.

Through partnerships with retailers, social enterprises, development partners, including the World Fair Trade Organization, and donors, the MADE51 project will expand from 15 to 20 countries. MADE51 helps craftspeople fleeing conflict or persecution achieve independence by providing a global platform to market their crafts. By giving refugees the chance to work and earn, they can start rebuilding their lives. MADE51 aims to benefit at least 5,000 refugees and host community members in 2020. It will provide market access and increase the incomes of refugee and host community artisans, as well as their families. It will also support the growth of local social enterprises.

Jobs and livelihoods | The Global Refugee Forum will work towards the key outcomes of economic inclusion, job creation, local economic growth, enhanced protection, and preparations for solutions through a series of sub-themes and cross-cutting areas such as investment in economic development, private sector engagement and changes to legal frameworks.



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Support graduation from dependency on non-contributory benefits

Transitioning families from short-term humanitarian assistance to longer-term social protection programmes has been pursued by UNHCR under the 1951 Refugee Convention and more recently to support objectives 1 and 2 of the Global Compact, particularly in contexts of protracted displacement.

UNHCR works with governments and other development actors to include displaced people in both national and locally-led social protection systems, ensuring these efforts also lead to the scaling up of coverage to local residents. UNHCR will adapt and align its sector-specific projects to transition refugees from cash, non-food items and shelter support to social safety nets; from livelihoods and adult education or skills support to national public works and employment schemes; from sexual and gender-based violence and child protection services to national social welfare services; from health and nutrition support to health insurance schemes. It will also build scalable mechanisms into national social safety nets in case of family-level emergencies. UNHCR will expand its institutional partnerships with ILO, UNICEF, WFP and the World Bank to reinforce operations addressing protracted displacement across the Sahel and Horn of Africa, the Middle East and North Africa, and the Americas.

The Poverty Alleviation Coalition website is accessible here.



CITIES AND URBAN REFUGEES



Venezuelan refugee Carlos and his family in their new home in São Paulo. Carlos was kidnapped in Maracay, in the Bolivarian Republic of Venezuela, but now, with the help of UNHCR and its partners, the family is rebuilding their lives in Brazil.

2020 TARGETS

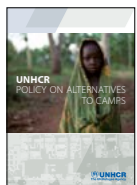
2 operations globally will be targeted for focused urban shelter and settlement response support.

5 pilot countries will benefit from UNHCR’s “Rental assistance guidelines” in assisting the social inclusion of refugees and IDPs into existing rental market systems.

Expand the “Master Plan approach” to settlement planning across all settlement typologies, including the urban context.

Develop an interoperable geographic information system (GIS) digital platform to leverage geographic information from sites for all populations of concern.

The 2014 “UNHCR Policy on Alternatives to Camps”



Urbanization is a defining characteristic of the world today, with greater numbers of people living in urban and peri-urban areas. This is also true of those who have been displaced with an estimated 61% of refugees residing in urban areas globally. Where relevant legal frameworks permit, life outside camps enables refugees to live more autonomously. They can pursue livelihoods or economic opportunities and access services, such as health and education, alongside the local community. There is growing evidence that refugees can stimulate local economies as both consumers and entrepreneurs.

UNHCR’s strategic approach to working in urban areas has evolved from its 2009 “Policy on Refugee Protection and Solutions in Urban Areas” to the 2014 “Policy on Alternatives to Camps”. More recent developments, including the Agenda for Sustainable Development—in particular, SDG 11 on inclusive, safe, resilient and sustainable cities; the New Urban Agenda; and the Global Compact on Refugees—provide strong impetus for a fresh look at these policies. The Global Compact recognizes that cities and local authorities—as those who receive, welcome and include refugees

—are key participants and stakeholders in comprehensive responses. Local communities are also engaged, as an influx of refugees into an urban context puts strain on existing host community services, such as housing, water services, local services and infrastructure. Through global declarations and campaigns—including the Global Parliament of Mayors and Global Mayors Forum; the Cities #WithRefugees campaign; and the creation of global policy fora addressing forced displacement and urbanization—more cities are committing to implement the Global Compact, such as Athens, Salt Lake City and Sao Paulo.

In 2020, UNHCR will support cities in these efforts. In Thessaloniki, for example, UNHCR participates in city-led urban refugee working groups, which include a range of public, private and civil society partners in a “whole-of-society” approach. In Central and North America, the Cities of Solidarity initiative will be piloted across several countries. Good practices and knowledge resources will be made available through a dedicated space within the GIS digital platform (eSite). UNHCR will deepen its engagement with city networks and mayoral fora, while also advocating that development actors address the challenges of refugee inclusion in local development plans, and by supporting them in their efforts.

UNHCR will strengthen key operational partnerships with development actors to enhance its urban response. Implementing the urban shelter and settlement guidance and tools developed with UN-Habitat aligns with UNHCR’s strategic shelter objectives and the Global Compact. New global priorities for collaboration are reflected in an updated global MoU with UN-Habitat from both an operational perspective (such as shelter and settlement, WASH, infrastructure and land), and a

policy perspective (such as data and SDG monitoring, preparedness and impact evaluation, overarching urban policy and the implementation of the Global Compact).

Building on best practices from recent shelter responses in the Mediterranean and Venezuela situations (see the *Europe and the Americas* regional summaries), appropriate use of cash-based interventions for urban accommodation will continue to be actively pursued. Wider dissemination of the recently developed “Rental assistance guidelines” will support social inclusion of people of concern into existing rental market systems, while being sensitive to rental market fluctuations that may be detrimental to host communities.

In 2020, UNHCR will continue reinforcing efforts to re-think humanitarian settlement planning, while ensuring the design of humanitarian settlements supports the achievement of long-term, area-based development priorities, as outlined in national development plans and policies. Actioning the “Master Plan approach” to settlement planning, and using appropriate technology, tools and technical expertise, remains a priority. This will support the spatial design and development of forward-thinking humanitarian settlements that promote local development and the integration of people of concern. Emphasis will be placed on ensuring the approach is relevant across all settlements, including in urban contexts.

To ensure institutional coherence and clarity of approach in a decentralized organization, strong technical oversight and support will be provided to the regional bureaux and country operations. UNHCR aims to ensure urban shelter and settlement response tools and guidance are fully understood and applied in various contexts.

ENERGY AND ENVIRONMENTAL PROTECTION



The Prosopis Firewood Processing and Charcoal Briquette Production Scheme in Melkadida Camp, Ethiopia, provides alternative fuel options to reduce deforestation and pollution.

2020 TARGETS

1.6 million people of concern will have access to clean cooking fuel.

2.5 million people of concern will have access to a sustainable source of electricity.

6,000 tons of CO₂ emissions will be reduced by using cleaner sources of energy.

50% of UNHCR country offices will participate in the annual inventory for the UN's "Greening the blue" initiative.

5,000 hectares of degraded land will be rehabilitated through reforestation activities in refugee-hosting areas.

The "Global strategy for sustainable energy 2019-2024"



Ensuring refugees have access to clean, affordable and reliable energy is an integral part of any humanitarian response. Moreover, meeting energy needs can provide significant benefits associated with protection, gender equality, food security, water, sanitation and health, education, livelihoods, connectivity and environmental protection.

In 2020-2021, UNHCR will continue to roll out its "Global Strategy for Sustainable Energy 2019-2024", focusing on four areas: addressing refugee households' energy needs from the onset of an emergency; improving access to sustainable, safe

and affordable household cooking energy; expanding sustainable household electrification; and increasing sustainable electrification of community and support facilities, while limiting overall consumption.

In partnership with development and private sector actors, UNHCR will strengthen its technical expertise in field operations, and improve the delivery of energy and environmental programming that meets refugees' energy needs while ensuring the least possible environmental impact. This includes working with partners such as FAO, GIZ (*Deutsche Gesellschaft für*

Internationale Zusammenarbeit (German Agency for International Cooperation)), the Joint OCHA/UNEP Environment Unit, NORCAP, Practical Action, the Swedish Civil Contingencies Agency and WFP.

For instance, UNHCR and GIZ are working together towards reducing the carbon footprint of selected UNHCR operations—including Ethiopia, Kenya and Uganda—and improving their access to sustainable energy. This initiative responds to UNHCR's climate responsibilities while providing clean and sustainable sources of energy to populations of concern in Ethiopia, Kenya and Uganda. Moreover, with the support of Sida, UNHCR is establishing a revolving fund that will help in-country staff partner with the private sector to transition to clean energy, phase out fossil fuels, and reduce CO₂ emissions.

A critical step in improving UNHCR's own environmental performance is being able

to accurately measure and understand its environmental impact. In the last five years, the Office has participated in the UN's "Greening the blue" initiative by progressively rolling out environmental reporting to its country operations. In 2020, UNHCR is planning to assist 200 country offices as they report on their CO₂ emissions, waste production and water use. Providing support and capacity-building for ever-better environmental monitoring will help highlight progress and identify opportunities for further improvement, inspiring further action for environmental sustainability. UNHCR also works with countries, refugees and host communities to build community-resilience through sustainable environmental management. In 2020, UNHCR, in partnership with Land Life Company, will expand its reforestation efforts for the rehabilitation of degraded land in refugee-hosting areas.

Energy and infrastructure | The Global Refugee Forum will serve as an opportunity to expand access to sustainable energy for refugees whilst mitigating and adapting to climate change through three pillars: energy provision (linked to SDG 7 on affordable and sustainable energy for refugees); essential services (energy, connectivity, environment, health, WASH, Shelter); and inclusion (in national structures and services).



Dutch Postcode Lottery's Green Camp project

Since 2017, UNHCR and Land Life Company, supported by the Dutch National Postcode Lottery, have been building a "green" refugee camp in northern Cameroon, reforesting severely degraded lands in and around the camp with 40,000 trees—providing jobs, shade, health and food.

Other elements of the project include building sustainable, locally-sourced shelters and providing eco-friendly cooking alternatives to prevent further illegal logging. This unique project brings to life a new model on how to reduce the environmental footprint of humanitarian efforts, cut costs and, most importantly, improve the health and well-being of both the refugees and host communities.



MEMBERS OF UNHCR'S EXECUTIVE COMMITTEE AND STATES PARTIES TO THE REFUGEE AND STATELESSNESS CONVENTIONS

UNHCR is governed by the United Nations General Assembly and the Economic and Social Council (ECOSOC). In 1958, ECOSOC established the Executive Committee of the High Commissioner's Programme (ExCom), pursuant to a resolution of the General Assembly. Its main tasks are to approve the High Commissioner's programmes, advise the High Commissioner in the exercise of his functions (mainly on protection issues), and oversee the Office's finances and administration.

ExCom holds an annual session in Geneva every October. The 70th session took place from 7 to 11 October 2019. Meetings of the Executive Committee's Standing Committee are held at various dates throughout the year to carry on the work between plenary sessions.

ExCom membership is on the widest possible geographical basis from those States (Members of the United Nations) with a demonstrated interest in, and devotion to, the solution of refugee problems. By the end of 2019, there were 102 ExCom members in the following table—in blue—which also shows the State Parties to the 1951 Refugee Convention relating to the Status of Refugees and its Protocol of 1967 and to the 1954 Convention relating to the Status of Stateless Persons and the 1961 Convention on the Reduction of Statelessness.



Angola acceded to the 1954 and 1961 Conventions on statelessness in 2019.

Colombia acceded to the 1954 Convention on the status of stateless persons in 2019.

	1951	1967	1954	1961
Afghanistan	2005	2005		
Albania	1992	1992	2003	2003
Algeria	1963	1967	1964	
Angola	1981	1981	2019	2019
Antigua and Barbuda	1995	1995	1988	
Argentina	1961	1967	1972	2014
Armenia	1993	1993	1994	1994
Australia	1954	1973	1973	1973
Austria	1954	1973	2008	1972
Azerbaijan	1993	1993	1996	1996
Bahamas (the)	1993	1993		
Bangladesh				
Barbados			1972	
Belarus	2001	2001		
Belgium	1953	1969	1960	2014
Belize	1990	1990	2006	2015
Benin	1962	1970	2011	2011
Bolivia (Plurinational State of)	1982	1982	1983	1983
Bosnia and Herzegovina	1993	1993	1993	1996
Botswana	1969	1969	1969	
Brazil	1960	1972	1996	2007
Bulgaria	1993	1993	2012	2012
Burkina Faso	1980	1980	2012	2017
Burundi	1963	1971		
Cabo Verde		1987		
Cambodia	1992	1992		
Cameroon	1961	1967		

	1951	1967	1954	1961
Canada	1969	1969		1978
Central African Republic (the)	1962	1967		
Chad	1981	1981	1999	1999
Chile	1972	1972	2018	2018
China	1982	1982		
Colombia	1961	1980	2019	2014
Congo	1962	1970		
Costa Rica	1978	1978	1977	1977
Côte d'Ivoire	1961	1970	2013	2013
Croatia	1992	1992	1992	2011
Cyprus	1963	1968		
Czechia	1993	1993	2004	2001
Dem. Rep. of the Congo	1965	1975		
Denmark	1952	1968	1956	1977
Djibouti	1977	1977		
Dominica	1994	1994		
Dominican Republic	1978	1978		
Ecuador	1955	1969	1970	2012
Egypt	1981	1981		
El Salvador	1983	1983	2015	
Equatorial Guinea	1986	1986		
Estonia	1997	1997		
Ethiopia	1969	1969		
Fiji	1972	1972	1972	
Finland	1968	1968	1968	2008
France	1954	1971	1960	
Gabon	1964	1973		

	1951	1967	1954	1961
Gambia	1966	1967	2014	2014
Georgia	1999	1999	2011	2014
Germany	1953	1969	1976	1977
Ghana	1963	1968		
Greece	1960	1968	1975	
Guatemala	1983	1983	2000	2001
Guinea	1965	1968	1962	2014
Guinea-Bissau	1976	1976	2016	2016
Haiti	1984	1984	2018	2018
Holy See	1956	1967		
Honduras	1992	1992	2012	2012
Hungary	1989	1989	2001	2009
Iceland	1955	1968		
India				
Iran (Islamic Republic of)	1976	1976		
Ireland	1956	1968	1962	1973
Israel	1954	1968	1958	
Italy	1954	1972	1962	2015
Jamaica	1964	1980		2013
Japan	1981	1982		
Jordan				
Kazakhstan	1999	1999		
Kenya	1966	1981		
Kiribati			1983	1983
Kyrgyzstan	1996	1996		
Latvia	1997	1997	1999	1992
Lebanon				
Lesotho	1981	1981	1974	2004
Liberia	1964	1980	1964	2004
Libya			1989	1989
Liechtenstein	1957	1968	2009	2009
Lithuania	1997	1997	2000	2013
Luxembourg	1953	1971	1960	2017
Madagascar	1967			
Malawi	1987	1987	2009	
Mali	1973	1973	2016	2016
Malta	1971	1971		
Mauritania	1987	1987		
Mexico	2000	2000	2000	
Monaco	1954	2010		
Montenegro	2006	2006	2006	2013
Morocco	1956	1971		
Mozambique	1983	1989	2014	2014
Namibia	1995	1995		
Nauru	2011	2011		
Netherlands	1956	1968	1962	1985
New Zealand	1960	1973		2006
Nicaragua	1980	1980	2013	2013
Niger	1961	1970	2014	1985
Nigeria	1967	1968	2011	2011
North Macedonia	1994	1994	1994	
Norway	1953	1967	1956	1971
Pakistan				
Panama	1978	1978	2011	2011
Papua New Guinea	1986	1986		

	1951	1967	1954	1961
Paraguay	1970	1970	2014	2012
Peru	1964	1983	2014	2014
Philippines	1981	1981	2011	
Poland	1991	1991		
Portugal	1960	1976	2012	2012
Republic of Korea	1992	1992	1962	
Republic of Moldova	2002	2002	2012	2012
Romania	1991	1991	2006	2006
Russian Federation	1993	1993		
Rwanda	1980	1980	2006	2006
Saint Kitts and Nevis	2002			
Saint Vincent and the Grenadines	1993	2003	1999	
Samoa	1988	1994		
Sao Tome and Principe	1978	1978		
Senegal	1963	1967	2005	2005
Serbia	2001	2001	2001	2011
Seychelles	1980	1980		
Sierra Leone	1981	1981	2016	2016
Slovakia	1993	1993	2000	2000
Slovenia	1992	1992	1992	
Solomon Islands	1995	1995		
Somalia	1978	1978		
South Africa	1996	1996		
South Sudan	2018	2018		
Spain	1978	1978	1997	2018
Sudan	1974	1974		
Suriname	1978	1978		
Swaziland	2000	1969	1999	1999
Sweden	1954	1967	1965	1969
Switzerland	1955	1968	1972	
Tajikistan	1993	1993		
Thailand				
Timor-Leste	2003	2003		
Togo	1962	1969		
Trinidad and Tobago	2000	2000	1966	
Tunisia	1957	1968	1969	2000
Turkey	1962	1968	2015	
Turkmenistan	1998	1998	2011	2012
Tuvalu	1986	1986		
Uganda	1976	1976	1965	
Ukraine	2002	2002	2013	2013
United Kingdom of Great Britain and Northern Ireland	1954	1968	1959	1966
United Republic of Tanzania	1964	1968		
United States of America		1968		
Uruguay	1970	1970	2004	2001
Venezuela (Bolivarian Republic of)		1986		
Yemen	1980	1980		
Zambia	1969	1969	1974	
Zimbabwe	1981	1981	1998	
Total Parties	146	147	93	74

ACRONYMS

3RP Regional Refugee and Resilience Plan in response to the Syria crisis

ASEAN Association of Southeast Asian Nations

AU African Union

BIMS Biometric Identity Management System

CBIs Cash-based interventions

CBP Community-based protection

CCCM Camp coordination and camp management (cluster)

CERF Central Emergency Response Fund

COI Country of origin information

COP Country Operations Plan (for UNHCR)

CRIs Core relief items

CRR Comprehensive Refugee Response

CRRF Comprehensive Refugee Response Framework

DAFI German Albert Einstein Academic Scholarship Programme for Refugees

DFID Department for International Development (United Kingdom)

EASO European Asylum Support Office (EU)

ECA Economic Commission for Africa (UN)

ECHO Directorate-General for European Civil Protection and Humanitarian Aid Operations (EU)

ECOSOC Economic and Social Council (UN)

ECOWAS Economic Community of West African States

ERC Emergency Relief Coordinator (UN)

ERCM Emerging resettlement country mechanism

ETM Emergency transit mechanism (UNHCR)

EU European Union

ExCom Executive Committee of the High Commissioner's Programme

FAO Food and Agriculture Organization (UN)

FRONTEX European Border and Coast Guard Agency (EU)

GAM Global acute malnutrition

GCC Gulf Cooperation Council

GCR Global Compact on Refugees

GDP Gross domestic product

GIS Geographic information system

GIZ *Deutsche Gesellschaft für Internationale Zusammenarbeit* (German Agency for International Cooperation)

GNA Global needs assessment (UNHCR)

GPC Global Protection Cluster

GSC Global Shelter Cluster

GSP Global Strategic Priority (for UNHCR)

HALEP High Alert List for Emergency Preparedness

HIV and AIDS Human Immunodeficiency Virus and Acquired Immunodeficiency Syndrome

HLP Housing, land and property

HRP Humanitarian Response Plan

HRWG Human Rights Working Group (UNDG)

IASC Inter-Agency Standing Committee

ICT Information and communications technology

ICVA International Council of Voluntary Agencies

IDA International Development Association (World Bank)

IDP Internally displaced person

IFRC International Federation of Red Cross and Red Crescent Societies

IGAD Intergovernmental Authority on Development

ILO International Labour Organization

IMF International Monetary Fund

IOM International Organization for Migration

IYCF Infant and young child feeding

JICA Japan International Cooperation Agency

JIPS Joint IDP Profiling Service

JPO Junior Professional Officer

LGBTI Lesbian, gay, bisexual, transgender and intersex

MERCOSUR *Mercado Común del Sur* (Common Market of the South)

MSB Swedish Civil Contingencies Agency

NCA North of Central America

NFIs Non-food items

NGO Non-governmental organization

NRC Norwegian Refugee Council

OAS Organization of American States

OCHA Office for the Coordination of Humanitarian Affairs (UN)

OECD Organization for Economic Cooperation and Development

OHCHR Office of the High Commissioner for Human Rights (UN)

OSCE Organization for Security and Cooperation in Europe

RBM Results-based management (for UNHCR)

RRP Refugee Response Plan

RSD Refugee status determination

SADC Southern African Development Community

SDC Swiss Agency for Development and Cooperation

SDG Sustainable Development Goal(s)

SEA/SH Sexual exploitation and abuse/ Sexual harassment

SGBV Sexual and gender-based violence

SIDA Swedish International Development Cooperation Agency

SSAR Solutions strategy for Afghan refugees

THW *Technisches Hilfswerk* (German Federal Agency for Technical Relief)

UEFA Union of European Football Associations

UN Women United Nations Entity for Gender Equality and the Empowerment of Women

UNAIDS Joint United Nations Programme on HIV/AIDS

UNCDF United Nations Capital Development Fund

UNDAF United Nations Development Assistance Framework

UNDG United Nations Development Group

UNDP United Nations Development Programme

UNEP United Nations Environment Programme

UNESCO United Nations Educational, Scientific and Cultural Organization

UNFCCC United Nations Framework Convention on Climate Change

UNFPA United Nations Population Fund

UN-Habitat United Nations Human Settlements Programme

UNICEF United Nations Children's Fund

UNMAS United Nations Mine Action Service

UNODC United Nations Office on Drugs and Crime

UNVs United Nations Volunteers

USAID United States Agency for International Development

WASH Water, sanitation and hygiene

WFP World Food Programme

WHO World Health Organization

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Cover photo:

Seventy-year-old Guzeh Mustafa sits outside a shelter at Bardarash camp in Duhok, Iraq. She arrived from north-east Syria with six family members in October 2019 and is in need of medical assistance.

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