

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

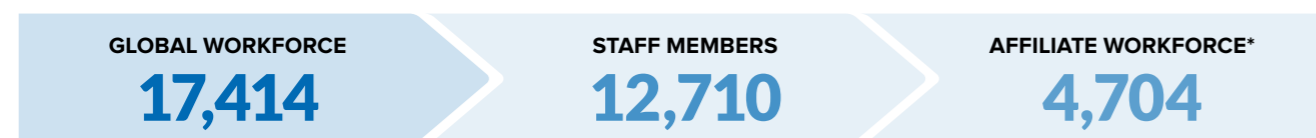
their homeland, internally displaced people, and persons who are stateless or whose nationality is disputed. As of November 2019, 93 States are parties to the 1954 Convention relating to the Status of Stateless Persons and 74 to the 1961 Convention on the Reduction of Statelessness.

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.

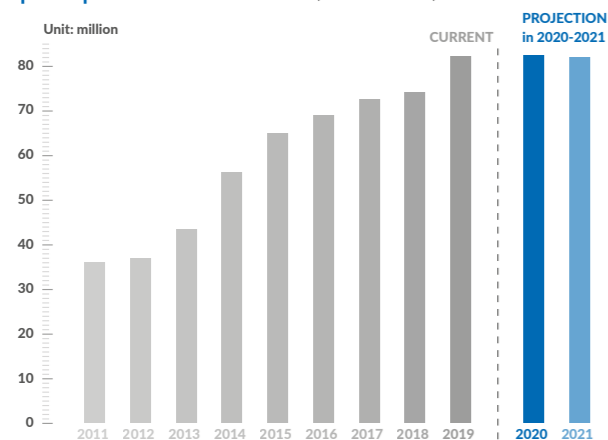
The Office carries out its work in collaboration with many partners, including governments, regional organizations, and international and non-governmental organizations. It is committed to the principle of participation, believing that refugees and others who benefit from the Office's activities should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

Global presence (as of 31 October 2019)

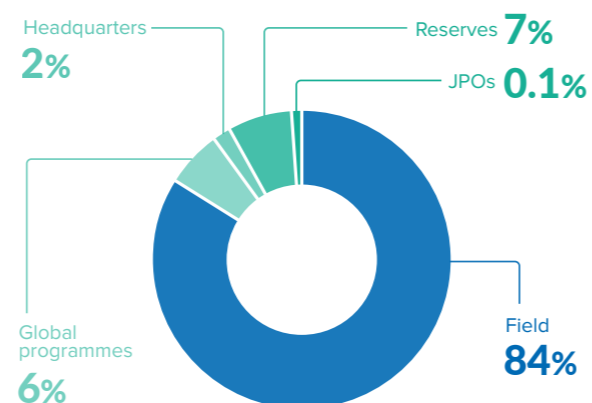
UNHCR is present in **134 countries** with offices in **546 locations**



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



© UNHCR/Will Swanson

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

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.

	IMPACT INDICATOR	ENGAGEMENT
COMMUNITY EMPOWERMENT AND SELF-RELIANCE		
 <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.