



UNHCR
The UN Refugee Agency

70 YEARS
PROTECTING PEOPLE
FORCED TO FLEE

GLOBAL APPEAL

2022



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. Its 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.

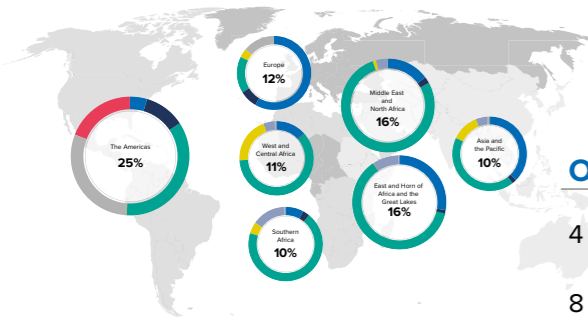
GLOBAL APPEAL 2022

UNHCR's Executive Committee 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. 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.

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This Global Appeal provides updated information for governments, private donors, partners and other readers interested in UNHCR’s priorities and budgeted activities for 2022 to protect and improve the lives of tens of millions of people – refugees, returnees, internally displaced people, 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](#) 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 contains also a glossary of technical terms used throughout this publication.





High Commissioner Filippo Grandi bumps fists with six-year-old Kervanis Prieto during a visit to a social integration centre in La Milagrosa, in Soledad municipality, Colombia.

© UNHCR/Santiago Escobar-Jaramillo

High Commissioner's foreword

2022 will be shaped by the world's response to three threats: conflict, COVID-19 and climate change. The first has bedevilled us throughout history, the second is a new scourge threatening long-term damage, the third will, without urgent action, have lasting effects. All three hit the most vulnerable hardest, including refugees and other

people of concern to UNHCR. All three could be vastly alleviated by robust and rapid action from the international community.

Despite the need for such action, we have seen wars continue, sometimes stoked by those who should be stopping them. The response to

COVID-19 has not been guided by global needs or equity, giving the virus space to thrive and mutate. And climate change is already a human crisis: many of the casualties of current and future climate events are people who have done least to fill the atmosphere with carbon dioxide. Some 90% of refugees under UNHCR's mandate and 70% of internally displaced people are from countries most vulnerable to the climate emergency.

The longer we leave these problems, the bigger the consequences. And without urgent action,

UNHCR anticipates the number of people under its mandate will continue to swell, forcing us to respond to new emergencies, as we did in Afghanistan, Ethiopia and dozens of other places in 2021.

The opportunities for corrective action are, however, there for the international community to seize, and UNHCR will not stop calling for an end to conflict, an equitable recovery from COVID-19 with inclusive access to vaccines and socioeconomic support, and decisive steps to halt climate change and mitigate its impacts.

We will also be relentless in our pursuit of voluntary, safe and dignified solutions for the displaced. This means building on our solutions-oriented work right from the start of crises. This can be done when peacemaking may still be a work in progress and where we can step up not only support to host countries, but also in countries of origin, helping to remove the obstacles that the displaced tell us prevent return. At the same time, we will push for much more support to host communities to enable inclusion and even integration, where applicable, building on the extraordinary efforts of the cooperation with the World Bank and other international financial institutions.

We will also continue to press for more third-country solutions to share the international responsibility for refugees. There is fresh momentum behind resettlement, for example, with the United States offering to resettle up to 125,000 refugees, while States such as Canada, Sweden and Norway continue to be steadfast in their support. As COVID-19 travel restrictions recede, there must also be more opportunities for refugees to take advantage of complementary pathways, especially for students, athletes, skilled workers and through family reunification.

Ultimately, however, the greatest opportunity for solutions comes with sustained peace and when countries of origin and asylum show the political will to work together, as Côte d'Ivoire has done with Ghana, Guinea, Liberia, Mali, Mauritania and Togo.

Achieving solutions is no less pressing in situations of statelessness. The pain of statelessness should not have to be managed and endured for years

like some incurable medical condition. It can and must be ended, and UNHCR – ever resolute in our pursuit of the eradication of statelessness – will increase our investment in tackling it in 2022. While efforts to end statelessness are making progress, with Iceland and Togo both acceding to the conventions in 2021 and significant work being undertaken by other States like Chile, Kenya, Namibia and Uzbekistan, much more is needed in 2022 so we can meet the ambitious goals of the #IBelong Campaign.

Until solutions can be secured, UNHCR will of course continue its life-saving work to protect and assist people of concern, to alleviate their suffering while their situation of displacement or statelessness persists. We will support States to protect, shelter and support millions who have been driven from their homes by violence or fear of persecution. We will strive to ensure that they have acceptable living conditions, access to health care, and opportunities for education and work, and will help their host countries in ensuring this is also the case for host communities. We will do all we can to make sure that their voices are heard by governments and the global public, that they can participate in decisions about their own lives, and that they can enjoy their legal and human rights.

We will also continue our efforts to improve the way we work. Five years ago, we launched a transformation to improve the way the organization functions and serves the people covered by its mandate, including through regionalization and decentralization. 2022 will see a renewal of our Strategic Directions. We will deepen the reforms of our work processes, using our decentralized structures to bring decision-making and accountability closer to the people we serve, making it easier to partner with us, while strengthening risk management and oversight mechanisms to maintain and upgrade controls. This includes not only financial and managerial controls, but ethical standards too. The fight against sexual exploitation, sexual abuse and sexual harassment must extend to the very furthest reaches of our presence on the ground, and that of our partners, and will remain a critical priority for me in 2022 and beyond.

We will also upgrade our strategic planning and results framework with the new COMPASS system, which will enable us to better plan, budget and monitor the impact of our work, and open the way for multi-year planning, aligning us with other UN agencies and host governments. Our deepening collaboration with development partners such as the World Bank will not only help in funding and analysing situations of displacement, it will also help demonstrate that people of concern to UNHCR are not a problem to be dealt with, or to be forgotten, but they are real people with diverse lives, valuable skills and great ambition. Given the chance, they enrich our societies.

I'm reminded of a letter I received a few weeks ago from a refugee who sent me a copy of his book. He wrote that UN organizations are those "whose logos appeared on the blankets that covered my thin body, on the cans I used to fetch water, on the shoes and the plastic roof that covered my head. Without you, the story would be different. But the greatest gift you gave me is the ability to pursue an independent life, free of those logos." That is our ambition for refugees too, and I hope you will help us make that a reality. On a related note, I encourage you to read the Afterword to this Global Appeal, a powerful personal memoir from a refugee journalist.

Our entire strategic approach is based on our responsibility to fulfil our mandate. UNHCR aims to save and improve the lives of the people of concern, lessen the burden on States that do so much to host them, and solve their situations as soon as possible. All this work is made possible by you – by host communities and countries, by donors – to whom the world owes a great debt of gratitude. With this Global Appeal, I invite you to support UNHCR's work in 2022.



— Filippo Grandi
UNHCR High Commissioner



Special Envoy Angelina Jolie listens as Aminata, an IDP in Burkina Faso, tells the story of how she and her five children walked more than 100 km in five days after armed men came to their village and started shooting in every direction. Aminata runs a small kiosk where she sells herbs, fruit and a few other items.

© UNHCR/Nana Kofi Acquah

Interview with the Special Envoy

What is the most vivid or striking memory you have from your experience of meeting refugees and seeing UNHCR's work up close?

There are so many memories. When you meet people who have been through war, they are so human. They've confronted their own humanity in such a profound way. They've had to adapt, and grow stronger. They've grown and evolved in different ways.

I am humbled to work for refugees and all displaced people. I often think of many of the families I have met, and am angered by how little is able to be done by the international community to help stabilize their situations and help them to return to a life they deserve. When I check in with them, it's been all too often the case that their lives have become more – not less – challenging as time passes.

What do you think is a common misunderstanding about refugees?

That people would prefer to live outside their home country, or are looking to migrate. That they take and don't contribute. Nothing could be further from the truth.

Is there any area where you feel optimistic about positive change in the next few years?

I wish I could say yes. Sadly, I think it is going to get worse before it gets better, because as bad as things already are, it doesn't seem to be enough to shock the international community into action.

What have you found frustrating, perhaps where improvement is possible but elusive?

Very practical things, like help for refugees who have had their studies disrupted to carry over their qualifications so they can complete their studies. Nothing upsets me more than when I meet bright and talented refugee children who've fallen out of education, or had to marry early, because they have to care for or support their families. Survival has taken precedence over education for them – as it would for any of us in their situation – but the result is the complete closing off of their life opportunities.

Is there one particular thing you would like to see world leaders do to alleviate the global burden of forced displacement?

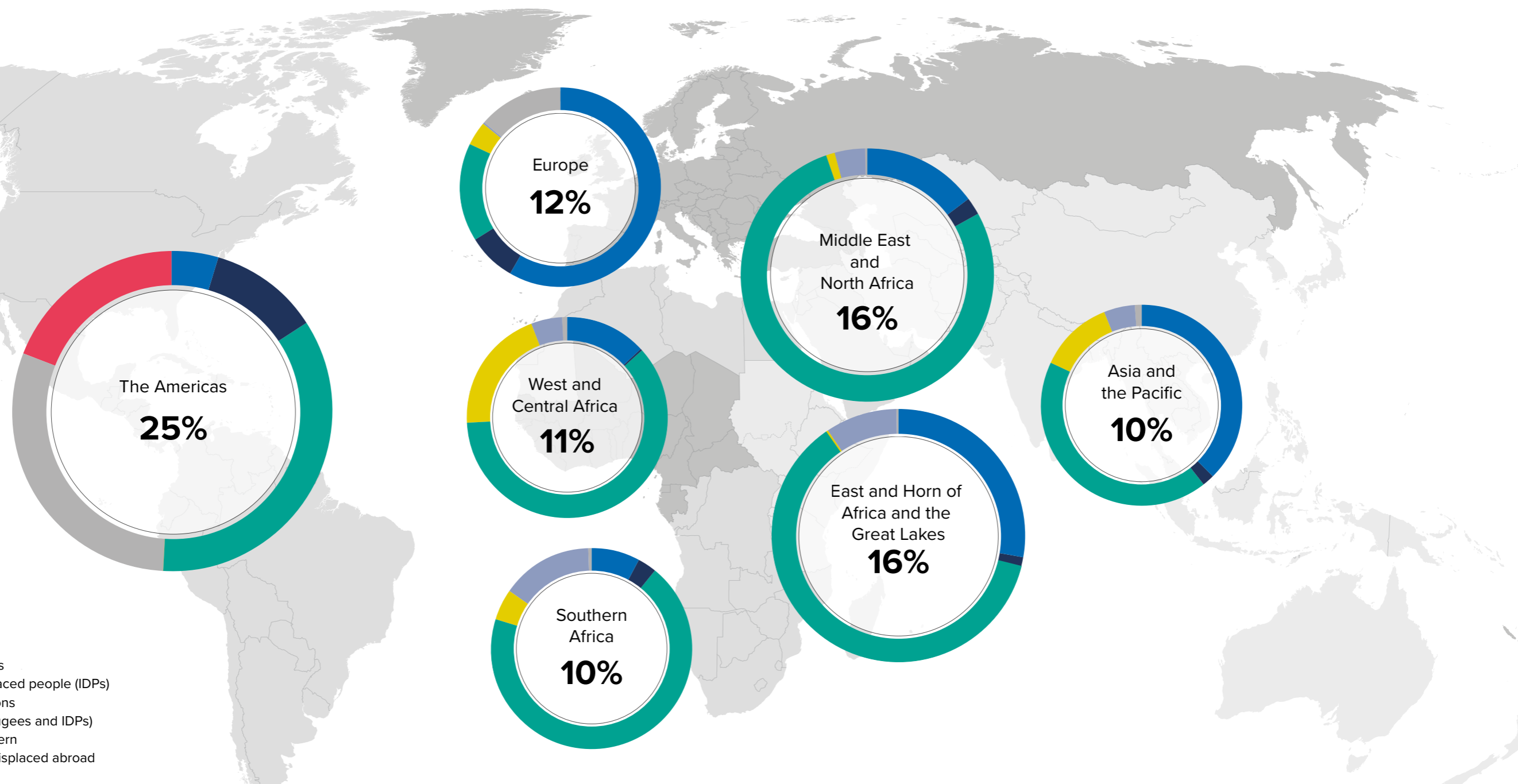
To keep their promises, even when a crisis falls out of the news. To stop using refugees as part of political – or geopolitical – games. And to be more willing to speak out when allies or partners are part of the problem in creating refugee flows or obstructing humanitarian access. We humanitarians have to remain impartial – but it is the job of governments to uphold the UN charter, and prevent conflicts, and hold aggressors accountable. At the moment the only people holding the ring are the humanitarians, and that puts us in an impossible situation.



— Angelina Jolie
UNHCR's Special Envoy

POPULATIONS OF CONCERN TO UNHCR

2022 PLANNING FIGURES¹



	East and Horn of Africa and the Great Lakes		Southern Africa		West and Central Africa		The Americas			Asia and the Pacific		Europe		Middle East and North Africa		Total Population of Concern	
Refugees*	4,617,307	28% ²	784,318	8%	1,508,786	13%	1,324,142	5%		3,932,153	38%	7,257,315	59%	2,368,647	15%	21,792,668	21% ³
Asylum-seekers	131,740	0.8%	298,481	3%	27,519	0.2%	2,866,332	11%		233,731	2%	967,111	8%	265,288	2%	4,790,202	5%
IDPs	10,450,674	63%	6,944,279	70%	6,960,243	61%	8,973,590	35%		4,461,216	43%	1,943,721	16%	12,430,000	78%	52,163,723	51%
Stateless Persons*	39,795	0.2%	454,469	5%	2,242,088	20%	345	<0.1%		1,212,896	12%	480,268	4%	209,220	1%	4,639,081	5%
Returnees (refugees & IDPs)	1,458,416	9%	1,463,929	15%	559,927	5%	100	<0.1%		511,372	5%	10,530	<0.1%	711,900	4%	4,716,174	5%
Others of concern*	2,558	<0.1%	36,211	0.4%	36,666	0.3%	7,725,404	30%		130,224	1%	1,672,180	14%	11,371	<0.1%	9,614,614	9%
Venezuelans displaced abroad	-	-	-	-	-	-	4,858,608	19%		-	-	-	-	-	-	4,858,608	5%
TOTAL	16,700,490		9,981,687		11,335,229		25,748,521			10,481,592		12,331,125		15,996,426		102,575,070	

¹ The figures are projections based on a combination of the anticipated evolution of situations, current population sizes, average population growth, expected movements, and changes in the status of people of concern.

² % in regional columns = percentage of each group against the total population of concern in the region.

³ % in total column = percentage of global population of concern.

* See additional footnotes on page 13.

COMPASS and the global results framework

UNHCR has invested considerably in a set of reforms that will make it more agile and better equipped to meet the objectives of the Global Compact on Refugees (GCR) and the Sustainable Development Goals (SDGs). Central to this transformation is COMPASS, UNHCR’s results-based management approach.

The COMPASS approach makes it easier for UNHCR’s country plans to align with those of national and UN partners, thus encouraging the inclusion of refugees in national health and education systems, local development plans, and efforts related to jobs and social safety nets. By integrating refugees, IDPs and stateless people into national and local plans and policies and in peacebuilding, they have greater opportunities to thrive, alongside host communities. This long overdue shift answers the call of the 2030 Agenda for Sustainable Development to “[leave no one behind](#)”.

All UNHCR operations finalized their 2022 strategies with the new COMPASS approach, using the new global results framework, and 24 operations have already developed a multi-year strategy. The rest will follow with multi-year plans for 2023 or 2024.

To monitor and track progress in the Impact and Outcome Areas of the global results framework, COMPASS includes 52 “[core indicators](#)”. They measure progress against global standards at Impact level and regional and operational targets at Outcome level. Data will come from a variety of sources and collection methods, commonly referred to as “means of verification”, and efforts are underway in each region to set up – and later on scale up – systems and processes for this new set of indicator data.

To translate the commitments to the GCR and SDGs, some of these core indicators are mapped to SDG and GCR indicators. Ten of the core indicators can be mapped to SDG indicators, and eight can be mapped to GCR indicators.

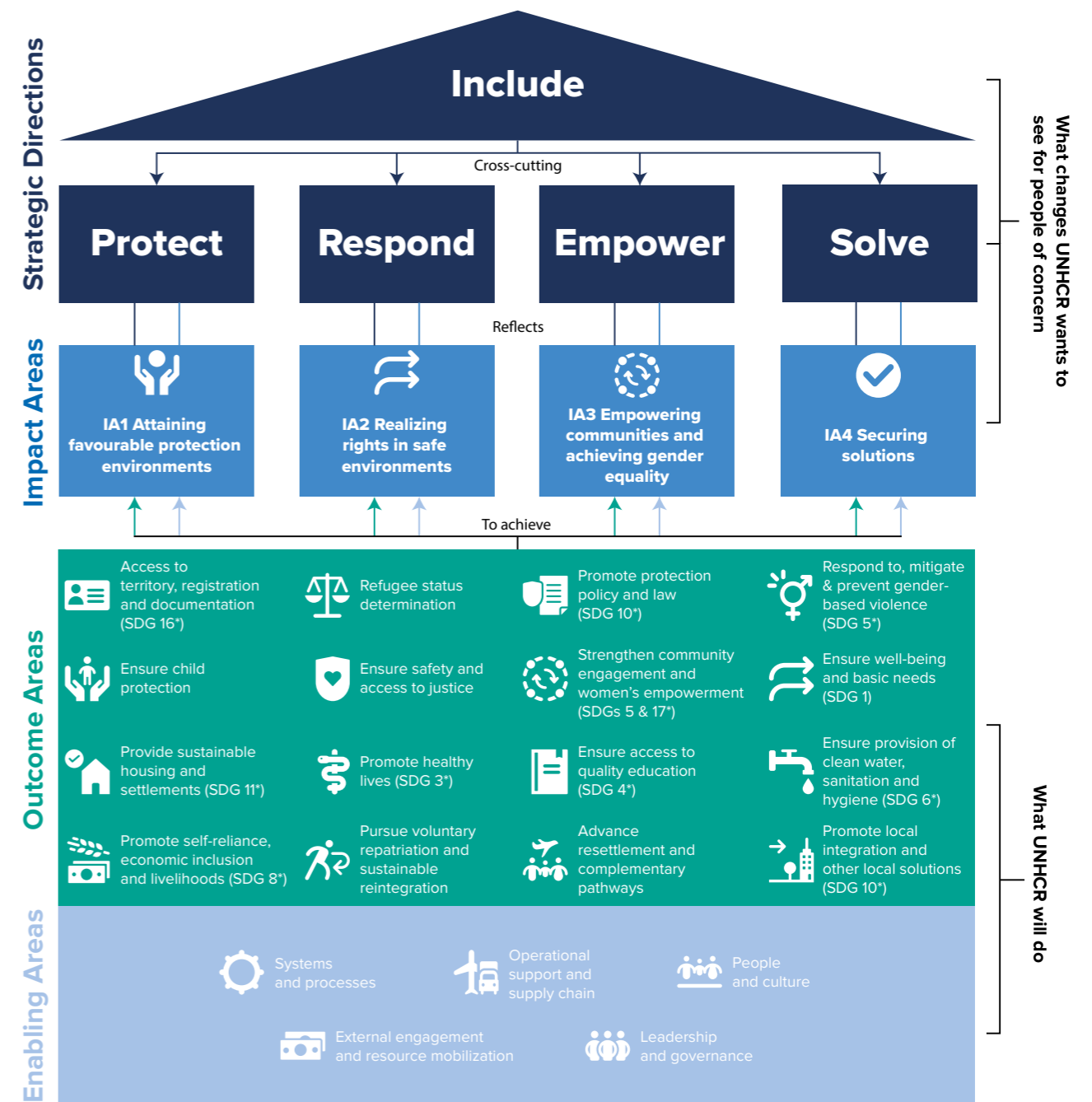
This Global Appeal is structured around UNHCR’s global results framework. It contains sections describing UNHCR’s ambitions for each of the four Impact Areas and the outlook and strategy for each of the 16 Outcome Areas. A section on the five “Enabling Areas” covers cross-cutting management and support functions.

What is COMPASS?

COMPASS is a comprehensive approach to planning and managing for results, oriented around the people that UNHCR serves. Key features include:

- A new multi-year programming cycle that shifts the focus from “what we do” to “how we contribute to change”.
- An emphasis on the use of data and evidence to set priorities, monitor progress and adjust strategies as necessary.

- A simplified results chain aligned with the [UN system](#) of “impacts”, “outcomes” and “outputs”, whereby:
 - At the country level, operations have the flexibility to define their results.
 - At the global level, a global results framework with Impact and Outcome Areas helps aggregate results and financial information.
- A new online system to support planning, budgeting, monitoring and reporting.



*Outcome Area contributing to a Sustainable Development Goal (SDG). See full list of [SDGs](#).

How do country operations define their results in COMPASS?

COMPASS starts with a planning phase, which involves deep consultations with the people UNHCR serves, partners, host governments and communities to identify the main areas of concern and define the key changes in the lives of the forcibly displaced and stateless for the next three to five years in that context. For example: “By 2025, forcibly displaced people are able to meet economic needs and enjoy a greater degree of socioeconomic inclusion and self-reliance”. These changes, also called “**impacts**”, are achieved collectively with governments, partners, the forcibly displaced, stateless and host communities. To strengthen alignment with national processes, each operation determines the duration and timing of its multi-year strategy in consultation with host governments and other stakeholders.

Once the impacts are defined, UNHCR operations and stakeholders jointly identify the positive changes to which they can contribute to achieve those impacts, for example, “By 2025 separated refugee children will have access to national child protection systems and child friendly procedures”. These are the “**outcomes**” that UNHCR will achieve to contribute to the impacts. Finally, with donor support and in collaboration with partners, UNHCR’s operations deliver specific “**outputs**” that will contribute to those outcomes in each country,

for example, “Child protection service providers have the capacity to deliver required services for separated refugee children in line with agreed standards”.

Country-specific impacts are aggregated in the form of four global **Impact Areas** that translate UNHCR’s mandate into programmatic terms: protecting, responding and empowering the people UNHCR serves and working towards durable solutions. The four Impact Areas echo four of the High Commissioner’s strategic directions – “Protect”, “Respond”, “Empower” and “Solve”. A fifth strategic direction, “Include”, cuts across all results. Similarly, once defined, operations assign each country-specific outcome to one of the 16 global **Outcome Areas**, reflecting the main areas of work of UNHCR, and the major areas where resources are allocated. Through these linkages, there is a clear line of sight between what is done, what resources are allocated, what is achieved, and as a result, what difference is made for those that UNHCR serves.

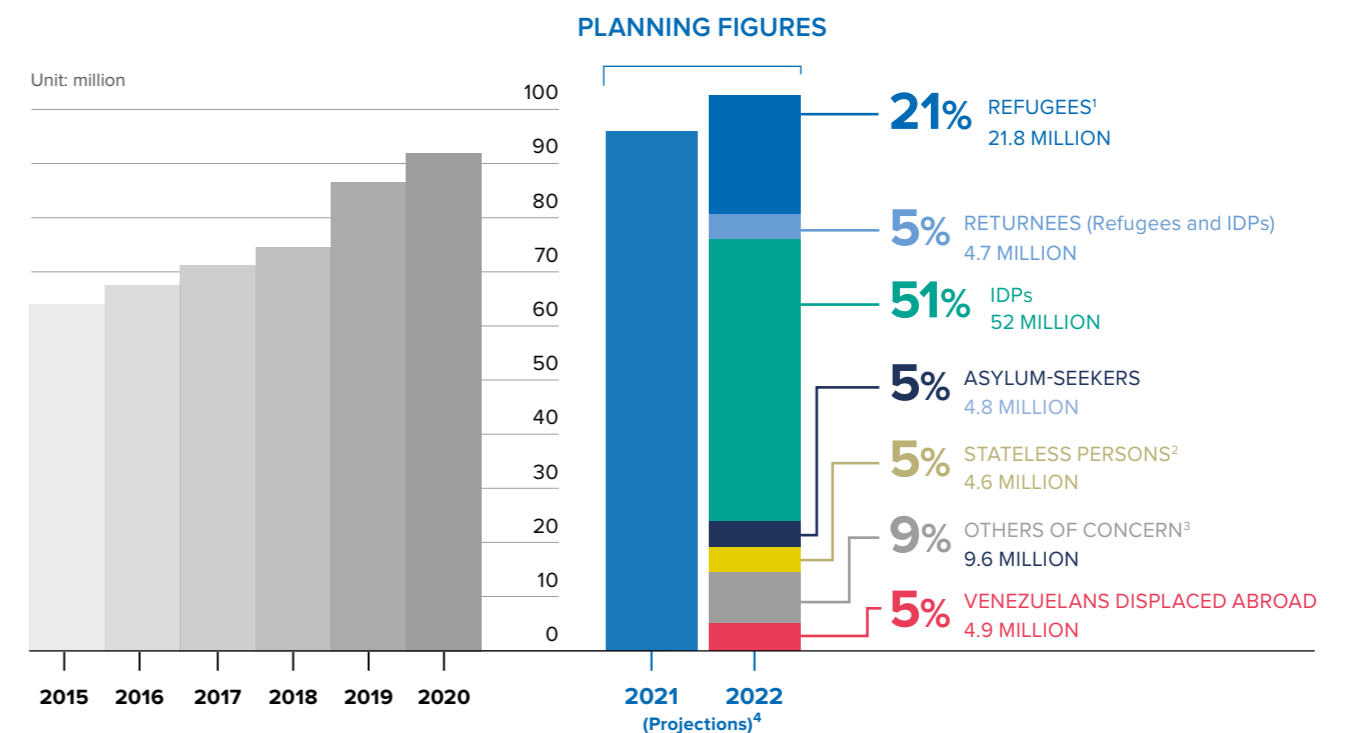
The association of individual Outcome Areas to specific single Impact Areas is not mandatory for operations. As an example, and depending on context, education as an Outcome Area could in one operation be linked to the “Protection” Impact Area while in another operation, it could be linked to “Solutions”.

UNHCR’s 2022 Financial Requirements

This chapter provides details on the \$8.994 billion estimated needs for protection, assistance and solutions for 102.6 million people of concern to UNHCR projected to be in need in 2022. These include, inter alia, refugees, returnees, stateless persons, internally displaced people, as well as others of concern. It also provides an overview of the planning process, and the priorities for mobilizing resources from government and private sector donors.

The 2022 programme budget was prepared for the first time using COMPASS, UNHCR’s new results-based management framework and system. More detailed information on UNHCR’s programmes and priorities is available in the “[Annual programme budget 2022](#)” which was approved by the Executive Committee of the High Commissioner’s Programme at its 72nd session in October 2021.

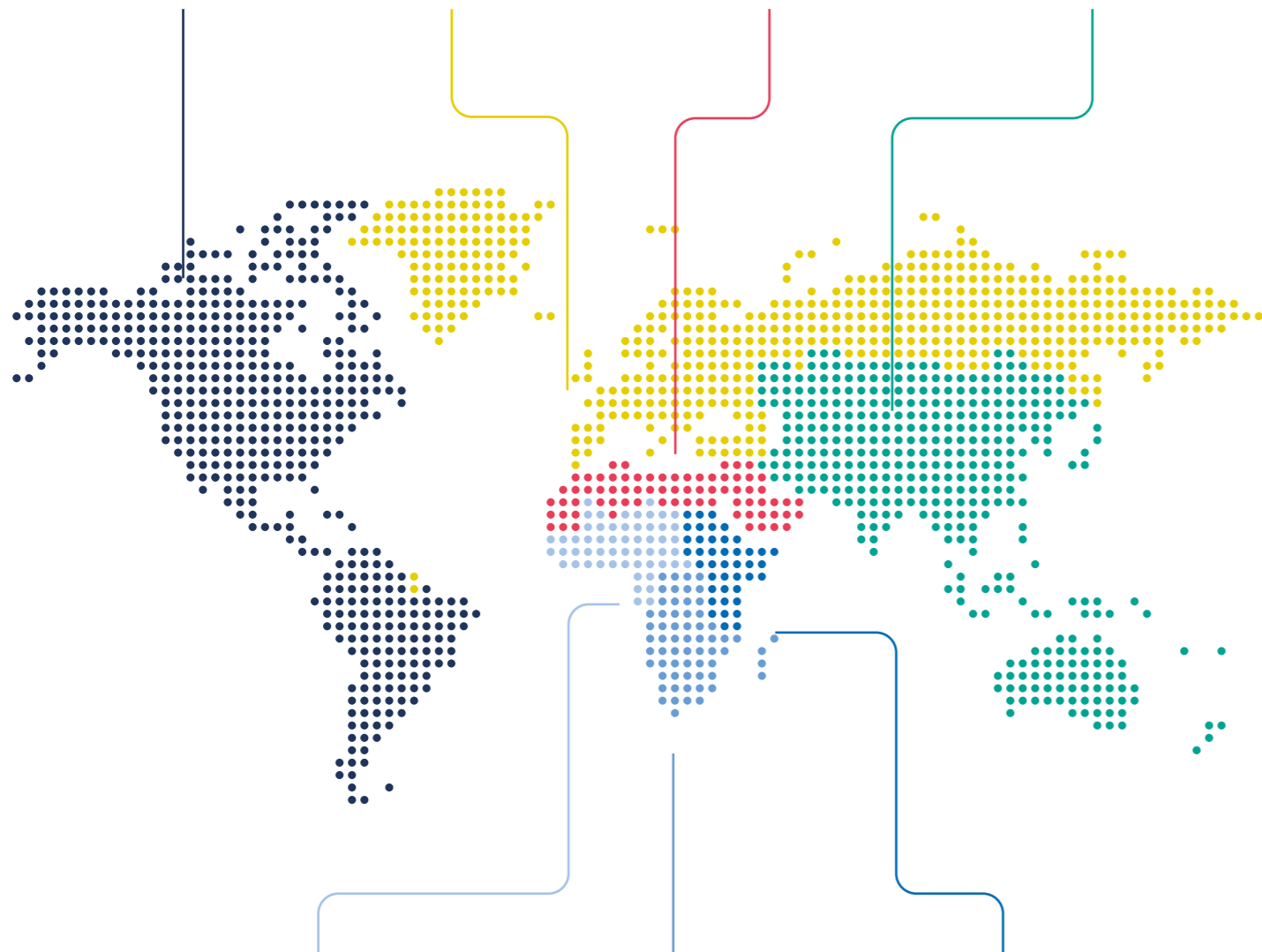
CHART 1 | PLANNING FIGURES: 102.6 million people of concern in 2022



¹ Includes persons in refugee-like situations
² In 2022, the figure excludes 1.2 million people who are also forcibly displaced (e.g. the Rohingya) to avoid double-counting.
³ From 2021, the figure for others of concern does not include host communities.
⁴ The figures for 2020 reflect verified statistics whereas those for 2021 and beyond are projections based on a combination of the anticipated evolution of situations, current population sizes, average population growth, expected movements, and changes in the status of people of concern.

CHART 2 | 2022 BUDGET BY REGION AND IMPACT AREAS

THE AMERICAS			EUROPE			MIDDLE EAST AND NORTH AFRICA			ASIA AND THE PACIFIC		
Protect	\$283.7	36%	Protect	\$224.1	38%	Protect	\$335.4	14%	Protect	\$167.4	20%
Assist	\$243.3	31%	Assist	\$165.7	28%	Assist	\$1,679.9	69%	Assist	\$393.8	46%
Empower	\$93.9	12%	Empower	\$138.7	23%	Empower	\$255.1	10%	Empower	\$213.2	25%
Solve	\$158.4	20%	Solve	\$62.7	11%	Solve	\$162.0	7%	Solve	\$73.8	9%
Total	\$779.4 million		Total	\$591.3 million		Total	\$2.432 billion		Total	\$848.1 million	



WEST AND CENTRAL AFRICA

Protect	\$225.7	27%
Assist	\$288.4	35%
Empower	\$162.3	20%
Solve	\$147.9	18%
Total	\$824.3 million	

SOUTHERN AFRICA

Protect	\$144.1	33%
Assist	\$146.7	34%
Empower	\$65.7	15%
Solve	\$80.1	18%
Total	\$436.5 million	

EAST AND HORN OF AFRICA AND THE GREAT LAKES

Protect	\$441.0	23%
Assist	\$919.5	49%
Empower	\$295.7	16%
Solve	\$224.0	12%
Total	\$1.880 billion	

Overview of 2021 budget and funding (as of 20 October 2021)

UNHCR's requirements for 2021 total \$9.248 billion as of 20 October 2021. This represents the sum of the revised programme budget for 2021 of \$8.616 billion as approved by the Executive Committee in October 2020, as well as supplementary budgets for 2021 amounting to \$631.7 million for needs arising from COVID-19, and the emergency responses to Afghanistan, Ethiopia, and for the Bolivarian Republic of Venezuela. Against these

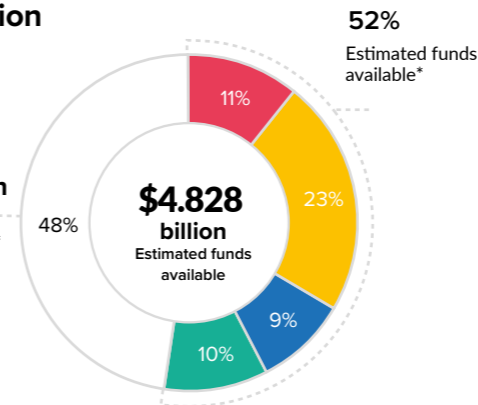
requirements, UNHCR had \$4.828 billion available in new contributions, carryover and secondary income, equivalent to 52% of its budget, as of 20 October 2021. Governments and the European Union remain the mainstay of UNHCR's support, providing 86% of all available funds. The timing of voluntary pledges as of the end of October is 3% lower than at the same point last year.

CHART 3 | FUNDING OVERVIEW FOR 2021 (as of 20 October 2021)

CURRENT BUDGET

\$9.248 billion

\$4.420 billion projected funding gap**



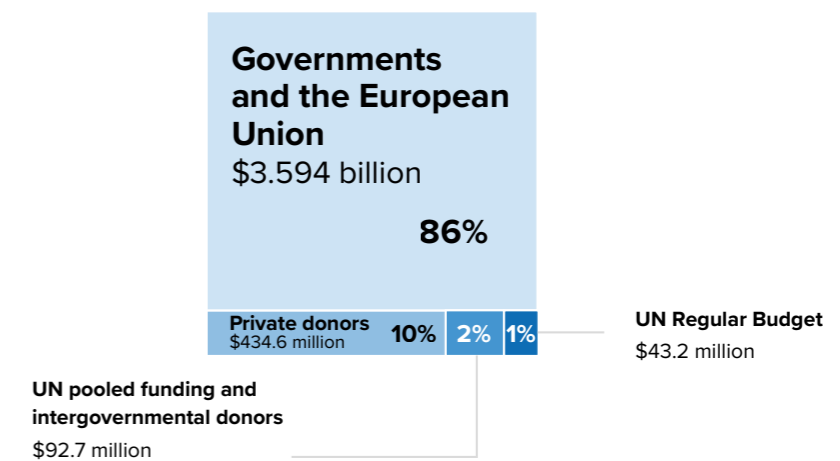
VOLUNTARY CONTRIBUTIONS in 2021 | USD

Unearmarked	\$504,020,439
Softly earmarked	\$594,379,175
Earmarked	\$2,113,213,947
Tightly earmarked	\$981,939,733

Total **\$4,193,553,294**

* 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.

DONORS



In 2021, UNHCR saw a shift in the multi-year trend of an increasing share of resources coming from its largest donors. As of 20 October, contributions from UNHCR’s five largest donors accounted for 76% of income received from public sources in 2021, down from 77% in 2020 at the same date, a decrease that is expected to persist at year-end. As of 20 October, UNHCR had received \$174 million less from its top five donors, and \$178 million less from the top ten compared to the same date in 2020.

At the same time, a larger number of government donors increased their support for UNHCR during 2021, reflecting the organization’s sustained efforts to diversify its funding base. Among the 47 public sector donors that increased their contributions in 2021 compared to 2020, in many cases reaching new highs, the largest increases were from Norway, up \$22.7 million in 2021 to a total of \$104.8 million, a 32% increase; Austria which more than doubled its contribution, providing \$25.9 million in 2021 compared to \$10 million; and France, which increased its funding by \$14 million. Contributions from Denmark surpassed the \$100 million-mark for the first time, a 4% increase from 2020 (Note: as of the date of publishing, France has finalized a major new contribution which will bring its total 2021 support to over \$100 million, more than double its 2020 level and representing the largest donor increase in 2021.)

Other public sector donors contributing at least 20% above 2020 levels include Luxembourg, the UN Peacebuilding Fund, the African

Development Bank Group, UNAIDS, China, Hungary, and Education Cannot Wait. UNHCR also appreciates increased contributions from Ireland and Japan.

Overall, public sector funding is currently \$509 million less than the 2020 total. The European Union decreased from \$522.1 million in 2020 to \$330.5 million in 2021 (a 37% decrease as of end of October 2021). The United States remains the top donor to UNHCR at \$1.872 billion, a \$101.1 million reduction from 2020. The United Kingdom reduced its support by 51% (from \$135.7 million to \$65.8 million), dropping from the fourth largest donor to UNHCR to the eleventh by the end of October.

In the private sector, UNHCR saw income growth through the support of companies, foundations and high-net-worth individuals as well as individuals in many major countries, and emergencies continued to be better communicated to raise funds and awareness for people forced to flee. Despite the continued challenges in 2021, the determination of UNHCR and its National Partners in engaging with supporters throughout these trying times will see UNHCR build on 2020’s gains and deliver \$570 million in 2021, cementing its position as one of the fastest growing organizations in private sector fundraising.

Essential private donor support in emergencies

In 2021, thanks to the generosity of millions of individuals worldwide and to the catalytic role of private sector partners, UNHCR ramped up delivery of life-saving aid to hundreds of thousands of people displaced by the many new and ongoing emergencies worldwide, including in Afghanistan and northern Ethiopia, with the worsening climate crisis also creating new humanitarian needs and increasing the vulnerability of those already forced to flee.

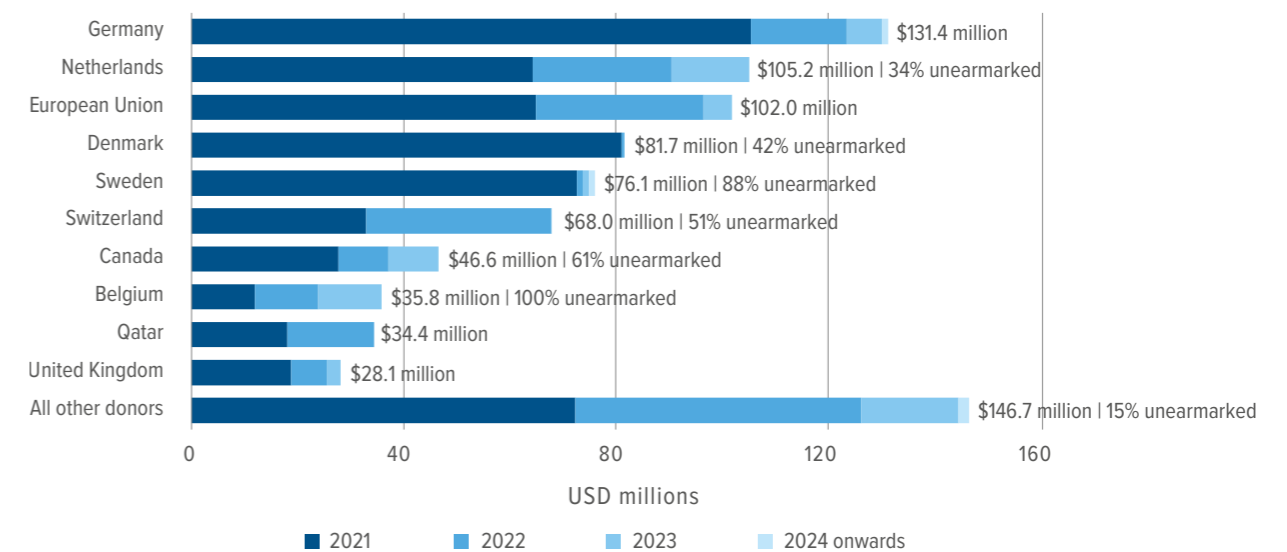
Private donor support was invaluable across UNHCR’s emergency work: from rapid response to “emergencies on top of emergencies” such as the volcanic eruption in the Democratic Republic of the Congo, the earthquake in Haiti, the fire and monsoon rains that hit Rohingya refugees in Bangladesh, or violence and climate change in the Sahel region; to protracted emergencies such as the deteriorating situation in Yemen, displaced Syrians facing a bitter winter, and the plight of Venezuelan refugees and migrants across Latin America and the Caribbean.

Flexible funding

By the end of the third quarter of 2021, UNHCR had received \$1.387 billion in flexible funding, an 18% increase on the flexible funding received by the same period in 2020. The main increase was in softly earmarked funding, with \$619.5 million received in 2020 compared to \$766.8 million in 2021, a 24% increase. Unearmarked funding also increased from \$551 million in 2020 to \$620.2 million in 2021, a 13% increase. This rise is partially attributable to more flexible contributions from Norway, France, Belgium, Australia, along with private donors.

Multi-year funding in UNHCR’s accounts for 2021 and beyond has declined compared to this time in 2020 as several multi-year agreements came to a close. As of end of October 2021, the total multi-year contributions held for 2021 and beyond amount to only \$855.8 million as compared to \$1.313 billion at this time last year. This represents a decrease of \$457.3 million or 35%. However, UNHCR expects this to rise over coming months as expiring multi-year funding agreements are renewed for 2022 and beyond.

CHART 4 | MULTI-YEAR CONTRIBUTIONS | 2021-2024



2022 Programmed activities

The approved programme budget totals \$8.994 billion, of which \$8.554 billion is allocated for programmed activities globally, \$427.7 million for the operational reserve, and \$12 million for the Junior Professional Officer (JPO) fund. Of the programmed activities, \$7.792 billion (87% of total budget) is allocated for operations, regional bureaux and regional activities.

Field activities

The largest share of the budget is for the Middle East and North Africa, at 27% of the total budget, followed by the East and Horn of Africa and the Great Lakes at 21%. Three regions – West and Central Africa, Asia and the Pacific, and the Americas – have the same budget share of 9%, followed by Europe at 7% and Southern Africa at 5%. Taken together, the three Africa regions represent 35% of the budget. The global programmes and Headquarters components represent 6% and 3% of the budget, respectively. In accordance with UNHCR’s revised financial rules, effective January 2022, the operational reserve is constituted at an amount equivalent to 5% of programmed activities, while the “new or additional activities – mandate-related” reserve is discontinued.

Further details on regional Impact and Outcome Areas are provided in Chapter II, Section A, “Field” of the ExCom-approved budget.

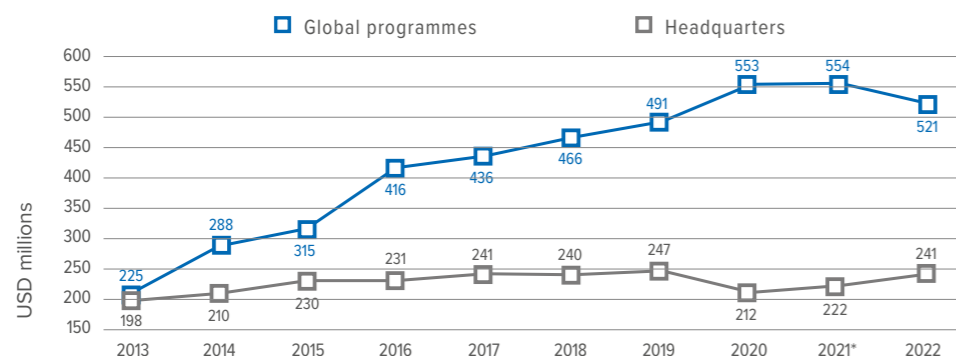
Headquarters and global programmes

The 2022 programme budget for global programmes and Headquarters amounts to \$521 million and \$241 million, respectively. Compared to 2021, there is a projected \$18.7 million or 8% increase for Headquarters, and a \$33.4 million or 6% decrease for global programmes.

Headquarters comprises both programme support, and management and administration costs. Regarding global programmes, a wide range of activities are managed by divisions at Headquarters to support operations globally, including policy development. The total budget for global programmes comprises a programme support component (mainly at Headquarters divisions and the Global Service Centres) and a programme component of activities carried out at the operational level but managed by the divisions.

The budget for global programmes and Headquarters will support the High Commissioner’s institutional priorities, including the Global Compact on Refugees, climate action, addressing statelessness and internal displacement, the Business Transformation Programme (BTP), and data and digitalization. It will also help further accountability and oversight. From the results perspective, nearly half of the proposed 2022 budget for both global programmes and Headquarters falls under Impact Area 2 (Achieving basic rights in a safe environment), with the rest across the other three Impact Areas. This is consistent with the cross-cutting and global nature of work carried out at Headquarters and for global programmes.

CHART 5 | BUDGETS FOR GLOBAL PROGRAMMES AND HEADQUARTERS | 2013-2022



*As of 30 June 2021

Analysis of the 2022 budget by Impact, Outcome and Enabling Areas

TABLE 1 | 2022 BUDGET BY IMPACT AREAS | USD

IMPACT AREAS	AMOUNT	% of programmed activities	% of total
Attaining favourable protection environments IA 1: Protect	1,990,853,846	23%	22%
Realizing basic rights in safe environments IA 2: Assist	4,193,742,413	49%	47%
Empowering communities and achieving gender equality IA 3: Empower	1,372,076,781	16%	15%
Securing solutions IA 4: Solve	997,334,574	12%	11%
SUBTOTAL PROGRAMMED ACTIVITIES	8,554,007,615	100%	95%
Operational reserve (OR)	427,700,381		5%
Junior Professional Officers	12,000,000		0%
TOTAL	8,993,707,996		100%

Tables 1 and 2 display the budget by Impact Areas, and by Outcome and Enabling Areas respectively.

Impact Area 2 (IA2 - Realizing basic rights in safe environments), represents \$4.2 billion, or 47% of the budget. In addition to achieving basic rights for people of concern, IA2 concerns improving their well-being and realizing their economic rights. With the resources budgeted under IA2, UNHCR aims to reduce the proportion of people living under the poverty line and increase the proportion of those living in safe and secure settlements with access to basic services, including health. The high budget share for IA2 is reflective of programmes that assist large populations in the Middle East and North Africa with multi-purpose cash assistance, as well as life-saving assistance for the East and Horn of Africa and the Great Lakes, and in Asia and the Pacific.

Impact Area 1 (IA1 - Attaining favorable protection environments) holds the second largest share of the budget with nearly \$2 billion, or 22%. The desired impact is to increase the proportion of individuals with access to asylum procedures, enhance freedom of movement and decrease incidents of refoulement. The regional budget share for IA1 is highest in Europe where it represents 38% of the budget for the region, the Americas and Southern Africa, with respectively 36% and 33% of the corresponding regional budgets

owing to advocacy and capacity-building activities planned in these regions.

Impact Area 3 (IA3 - Empowering communities and achieving gender equality) is \$1.4 billion, or nearly 15% of the total. The desired impact is to increase the proportion of children of concern with access to primary and secondary education, expand access for adults to the right to work, and increase the proportion of those who feel safe in their neighbourhoods. The regional budget share for IA3 is highest in Asia and the Pacific and Europe representing respectively 25% and 23% of the corresponding regional budgets, since these regions encompass fewer low-income countries where people of concern depend on humanitarian assistance.

Impact Area 4 (IA4 - Securing solutions) will be supported by \$1 billion, or 11% of the budget. The desired impact is to increase the number of people of concern who voluntarily return, depart for resettlement or through complementary pathways, and obtain residency status. The highest regional budget share for IA4 is in the Americas where IA4 represents 20% of the regional budget with \$158 million.

TABLE 2 | 2022 BUDGET BY OUTCOME AND ENABLING AREAS

OUTCOME AND ENABLING AREAS	AMOUNT	% of programmed activities	% of total
OUTCOME AREA			
Access to territory, registration and documentation (OA 1)	499,847,277	6%	6%
Refugee status determination (OA 2)	180,964,875	2%	2%
Protection policy and law (OA 3)	275,413,739	3%	3%
Gender-based violence (OA 4)	271,161,897	3%	3%
Child protection (OA 5)	207,425,595	2%	2%
Safety and access to justice (OA 6)	351,066,073	4%	4%
Community engagement and women's empowerment (OA 7)	506,865,803	6%	6%
Well-being and basic needs (OA 8)	1,872,691,924	22%	21%
Sustainable housing and settlements (OA 9)	739,114,965	9%	8%
Healthy lives (OA 10)	580,922,246	7%	6%
Education (OA 11)	451,936,040	5%	5%
Clean water, sanitation and hygiene (OA 12)	241,285,758	3%	3%
Self-reliance, economic inclusion and livelihoods (OA 13)	611,576,334	7%	7%
Voluntary repatriation and sustainable reintegration (OA 14)	253,732,607	3%	3%
Resettlement and complementary pathways (OA 15)	142,362,395	2%	2%
Local integration and other local solutions (OA 16)	352,488,131	4%	4%
SUBTOTAL OUTCOME AREAS	7,538,855,662	88%	84%
ENABLING AREA (EA)			
Systems and processes (EA 17)	184,936,643	2%	2%
Operational support and supply chain (EA 18)	346,124,922	4%	4%
People and culture (EA 19)	96,436,719	1%	1%
External engagement and resource mobilization (EA 20)	366,734,971	4%	4%
Leadership and governance (EA 21)	20,918,699	0%	0%
SUBTOTAL ENABLING AREAS	1,015,151,953	12%	11%
SUBTOTAL PROGRAMMED ACTIVITIES	8,554,007,615	100%	95%
Operational reserve (OR)	427,700,381		5%
Junior Professional Officers	12,000,000		0%
TOTAL	8,993,707,996		100%

Outcome Areas (OA) represent UNHCR's contribution to the achievement of rights. They account for \$7.539 billion (84%) of the total budget.

\$3.9 billion (43% of the total budget) will contribute to enhancing lives by meeting immediate needs. This amount represents the combined budgets for the following Outcome Areas: OA8 - Well-being and basic needs; OA9 - Sustainable housing and settlements; OA10 - Healthy lives; OA11 - Education; and OA12 - Clean water, sanitation and hygiene.

\$1.5 billion (17%) will support changes that relate to improved reception conditions, legal identity and assistance, freedom of movement, and preventing people-trafficking and smuggling, among others,

as foreseen by the following Outcome Areas: OA1 - Access to territory, registration and documentation; OA6 - Safety and access to justice; OA3 - Protection policy and law; OA5 - Child protection; and OA2 - Refugee status determination.

\$1.4 billion (15%) will support the following Outcome Areas: OA13 - Self-reliance, economic inclusion and livelihoods; OA7 - Community engagement and women's empowerment; and OA4 - Gender-based violence. These areas relate to improvements in the livelihoods of people of concern and to building supportive and cohesive communities underpinned by community empowerment and gender equality.

\$749 million (8%) will sustain the following Outcome Areas: OA16 - Local integration and other local solutions; OA14 - Voluntary repatriation and sustainable reintegration; and OA15 - Resettlement and complementary pathways. These outcomes relate to voluntary return and reintegration, as well as family reunification.

Enabling Areas account for 11% the total budget, with the largest share allocated for operational support and supply chain, and for external engagement and resource mobilization, at 4% each.

2022 Resource mobilization

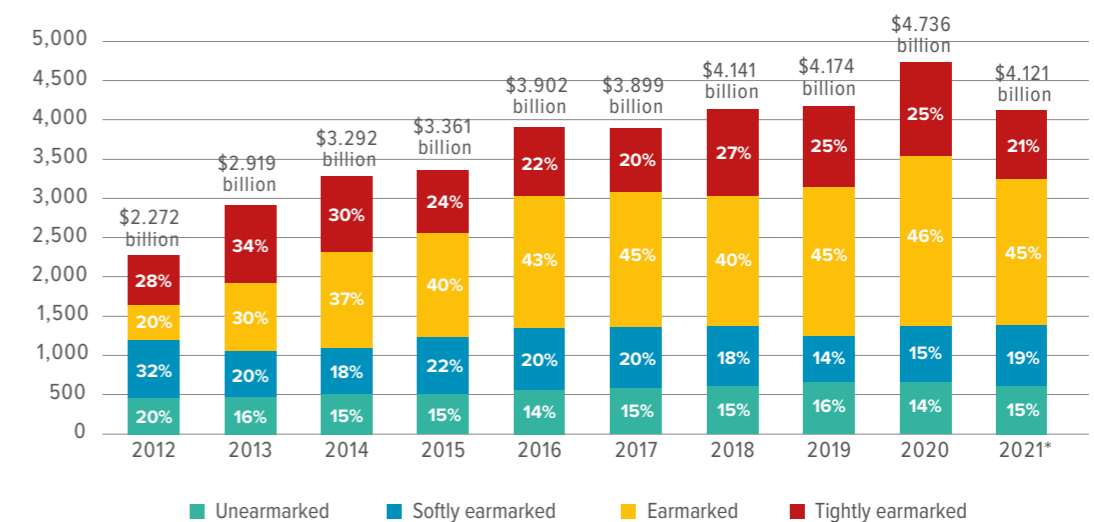
Raising funds from the public sector

In order to secure adequate, timely, predictable and qualitative support for its financial requirements in 2022 and beyond, UNHCR will focus on preserving contributions from its largest donors while increasing support among mid- and smaller-level government donors and field-based funds. A differentiated approach is necessary to reduce overreliance on top donors giving above \$100 million, which currently provide 79% of UNHCR's public sector funding, and in order to bring more donors into the group of government donors contributing above \$20 million a year. Private sector fundraising will also reduce reliance on top government donors.

Flexible funds – meaning unearmarked or softly earmarked – will remain critical to continued delivery

of impartial life-saving support in emergencies as well as in forgotten crises. In 2012, over half (52%) of the funds available to UNHCR were flexible; in the years since, this average has decreased to about a third of income. The result of tying funds to specific projects, countries, or populations is a decreased capacity to deliver life-saving assistance in a manner that is equitable and impartial across regions, and decreased ability of UNHCR to independently identify and direct resources toward organizational priorities. The 2016 Grand Bargain included a core commitment to progressively reduce earmarking. While the June 2021 Grand Bargain independent review notes some progress in donor giving, contributions to UNHCR do not follow this trend. Most increases in public sector funding since 2016 have been earmarked contributions.

CHART 6 | LEVELS OF EARMARKING | 2012-2021



*As of 20 October 2021

As the global field of humanitarian action moves toward increased mobilization of national, local and community-based organizations, predictability of funding gains greater importance. Multi-year funding guards against funding uncertainties and fluctuations, enables engagement of skilled and qualified staff and helps ensure the benefits of training and capacity-strengthening of staff are not lost through high levels of turnover. Predictable

support is crucial for local organizations, which cannot draw on broader resource mobilization networks. While most multi-year support to UNHCR comes from the public sector, many public entities cannot commit multi-year support for statutory reasons; therefore, UNHCR anticipates this is an area where private sector support will become even more crucial in 2022 and beyond.

Thematic fundraising

In 2022, UNHCR will amplify efforts to fundraise for several key thematic areas of activity. This will support an increase in more flexible funding while also responding to what the Office sees as an interest – both internal and external – to boost priority programmatic areas.

Thematic funding will support UNHCR’s activities in four priority areas. Donors – both government and private, including individuals and private sector partners – can decide to allocate thematic funds to climate action; education; gender equality and gender-based violence; or to strengthening UNHCR’s emergency preparedness and response, wherever and whenever needed.

These themes represent areas where there is an expectation on UNHCR globally to deliver, paired with donor interest in contributing toward enacting lasting change for people of concern.

Thematic funding operates at the global, regional and situation level. Thematic fundraising efforts will amplify UNHCR’s vision, operational plans and achievements at regional and global level, help the Office access additional funding opportunities, and lift the level of donor support from country-specific to the regional or global level.

With this support, UNHCR will be able to achieve stronger results for more people of concern, including those who are hardest to reach.

Innovative financing is another modality being pursued, and refers to financial arrangements to support UNHCR’s work that include other financial modalities beyond traditional donor-funded grants and, in line with the Global Compact on Refugees, helps bring in a wider range of stakeholders and their financial and other capabilities.

Innovative financing mechanisms can include investments, impact bonds, swaps, funds, guarantees, blended finance, and other vehicles, depending on the specific priority being supported, with a key principle that the financial tools are designed to meet the specific needs of the population, country and/or sectoral need in question.

UNHCR has nine active projects at various stages of development in its innovative financing pipeline, supporting needs ranging from climate action to

livelihoods and financial inclusion to protection. Other projects support UNHCR’s resource mobilization and financial efficiency so more funding can be freed up for direct refugee needs.

Climate action is a particular focus for UNHCR’s innovative financing work, with three projects supporting key aspects of UNHCR’s Strategic Framework on Climate Action:

- **Project Flow:** a revolving fund mechanism financing solarization of critical community infrastructure such as boreholes. Due to the use of innovative financing, the same dollar into Project Flow would be re-used multiple times, hence supporting twice as many boreholes over 10 years as without this mechanism. Project Flow has a multi-year fundraising target of \$10 million.
- **Refugee Environmental Protection Fund:** a blended finance mechanism that would empower refugees and host communities to be part of the

global climate solution by supporting the dramatic scale-up of tree planting and clean cooking programming. This fund would invest in verification of projects with appropriate carbon standards, generating carbon credits whose sale would replenish the fund and make it financially self-sustaining over time.

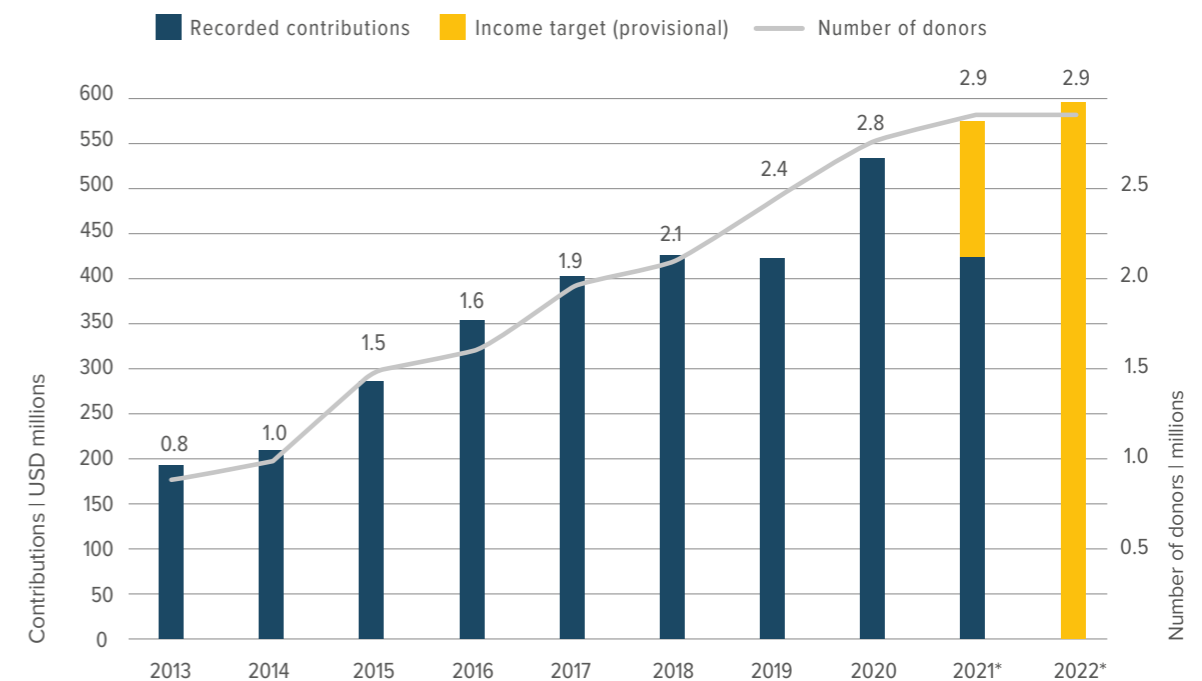
- **Green Financing Facility (GFF),** formerly known as Green Fund): a guarantee-based mechanism to green UNHCR’s own office footprint, which includes hundreds of offices globally that run on diesel power. Supported with an initial seed grant from Sida, the GFF successfully issued a procurement for the first set of deep field locations in East Africa. This pilot round of procurement is expected to conclude in early 2022, and additional rounds of procurements covering other office locations are being planned. GFF recently was

approved as the global mechanism to green UNHCR offices globally, requiring \$60 million of capital, so further donor contributions joining Sida’s initial seed grant are welcome.

Another key project is in the area of protection: with support from Innovation Norway, UNHCR is working on creating a cross-border loan mechanism to support complementary pathways such as work and educational opportunities for refugees to go to safe third countries. Today, up-front costs such as travel expenses, visa fees, and medical checks are often prohibitive even if refugees qualify for these opportunities, so creating a sustainable solution to support refugees in pursuing these opportunities could make a difference to many people of concern globally.

Raising funds from the private sector

CHART 7 | CONTRIBUTIONS AND NUMBER OF DONORS FROM THE PRIVATE SECTOR | 2013-2022



*Recorded contributions as of 30 September 2021

UNHCR is working towards raising \$1 billion annually from the private sector by mobilizing support from individuals and building partnerships with corporations, private philanthropists, and foundations in over 30 countries across the world. This ambition reflects the need to diversify its income, particularly flexible funding, and 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 lasting partnerships. These include partnerships with the private sector, as an active contributor that can support through funding and in-kind donations of goods and services, as well as through advocacy and expertise in terms of technology, employment, skills and renewable energy. UNHCR will continue to invest in developing these partnerships, and in establishing new ones, with a view to increasingly managing relationships with private donors locally.

For 2022, to strengthen its ability to engage effectively with fundraising audiences in a fast-changing world, UNHCR will:

- Embrace the general public as a key stakeholder and scale up communication, public engagement activities and campaigns in support of refugee education, cash assistance, and other key areas of UNHCR's response.
- Further strengthen coordination during emergencies and proactively leverage emergency moments and thematic angles to inspire new audiences and

Campaigns in 2022

The Aiming Higher campaign was launched in December 2020 to enable 1,800 refugees to access higher education by funding their scholarships. This private sector contribution will bridge the entire funding gap of UNHCR's Refugee Scholarship Programme by 2023. To date in 2021, the campaign has raised \$7 million. In 2022, the goal will be to raise an additional \$8 million from private sector donors.

The Connecting Worlds app is an innovative product enabling safe and secure conversations

existing supporters to act in solidarity with people forced to flee. UNHCR will redouble its efforts to translate public empathy into tangible support, and it will strengthen its efforts to engage private donors in supporting emergency preparedness and response through impact-driven partnerships in new and deteriorating emergencies. Sustained and flexible contributions from a diversified donor base will help ensure UNHCR can remain agile in its response to new emergencies while meeting the humanitarian needs of those in the most forgotten and underfunded situations.

- Reinforce partnerships with corporations, philanthropists, and foundations, by nurturing existing partnerships whilst reaching out to new philanthropic actors with innovative forms of collaboration. The goal is to have a strong portfolio of long-term, impact-driven partners providing financial and other forms of support to UNHCR and people of concern.
- Continue to invest in the best-performing fundraising programmes in priority markets with a focus on delivering sustainable income. Agility in taking investment decisions will be enhanced to enable greater agility in responding to market opportunities to reflect the dynamics of post-COVID-19 fundraising.

The strategy of reaching the goal of raising \$1 billion annually by 2025 requires ongoing effort across the organization and, at its mid-point, UNHCR has begun reviewing its strategy and the delivery roadmap to ensure its approach reflects the changing organization and the changing needs of donors and fundraising audiences. This work will be complete in 2022.

between donors and refugees, aimed at securing recurring donations for UNHCR's cash assistance programme in Jordan. In 2021, pilot campaigns ran in Australia and the Middle East and North Africa with individual donors and in 2022, UNHCR plans to scale across more markets and to diversify donors including corporate partners.

The Winterization Campaign remains a priority, with \$17.5 million raised globally in 2021, and with plans to build on this success in 2022. In 2022, a series of fundraising appeals focused on thematic issues including statelessness and food assistance will also be tested and launched.

TABLE 3 | 2022 BUDGET BY IMPACT AREA | USD

REGION / OPERATION	2022 budget				TOTAL
	Attaining favorable protection environments	Realizing basic rights in safe environments	Empowering communities and achieving gender equality	Securing solutions	
EAST AND HORN OF AFRICA AND THE GREAT LAKES					
Regional Bureau for the East and Horn of Africa and the Great lakes ¹	7,121,072	3,336,640	4,426,170	3,121,812	18,005,693
Regional activities for the East and Horn of Africa and the Great lakes ¹	1,850,201	3,897,456	1,275,140	926,873	7,949,670
Other operations in Africa	2,526,765	-	-	-	2,526,765
Burundi	5,922,473	46,099,828	21,013,260	7,503,576	80,539,137
Djibouti	5,032,599	6,929,122	4,381,953	1,898,623	18,242,297
Eritrea	280,856	702,112	243,861	4,984,912	6,211,742
Ethiopia	96,042,583	202,570,584	20,817,801	15,833,835	335,264,803
Kenya	15,824,910	65,357,916	26,837,093	37,499,999	145,519,918
Rwanda	11,732,069	45,145,127	19,183,730	10,725,141	86,786,066
Somalia	28,185,200	79,699,991	33,251,053	16,359,885	157,496,130
South Sudan	59,378,915	104,344,079	28,067,261	23,035,908	214,826,163
Sudan	84,879,597	164,502,114	18,189,686	81,322,963	348,894,360
Uganda	82,383,801	135,906,479	117,989,944	7,112,777	343,393,000
United Republic of Tanzania	39,849,346	60,981,706	-	13,698,796	114,529,848
SUBTOTAL EAST AND HORN OF AFRICA AND THE GREAT LAKES	441,010,387	919,473,154	295,676,952	224,025,100	1,880,185,593
SOUTHERN AFRICA					
Regional Bureau for Southern Africa ²	2,863,272	6,031,495	1,973,339	1,434,380	12,302,485
Regional activities for Southern Africa ²	1,047,327	2,206,199	721,807	524,667	4,500,000
Angola	9,214,822	-	-	20,674,345	29,889,167
Congo (Republic of)	22,157,961	-	8,834,913	6,412,675	37,405,548
Democratic Republic of the Congo	49,832,700	117,251,420	34,689,390	23,647,479	225,420,990
Malawi	3,936,379	-	-	18,652,643	22,589,021
Mozambique	11,272,213	18,231,454	7,170,299	-	36,673,966
South Africa multi-country office ³	14,126,269	-	10,941,630	7,785,321	32,853,221
Zambia	24,446,649	-	-	-	24,446,649
Zimbabwe	5,152,876	2,999,031	1,332,125	943,316	10,427,348
SUBTOTAL SOUTHERN AFRICA	144,050,468	146,719,599	65,663,503	80,074,826	436,508,396
WEST AND CENTRAL AFRICA					
Regional Bureau for West and Central Africa ⁴	3,735,839	7,869,562	2,574,703	1,871,499	16,051,604
Regional activities for West and Central Africa ⁴	962,175	2,026,825	663,121	482,009	4,134,130
Burkina Faso	31,465,202	46,861,579	22,578,798	8,976,978	109,882,557
Cameroon multi-country office ⁵	8,476,667	56,366,333	63,963,820	5,200,000	134,006,820
Central African Republic	15,871,366	24,834,836	-	39,293,798	80,000,000
Chad	25,155,377	63,160,828	23,534,793	10,045,977	121,896,975
Côte d'Ivoire	6,757,105	1,457,558	2,891,339	9,989,027	21,095,028
Ghana	2,041,716	4,006,715	-	936,716	6,985,148
Liberia	2,889,902	6,338,166	1,932,431	4,316,896	15,477,395
Mali	17,035,915	23,514,962	15,159,450	10,699,184	66,409,511
Niger	44,425,910	51,923,149	28,957,244	5,389,277	130,695,580
Nigeria	56,419,613	-	-	41,819,763	98,239,376
Senegal multi-country office ⁶	10,464,974	-	-	8,921,202	19,386,176
SUBTOTAL WEST AND CENTRAL AFRICA	225,701,762	288,360,512	162,255,700	147,942,326	824,260,300

¹ Regional Bureau and regional activities cover the whole East and Horn of Africa and the Great Lakes region

² Regional Bureau and regional activities cover the whole Southern Africa region.

³ Includes activities in Botswana and South Africa and covers also Namibia, Comoros, Eswatini, Lesotho, Madagascar, Mauritius and Seychelles.

⁴ Regional Bureau and regional activities cover the whole West and Central Africa region.

⁵ Coordinates activities in Cameroon and Gabon and also covers Equatorial Guinea and Sao Tome Principe.

⁶ Includes activities in Guinea, Guinea-Bissau, Senegal and Togo and also covers Benin, Cape Verde, Gambia and Sierra Leone.

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REGION / OPERATION	2022 budget				TOTAL
	Attaining favorable protection environments	Realizing basic rights in safe environments	Empowering communities and achieving gender equality	Securing solutions	
THE AMERICAS					
Regional Bureau for Americas ⁷	5,150,653	10,849,873	3,549,779	2,580,262	22,130,567
Regional activities for Americas ⁷	2,428,220	5,115,055	1,673,505	1,216,437	10,433,217
Argentina multi-country office ⁸	8,412,906	26,915,699	-	13,835,397	49,164,002
Brazil	41,122,032	-	11,351,330	-	52,473,362
Canada	1,446,982	-	-	1,296,895	2,743,877
Colombia	64,808,674	28,836,536	8,041,653	20,303,207	121,990,070
Costa Rica	7,107,398	18,995,188	2,925,424	4,874,010	33,902,019
Ecuador	9,971,561	34,030,451	24,470,842	7,635,451	76,108,306
El Salvador	5,908,378	4,701,634	8,084,023	4,913,193	23,607,227
Guatemala	12,317,645	8,070,181	5,096,957	16,989,855	42,474,638
Honduras	14,346,244	-	7,802,538	6,491,107	28,639,889
Mexico	49,992,747	-	1,181,974	45,428,693	96,603,414
Panama multi-country office ⁹	18,856,828	8,924,501	-	26,524,636	54,305,964
Peru	13,023,305	32,600,098	15,491,523	-	61,114,925
United States of America multi-country office ¹⁰	28,820,333	3,138,441	4,229,067	6,336,053	42,523,894
Venezuela (Bolivarian Republic of)	-	61,158,689	-	-	61,158,689
SUBTOTAL THE AMERICAS	283,713,906	243,336,346	93,898,614	158,425,194	779,374,060

ASIA AND THE PACIFIC

Regional Bureau for Asia and The Pacific ¹¹	6,132,422	2,270,568	742,867	4,354,627	13,500,484
Regional activities for Asia and The Pacific ¹¹	15,534,264	356,896	116,766	84,875	16,092,801
Afghanistan	2,688,960	73,380,257	42,360,840	37,212,226	155,642,283
Australia multi-country office ¹²	3,722,540	-	-	919,589	4,642,129
Bangladesh	16,775,338	206,684,982	59,749,331	1,876,092	285,085,744
China	2,519,093	1,123,060	-	822,934	4,465,086
India	3,448,506	6,653,000	2,763,766	1,351,903	14,217,175
Indonesia	2,254,243	6,593,707	2,469,163	1,157,997	12,475,111
Iran (Islamic Republic of)	11,825,919	77,938,014	7,007,585	4,753,001	101,524,519
Japan	4,130,706	-	-	-	4,130,706
Kazakhstan multi-country office ¹³	2,816,309	-	-	1,317,858	4,134,167
Malaysia	6,116,627	5,801,624	8,276,981	2,119,864	22,315,096
Myanmar	56,699,349	-	-	-	56,699,349
Nepal	1,674,737	-	-	2,447,309	4,122,047
Pakistan	18,760,723	-	84,600,000	9,141,777	112,502,500
Philippines	722,749	911,258	1,092,265	942,286	3,668,558
Republic of Korea	1,837,391	-	274,711	195,811	2,307,913
Sri Lanka	1,845,577	213,790	438,371	852,055	3,349,793
Tajikistan	652,730	820,000	-	935,000	2,407,730
Thailand multi-country office ¹⁴	7,221,563	11,057,089	3,288,936	3,273,274	24,840,863
SUBTOTAL ASIA AND THE PACIFIC	167,379,746	393,804,245	213,181,584	73,758,479	848,124,054

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⁷ Regional Bureau and regional activities cover the whole Americas region.⁸ Coordinates activities in Argentina and Chile and also covers Bolivia, Paraguay and Uruguay.⁹ Coordinates activities in Panama, Belize, Guyana and Trinidad and Tobago and also covers Cuba, Aruba, Curacao and Suriname.¹⁰ Coordinates activities in the Dominican Republic and Haiti.¹¹ Regional Bureau and regional activities cover the whole Asia and Pacific region.¹² Coordinates activities in Australia, Papua New Guinea and also covers New Zealand and Pacific Islands.¹³ Coordinates activities in Kazakhstan, Kyrgyzstan and Tajikistan and also covers Turkmenistan and Uzbekistan.¹⁴ Coordinates activities in Thailand, and also covers Cambodia, Lao People's Democratic Republic and Viet Nam.

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REGION / OPERATION	2022 budget				TOTAL
	Attaining favorable protection environments	Realizing basic rights in safe environments	Empowering communities and achieving gender equality	Securing solutions	
EUROPE					
Regional Bureau for Europe ¹⁵	3,288,933	6,928,151	2,266,700	1,647,618	14,131,402
Regional activities for Europe ¹⁵	2,599,707	5,476,295	1,791,693	1,302,345	11,170,040
Other Operations in Europe	5,190,785	-	-	-	5,190,785
Albania	2,061,120	-	-	1,438,880	3,500,000
Armenia	3,328,000	-	-	9,363,261	12,691,261
Azerbaijan	968,909	3,525,834	1,067,157	1,640,576	7,202,477
Belgium multi-country office ¹⁶	11,080,879	-	-	-	11,080,879
Bosnia and Herzegovina	7,284,823	-	-	2,997,101	10,281,924
Bulgaria	1,943,238	-	-	-	1,943,238
Croatia	1,173,565	-	-	618,648	1,792,213
Cyprus	2,887,063	-	-	-	2,887,063
France	3,866,795	-	-	-	3,866,795
Georgia	1,347,014	-	4,489,008	-	5,836,022
Germany	2,537,075	-	-	-	2,537,075
Greece	38,878,967	-	10,728,765	10,392,267	60,000,000
Hungary multi-country office ¹⁷	5,344,921	-	-	-	5,344,921
Italy multi-country office ¹⁸	5,921,053	-	5,429,140	7,601,611	18,951,804
Kosovo (S/RES/1244 (1999))	2,943,919	-	-	415,685	3,359,603
Malta	1,038,735	-	841,172	-	1,879,908
Montenegro	1,842,255	-	-	396,697	2,238,952
North Macedonia	3,498,700	-	-	-	3,498,700
Poland	949,959	-	-	-	949,959
Romania	443,282	-	-	2,026,005	2,469,287
Russian Federation	3,017,449	-	-	714,948	3,732,397
Serbia	-	4,794,669	4,501,341	-	9,296,010
Spain	4,020,920	-	630,802	742,485	5,394,207
Sweden multi-country office ¹⁹	4,214,428	-	-	1,356,612	5,571,040
Turkey	98,856,828	134,441,486	102,846,021	13,225,512	349,369,847
Ukraine	1,968,858	10,578,260	4,151,757	5,801,125	22,500,000
United Kingdom of Great Britain and Northern Ireland	1,563,953	-	-	1,029,145	2,593,097
SUBTOTAL EUROPE	224,062,136	165,744,696	138,743,556	62,710,520	591,260,908

.../...

¹⁵ Regional Bureau and regional activities covers the whole Europe region.¹⁶ Coordinates activities in Belgium, Ireland, Malta (EASO), the Netherlands, Poland (FRONTEX) and also covers Luxembourg.¹⁷ Coordinates activities in Belarus, Czech Republic and Hungary and also covers the Republic of Moldova, Slovakia and Slovenia.¹⁸ Coordinates activities in Italy and also covers the Holy See and San Marino.¹⁹ Coordinates activities in Denmark, Lithuania and Sweden and also covers Estonia, Finland, Iceland, Latvia and Norway.

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REGION / OPERATION	2022 budget				TOTAL
	Attaining favorable protection environments	Realizing basic rights in safe environments	Empowering communities and achieving gender equality	Securing solutions	
MIDDLE EAST AND NORTH AFRICA					
Regional Bureau for the Middle East and North Africa ²⁰	5,247,578	11,054,046	3,616,579	2,628,817	22,547,020
Regional activities for the Middle East and North Africa ²⁰	6,982,179	14,707,992	4,812,049	3,497,780	30,000,000
Other operations in the Middle East	3,335,000	1,329,058	-	15,775,892	20,439,950
Algeria	3,974,548	31,383,411	8,828,423	685,316	44,871,697
Egypt	25,440,163	66,667,930	28,098,260	5,783,296	125,989,649
Iraq	45,348,527	198,778,725	10,603,410	92,628,007	347,358,668
Israel	6,464,507	-	-	1,077,431	7,541,938
Jordan	59,857,353	292,241,599	45,121,268	11,157,964	408,378,183
Lebanon	41,062,862	442,319,036	48,061,917	2,882,322	534,326,137
Libya	15,589,851	46,398,621	6,237,254	1,774,274	70,000,000
Mauritania	4,389,400	16,459,452	7,613,515	2,433,437	30,895,804
Morocco	1,166,249	-	8,333,751	-	9,500,000
Saudi Arabia multi-country office ²¹	5,165,394	6,282,070	-	-	11,447,463
Syrian Arab Republic	80,810,548	298,552,118	79,297,094	6,550,756	465,210,516
Tunisia	6,177,380	-	2,333,141	-	8,510,520
Western Sahara confidence-building measures	-	1,965,344	2,140,276	-	4,105,620
Yemen	24,387,407	251,774,136	-	15,168,704	291,330,247
SUBTOTAL MIDDLE EAST AND NORTH AFRICA	335,398,945	1,679,913,536	255,096,936	162,043,996	2,432,453,414
SUBTOTAL FIELD	1,821,317,350	3,837,352,089	1,224,516,844	908,980,442	7,792,166,724
Global programmes	113,546,142	237,979,957	108,971,938	60,305,305	520,803,343
Headquarters	55,990,355	118,410,367	38,587,999	28,048,828	241,037,548
SUBTOTAL PROGRAMMED ACTIVITIES	1,990,853,846	4,193,742,413	1,372,076,781	997,334,574	8,554,007,615
Operational reserve (OR)	-	-	-	-	427,700,381
Junior Professional Officers	-	-	-	-	12,000,000
TOTAL	1,990,853,846	4,193,742,413	1,372,076,781	997,334,574	8,993,707,996

²⁰Regional Bureau and regional activities cover the whole Middle East and North Africa region.²¹Includes activities in Saudi Arabia, Kuwait, Qatar and the United Arab Emirates.

TABLE 4 | 2020-2022 BUDGETS BY POPULATION GROUPS | USD

POPULATION GROUP*	2020		2021		2022	
	Final budget	% of total	Current budget	% of total	Approved budget	% of total
Refugees and asylum-seekers	6,710,692,235	73%	6,544,898,037	72%	6,437,194,608	72%
Stateless persons	78,331,026	1%	82,617,082	1%	112,344,016	1%
Returnees	608,162,171	7%	658,959,618	7%	647,159,742	7%
Internally displaced	1,324,207,441	15%	1,418,445,107	15%	1,357,309,250	15%
SUBTOTAL PROGRAMMED ACTIVITIES	8,721,392,873	96%	8,704,919,844	95%	8,554,007,615	95%
Operational reserve (OR)	395,408,657	4%	415,390,597	5%	427,700,381	5%
"New or additional activities – mandate-related" reserve	2,546,876	0%	20,000,000	0%	-	0%
Junior Professional Officers	12,000,000	0%	12,000,000	0%	12,000,000	0%
TOTAL	9,131,348,406	100%	9,152,310,441	100%	8,993,707,996	100%

* Prior to 2022, this grouping was known as "Pillar".

TABLE 5 | 2021-2022 BUDGETS FOR GLOBAL PROGRAMMES | USD

ACTIVITIES	2021	2022
	Budget (As of 30 June 2021)	Approved budget
OPERATIONAL ACTIVITIES		
Cash assistance	450,000	600,000
Durable solutions	4,544,400	6,618,783
Education-related projects	24,931,996	30,942,928
Emergency-related projects	70,804,615	14,367,300
Environment-related projects	750,000	840,000
Global Clusters	600,000	1,000,000
Health-related projects	1,900,000	1,631,000
Innovation projects	10,037,241	8,454,214
Private sector partnerships	148,539,364	153,325,059
Protection-related projects	6,557,146	8,208,411
Public information and media projects	8,467,671	6,077,671
Gender-based violence, children and adolescents	1,810,237	1,447,624
Registration, data and knowledge management	11,998,552	13,371,000
Research, evaluation and documentation	11,350,000	3,403,325
Resettlement	13,586,149	14,230,662
Shelter-related projects	3,038,000	4,714,829
Training-related projects	947,500	747,500
Miscellaneous	1,586,230	1,481,630
SUBTOTAL OPERATIONAL ACTIVITIES	321,899,100	271,461,937
PROGRAMME SUPPORT (BY DIVISION)*		
Executive Direction and Management	32,865,710	34,292,378
Division of External Relations	47,461,583	53,827,887
Division of International Protection	10,692,792	14,039,000
Division of Resilience and Solutions	39,077,360	32,331,338
Division of Emergency, Security and Supply	21,372,154	23,017,047
Division of Strategic Planning and Results	6,526,892	8,977,809
Division of Information Systems and Telecommunications	40,044,074	45,703,259
Division of Human Resources	29,171,966	29,681,686
Division of Financial and Administrative Management	5,021,740	7,471,002
SUBTOTAL PROGRAMME SUPPORT	232,234,271	249,341,406
TOTAL	554,133,371	520,803,343

* Division includes all cost centres regardless of location

TABLE 6 | 2021-2022 BUDGETS FOR HEADQUARTERS¹ | USD

DIVISIONS/DEPARTMENTS	2021	2022
	Budget (As of 30 June 2021)	Approved budget
EXECUTIVE DIRECTION AND MANAGEMENT		
Executive Office	5,631,998	6,179,709
New York Liaison Office	4,582,395	4,631,179
Inspector General's Office, including audit services	9,843,914	9,895,644
Legal Affairs Service	5,765,776	5,690,137
Office of the Ombudsman	874,924	1,345,830
Ethics Office	2,494,660	2,905,651
Enterprise Risk Management	1,540,687	1,735,576
Evaluation Service	2,797,032	2,301,796
Transformation and Change Service	2,619,118	3,361,859
Governance Service	2,643,876	2,744,152
SUBTOTAL EXECUTIVE DIRECTION AND MANAGEMENT	38,794,379	40,791,532
DIVISIONS²		
Division of External Relations	29,092,527	31,190,487
Division of International Protection	15,500,158	16,603,601
Division of Resilience and Solutions	2,904,851	3,241,122
Division of Emergency, Security and Supply	11,971,074	12,542,262
Division of Strategic Planning and Results	22,009,638	19,740,207
Division of Information Systems and Telecommunications	35,041,310	43,191,662
Division of Human Resources	34,298,081	37,355,487
Division of Financial and Administrative Management	22,792,176	25,351,200
SUBTOTAL DIVISIONS	173,609,816	189,216,028
Global Service Center Management Unit in Budapest	4,154,789	4,228,733
Global Service Center Management Unit in Copenhagen	5,014,865	6,018,557
Staff Council	724,487	782,697
TOTAL	222,298,336	241,037,548

¹ The Annual Programme Budget includes allocations from the UN Regular Budget as follows: \$43.2 million for 2021 and estimated \$43.2 million for 2022. The values for 2022 are provisional, subject to approval of final United Nations Programme Budget and subsequent recosting.² Division includes all cost centres regardless of location



Assistant High Commissioner for Operations Raouf Mazou hosts a focus group with IDPs in the Josina Machel neighbourhood of Pemba, Cabo Delgado province, northern Mozambique.

© UNHCR/Martin Gray Pereira

Operations in 2022: an interview with the Assistant High Commissioner for Operations

How do you feel about 2022?

I approach 2022 with concern because of the lasting impact of the pandemic, and because several conflicts or crises no longer appear to be on the path of being resolved, whether it is in Myanmar, Somalia, Afghanistan or in the Syrian Arab Republic. This year was also particularly difficult in terms of the number and impact of natural disasters and climate change. We are therefore ready for a high level of unpredictability in 2022. We have strong preparedness and emergency response mechanisms, with colleagues on standby to be deployed and stockpiles available. We have mechanisms to allocate financial resources to operations swiftly when an emergency occurs. We will also release an updated Emergency Policy that will simplify preparedness processes and tools. It will include guidance to assess potential disaster hazards and risks and support emergency preparedness in the context of climate action, where UNHCR will more reliably prepare and respond.

What is the outlook for the COVID-19 response?

Everybody agrees the way forward is vaccination. We're working to make sure refugees have access to vaccines. COVAX is one tool we hope to take advantage of. If you look at the African continent for instance, the objective was to have 40% of people vaccinated by the end of this year. We're very far from achieving that goal. In 2022, we have to make sure that there is more equity in vaccine distribution. We will need information campaigns to address hesitancy, explaining the benefits of vaccination to refugees and host communities, as well as internally displaced people, but first we need the vaccines to be available.

Has COVID-19 made some countries more open to integrating refugees?

I believe so. Many governments realized that if their COVID measures ignored refugees, they were endangering their own population. The notion of "no one is safe until everybody's safe" made sense. Most countries have included refugees in their vaccination plans. And we were saying that the resources we mobilize for refugees would be better used supporting and strengthening existing national health systems rather than on parallel and separate systems. This is also true for education and other social services.

Are States now doing more to include refugees?

The number of countries which are moving towards more of an inclusive approach is expanding. One of the challenges we encountered in the past was the ability to measure the socioeconomic impact of forced displacement. The UNHCR/World Bank Joint Data Center established in Copenhagen two years ago has been a game changer in that respect. We now have better tools to talk to Governments and better advocate for inclusion. One point we've made, for instance, is to say that refugees who are self-reliant are in a better position to return to their place of origin as soon as the situation allows, so wherever we can, let's move from a pure humanitarian response to more development-type assistance that leads to self-reliance. It's not always easy but this is the direction in which we are going. This is what the Global Compact on Refugees is about.

How do you promote self-reliance?

For a start, wherever it is possible, we need to move away from establishing refugee camps. If someone lives in a camp for 10 or 20 years, receiving humanitarian assistance on a monthly basis, it is virtually impossible for this person to ever envisage – as a solution – returning to his or her country and rebuilding their life unless the same assistance is provided in the place of return. Often, the host population also becomes dependent on the assistance that they indirectly benefit from.

We should therefore think of solutions from the very first day of an emergency – not just for refugees, but IDPs too. It should be a key priority for us. And we're getting better at starting a response in that mindset. We say to colleagues responding to an emergency situation: think of the Global Compact. The Global Compact is about host community support, about empowering refugees from the beginning. At the beginning of the response, the quality of assistance could be more difficult to monitor and more expensive, but in the long run, it is much more sustainable. So, instead of providing humanitarian assistance forever, we need to evolve into working with others to provide assistance that can gradually get people to live normal lives.

Who are the partners for that? The countries, the regions, the states, the counties, the private sector – both local and external. The response can begin with humanitarian funding but you have to shift very quickly to development funding. Interestingly the health or education assistance provided with humanitarian resources to a refugee population is also a development investment for the future of their country of origin. So we're working very closely with other UN agencies to include refugees in development plans. We're also doing a lot with regional banks, which see forced displacement as an issue that can be an obstacle to their objectives of economic growth. At the global level, what we're doing with the World Bank is very successful, I would say.

I spoke of camps but most refugees now live with host communities, in urban centres. They are mostly integrated in the informal economy and have thus far received limited assistance because they were mostly self-reliant. The COVID pandemic and the lockdown measures that Governments had to impose have had a devastating impact on them. To give an example, poverty among Syrian refugees in Lebanon grew from 55% in 2019 to close to 90% mainly as a result of the pandemic. We are providing them with as much support as possible but in the long run it would be more profitable for the economy of their host country to formally recognize their role, so that they could benefit from the social protection some of their co-workers may be entitled to.

Will having better data help the people we serve?

It will. We have very detailed information on individuals we have registered around the world. Have we used this data in the best possible way in the past? Not necessarily. Some of our data were not geared towards development as they cannot be compared with the information collected by Governments. We're now really changing the way we collect and use data with the support and guidance of the Joint Data Center and are appointing economists in select locations, which is a strategic investment in analytics. There are countries where if the government does not have an individual registered in its database, that individual cannot purchase a mobile phone SIM-card, or open a bank account, or access social protection. And when we suggest refugees are included in the education system or in the health system, governments do request that we provide very solid data.

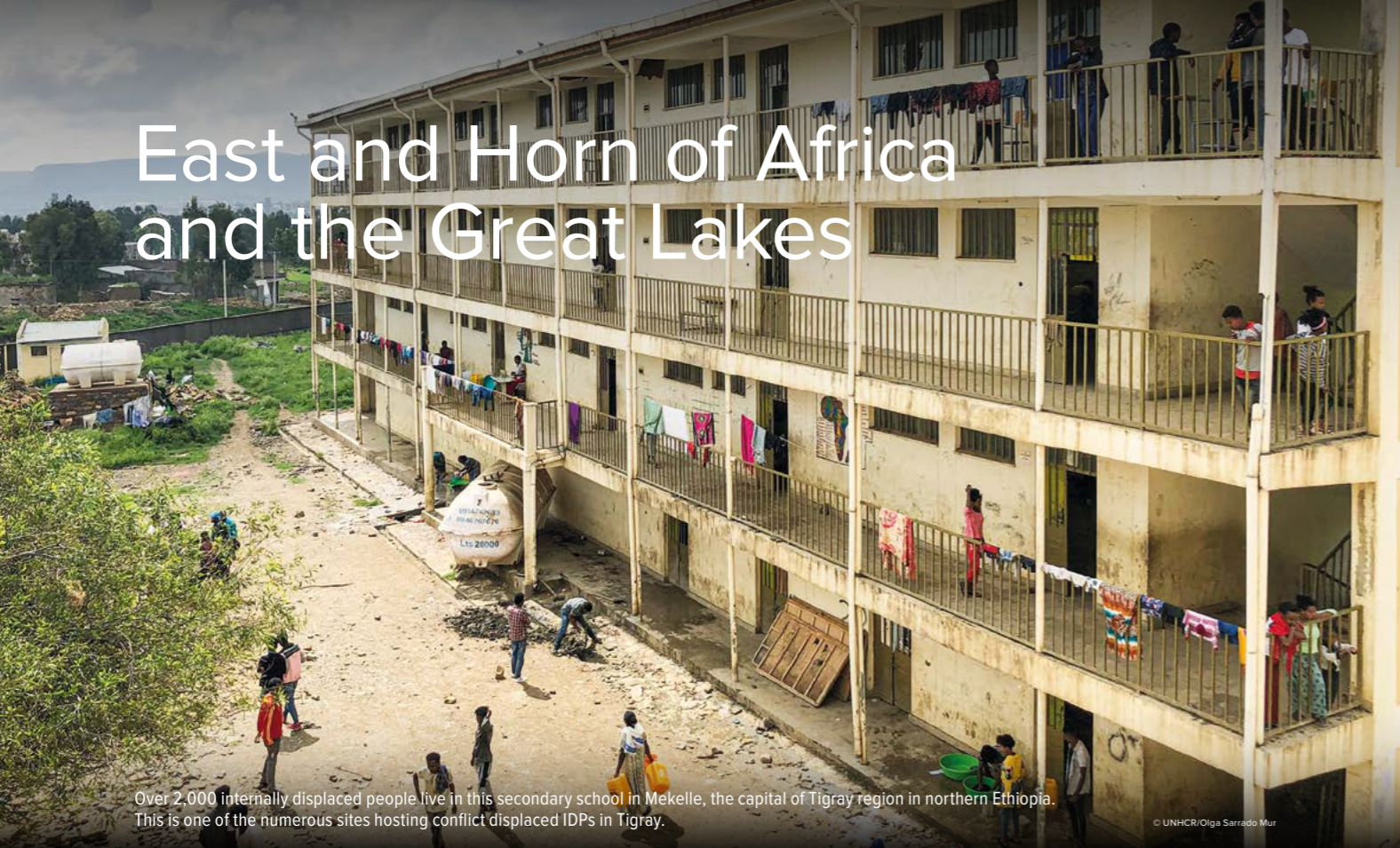
Our new COMPASS system introduces multi-year planning. What's the advantage of that?

Thinking multi-year is essential. A simple example: an operation may decide to truck water to respond to needs when in the long term it may make more sense to invest in a piped supply system. Looking at things in multi-year terms will help us serve people better. You have to plan over a three- or four-year period to include refugee children in the education system, for instance. Even though we hope that refugees and IDPs would be able to return to their places of origin in the very near future, experience unfortunately shows it will not necessarily be the case.

How has our approach to IDPs changed? Do you see that we have to work in a different way, are our operations changing?

We have strengthened our IDP response in recent years so as to be more decisive in our engagement and a more predictable partner. Our focus is on emergency preparedness and response, coordination, as well as operational delivery. I would like to stress this point in particular, because strong operational engagement in practice complements our coordination efforts. Protection is always at the centre of our response, but we also plan for solutions from the outset. Just as with refugees, IDPs who are self-reliant and who have access to livelihoods and longer-term development-type assistance are better placed to resume a normal life once the situation allows. Our actions globally, regionally and locally are undertaken in close partnership with others, first and foremost internally displaced persons themselves. Unlocking opportunities by supporting host populations is also critical.

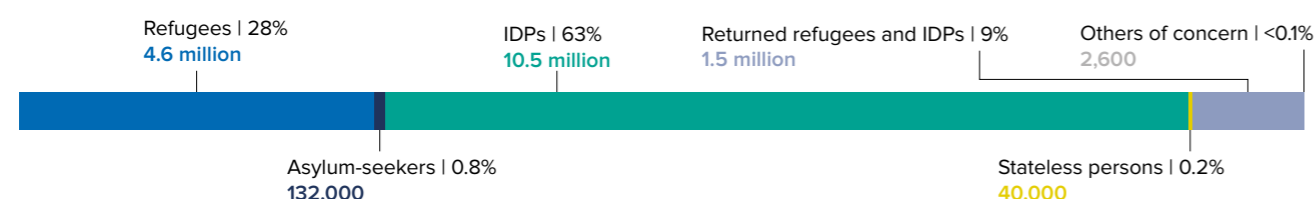
East and Horn of Africa and the Great Lakes



Over 2,000 internally displaced people live in this secondary school in Mekelle, the capital of Tigray region in northern Ethiopia. This is one of the numerous sites hosting conflict displaced IDPs in Tigray.

© UNHCR/Olga Sarrado Mur

2022 planning figures: 16.7 million people of concern | 16% of global total



Areas hosting refugees and IDPs in the East and Horn of Africa and the Great Lakes region are beset by socioeconomic fragility and in some instances political volatility. Despite these challenges, States in the region continue to generously provide asylum, notably Uganda, which is likely to remain the largest refugee-hosting country in Africa in 2022. Sudan also hosts over 1 million refugees. Tragically, violence and insecurity may continue in the region, with risks of further displacement arising from conflict in northern Ethiopia, tensions along the Sudan-Ethiopia-Eritrea border, a fragile peace process in South Sudan, and political transition and inter-communal conflict in Sudan. Political complexities and ongoing conflict in Somalia, human rights violations in eastern Democratic Republic of the Congo, and post-crisis challenges in Burundi also present risks of new displacement in the region. Climate shocks, food insecurity and COVID-19 are likely to further deepen the plight of those forced to flee.

COVID-19 remains a major focus, having already harmed the livelihoods, health and well-being of refugees and IDPs in the region. High-frequency phone surveys – conducted with the World Bank and national statistics offices in Djibouti, Ethiopia, Kenya, Rwanda and Uganda – indicate the pandemic has reduced incomes, including from remittances, and access to work, while food prices have increased. Displaced populations were driven towards negative coping mechanisms such as reducing food consumption, depleting savings and selling assets. It will be critical to strengthen support for livelihoods to mitigate the socioeconomic impact of COVID-19 in 2022.

UNHCR's protection strategy in 2022 will prioritize advocacy and dialogue with authorities, aiming to maintain access to asylum, strengthen asylum systems and uphold the principle of non-refoulement. Systems for gender-based violence prevention and response, child protection and community-

based protection structures will be strengthened. Efforts will be made to address the root causes of onward movement, with exercises to map protection services available for vulnerable people on the move towards North Africa, Europe and the Gulf.

Donor support will be vital to protect forcibly displaced people; to assist them, empower them and help find solutions to their situations and build better futures, as well as to the communities that host them. Significant resources will be required for even the most basic needs of people affected by the displacement situations in the region. Protection, health, education, livelihoods, water, sanitation and hygiene will continue to be provided and strengthened. Predictable donor support will be critical to fulfilling the promise of international responsibility-sharing at the heart of the Global Compact on Refugees.

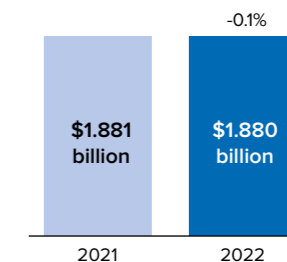
The region holds promise for solutions in countries in an early recovery or post-conflict phase. [The IGAD Solutions Initiative for South Sudan and Sudan](#) focuses on national strategies and action plans for solving the displacement crises affecting both countries. Consultative processes seek to identify points of focus like integrated area-based programmes for refugees, IDPs, returnees and hosting communities, and support to Global Refugee Forum (GRF) policy pledges made by governments. South Sudanese refugees are expected to continue returning spontaneously to areas experiencing relative peace. Places of possible return will require significant funding by both humanitarian and development partners.

New and continuing strategic partnerships will focus on realizing the potential of the Global Compact and on GRF pledges, as well as advancing self-reliance among people of concern by ensuring their inclusion in host communities and national systems.

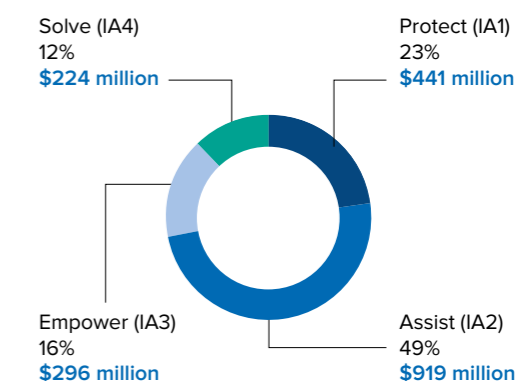
In addition to traditional partners, UNHCR will seek to cooperate with development actors, financial institutions and civil society to achieve these goals. As part of the SDG process, UNHCR and IOM co-lead the Opportunities/Issues-Based Coalition on Forced Displacement, an opportunity to strengthen the humanitarian-development nexus and increase attention on mixed movements.

Regional budget 2021/2022

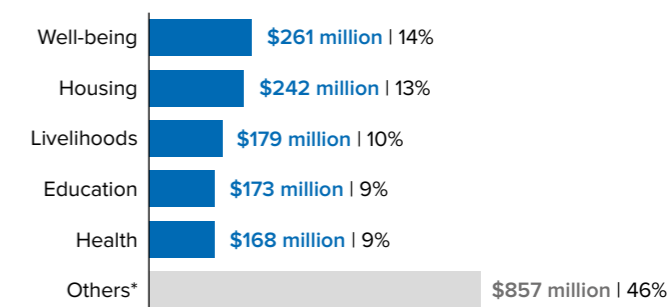
\$1.880 billion required for 2022
21% of the global budget



Budget by Impact Area in 2022



Top 5 Outcome and Enabling Areas in 2022



*See [Global Focus page](#) for the full breakdown

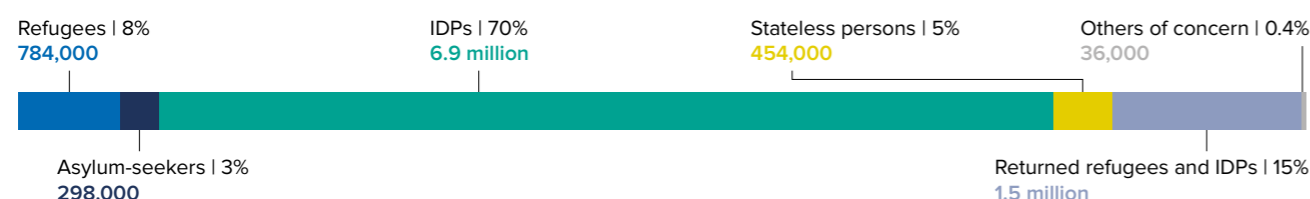
Southern Africa



Displaced and host community girls play football in Cabo Delgado, Mozambique, as part of the World Refugee Day celebrations.

© UNHCR/Martim Gray Pereira

2022 planning figures: 10 million people of concern | 10% of global total



Southern Africa's population of concern has risen by around 60% over the past three years and will continue growing in 2022, with the vast majority (86%) anticipated to be IDPs uprooted in the Democratic Republic of the Congo (DRC) and northern Mozambique. Long-term refugee populations will remain in camps and settlements across the region, with ongoing arrivals and spontaneous returns. New refugees and asylum-seekers from across Africa and further afield are expected to arrive in the region, amid complicated mixed movements of refugees and migrants. The situation in the Central African Republic that triggered a refugee influx in early 2021 is likely to stabilize, allowing voluntary repatriation to resume. Some refugees will return, such as Burundians from the DRC, but in small numbers. Resettlement opportunities will increase in 2022, however the pandemic backlog in processing means departure figures will not change significantly.

Adding to the complexity of operations in 2022 is the ongoing risk and impact of natural disasters and

climate change, which cause loss of life, destruction of property, and setbacks for countries on the path to development. COVID-19 will continue to have significant implications for people of concern. Infection rates in Southern Africa slowed in the latter half of 2021, but low vaccine coverage leaves a high risk of further waves in 2022. People of concern are included in national vaccination plans but roll-out has been slow due to limited supply, logistical challenges and vaccine hesitancy. Less than 1% of people of concern were recorded to be fully vaccinated as of 30 September 2021. UNHCR will work with authorities and communities to support vaccination efforts where appropriate.

UNHCR will strengthen and promote a favourable protection environment: improved citizenship laws, reinforced asylum systems and legal protection frameworks, including child protection and prevention of gender-based violence. This will be supported by improvements to the quality

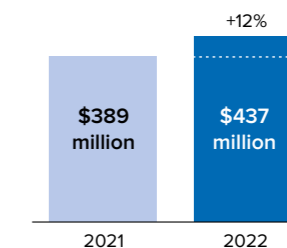
and integrity of registration, data, information management and analysis. Efforts to strengthen the role of the judiciary in building sound protection and solutions systems include a new Portuguese Centre of Excellence and coordinated work around interpretation of the OAU and Kampala Conventions. UNHCR will promote durable solutions across the region by scaling up livelihoods, financial inclusion and self-reliance strategies to foster local integration and voluntary repatriation. Emphasis will be placed on empowering refugees as agents of change and effective partners in delivering protection, with improved two-way communication and effective community engagement. Initiatives to sustainably end protracted refugee situations, notably for Angolans, Liberians, Rwandans and Sierra Leoneans, will continue in 2022.

UNHCR will underpin emergency preparedness for complex emergencies and natural disasters with a focus on expanding country-level situational emergency training to countries not covered in 2021. UNHCR will, subject to funding, seek to integrate innovative approaches, including sustainable energy and other initiatives to mitigate the impact of climate change. Regionally, UNHCR leads the Regional Refugee Response Plan for the DRC situation, providing strategic and coordinated protection and assistance while working towards solutions and sustainability.

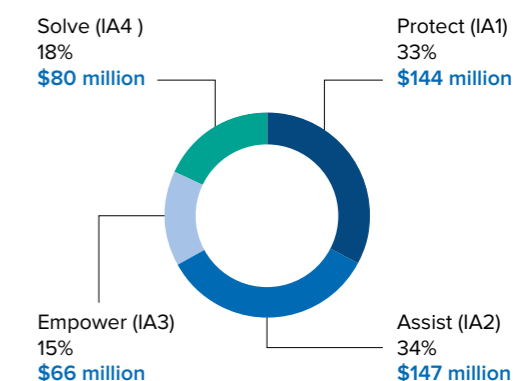
Enhanced partnerships will be prioritized to strengthen synergies with a broad range of stakeholders including governments, regional economic communities (RECs), donors, the private sector, development actors, NGOs, media, UN agencies and research institutions. To galvanize the humanitarian-development-peace nexus in crises and long-term situations, UNHCR will ensure forced displacement issues are on the agenda of key development and security actors and RECs such as the Southern African Development Community, and advocate for people of concern to be included in government development plans. UNHCR will help advance the 2030 Agenda for Sustainable Development and Agenda 2063 of the African Union. In support of the Global Compact on Refugees, UNHCR will advocate with governments, RECs, UN bodies, NGOs and development actors for implementation of the pledges made at the Global Refugee Forum and the [High-Level Segment on Statelessness](#).

Regional budget 2021/2022

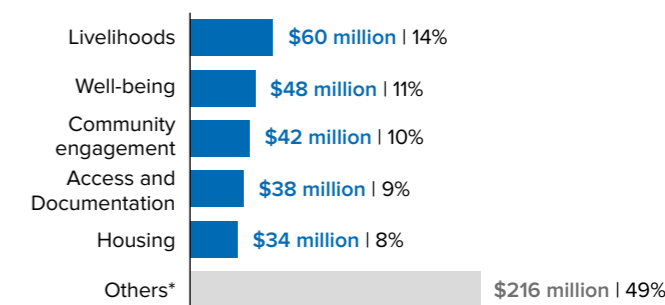
\$437 million required for 2022
5% of the global budget



Budget by Impact Area in 2022



Top 5 Outcome and Enabling Areas in 2022



*See [Global Focus page](#) for the full breakdown

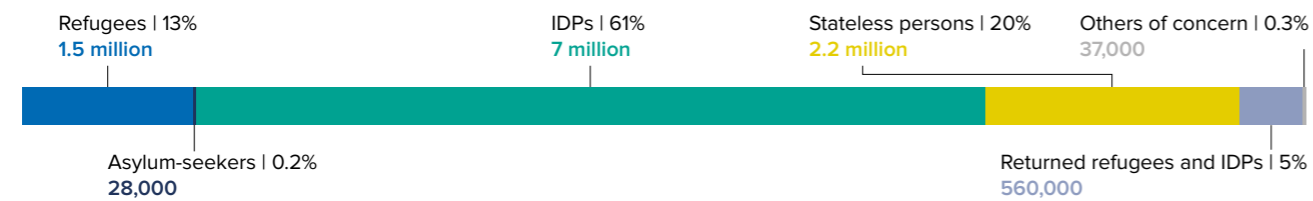
West and Central Africa



Refugee fisherman Adam Sallé Moussa, 42, fled to the Dar es Salam camp in Baga Sola, Chad, after a Boko Haram attack on his village on the Nigerian side of Lake Chad. He fishes in the lake at nearby Doro Boullam and returns to his wife and three children in the camp when he has earned some money.

© UNHCR/Sylvain Cherkaoui

2022 planning figures: 11.3 million people of concern | 11% of global total



The main conflicts affecting the region – in central Sahel, the Central African Republic, the Lake Chad Basin and North-West and South-West regions of Cameroon – show no signs of abating. In 2022, forced displacement is expected to continue driving up humanitarian needs while humanitarian access will remain a challenge, particularly in the Sahel and the Lake Chad Basin, where aid workers have not been spared from indiscriminate attacks by armed groups. Compounded by the increasing frequency of extreme weather events related to climate change and by the lasting impact of COVID-19 on countries with fragile economies and weak social services, extreme poverty and food insecurity is likely to increase – primarily affecting the most vulnerable, including displaced populations.

Movement restrictions introduced to curb the pandemic have been lifted, allowing economic and social activities to resume, but the disruptive effects of COVID-19 are likely to last as the region struggles with the scarcity of vaccines. All countries in the West and Central Africa region have agreed to include refugees in vaccination plans but the associated last-mile costs represent a major challenge that UNHCR is working to address, in coordination with national authorities and partners.

Improving the protection environment is at the core of UNHCR's mandate. This entails ensuring that appropriate legal and institutional frameworks are in place to guarantee the rights of refugees and other forcibly displaced populations. In 2022, UNHCR will support an improved refugee status

determination process, particularly in Benin, Côte d'Ivoire, Mali, Niger and Senegal.

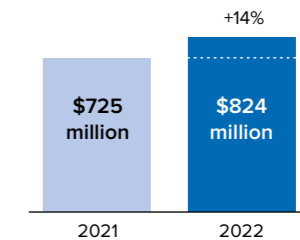
Protection will also be a priority at operational level, including child protection; prevention of gender-based violence and assistance to survivors; education and livelihoods; and strengthening community-based protection systems to reinforce self-reliance and social cohesion. To inform the programming of these protection interventions and advocacy, [Project 21](#) – a new regional protection monitoring initiative [piloted](#) in central Sahel – will be expanded in 2022 and rolled out in nine country operations, where data will be systematically gathered and analysed and made available to all stakeholders to foster coordination and to inform planning and programming.

Considering the extremely difficult and volatile operational context, UNHCR will establish and update comprehensive contingency plans in coordination with national authorities and humanitarian, development and peace actors to anticipate and adequately respond to emergencies. UNHCR will build capacity for emergency response, solutions and coordination in IDP contexts, with the risk of gender-based violence factored into all decision-making. UNHCR will also scale up its registration capacity and adapt processes to focus more on IDP profiling in line with [UNHCR's IDP Policy](#).

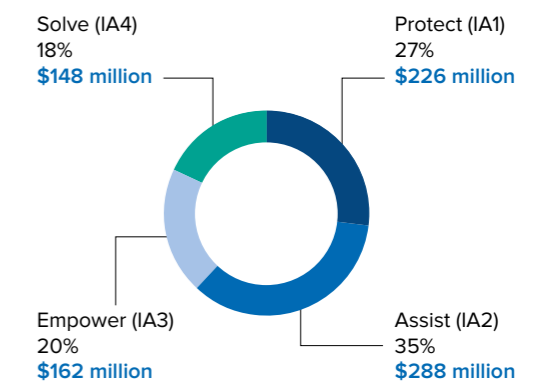
Despite limited prospects for solutions, some opportunities remain, particularly in Côte d'Ivoire where an [Updated Regional Roadmap for Comprehensive Solutions for Ivorian Refugees](#) was adopted in September 2021. This roadmap entails voluntary repatriation and reintegration of Ivorian refugees, local integration of those needing international protection, and the cessation of status for Ivorian refugees by 30 June 2022. UNHCR will also provide technical and financial support to the Government of Guinea-Bissau towards the naturalization of refugees in the country and will work with the authorities in Ghana and Togo towards comprehensive solutions for Togolese and Ghanaian refugees living in their respective territories.

Regional budget 2021/2022

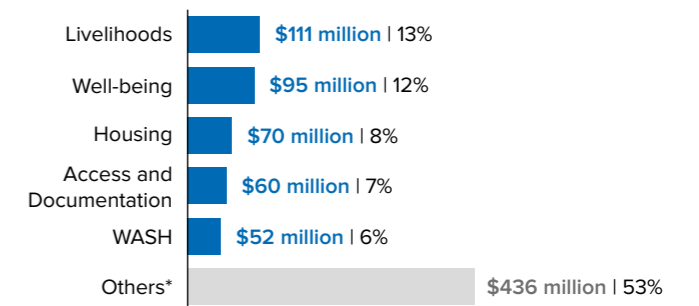
\$824 million required for 2022
9% of the global budget



Budget by Impact Area in 2022



Top 5 Outcome and Enabling Areas in 2022



*See [Global Focus page](#) for the full breakdown

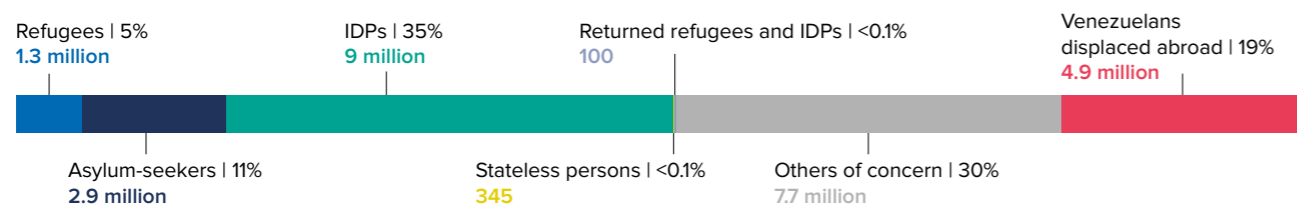
The Americas



Venezuelan refugees and migrants living in slum areas of Santiago de Chile are not prepared to face the cold and heavy winter rains and their houses have no heating. When Chile's cold winter arrives, it deepens their vulnerability.

© UNHCR/Cristian Campos

2022 planning figures: 25.7 million people of concern | 25% of global total



One in four people of concern to UNHCR lives in the Americas, up from one in six in 2018. The trend of rising displacement is expected to continue in 2022, as the root causes persist. The exodus caused by the deteriorating situation inside the Bolivarian Republic of Venezuela remains the second-largest external displacement crisis globally. In Central America, El Salvador, Guatemala and Honduras have seen displacement driven by unabated violence and devastating climatic events, while the prevailing political situation in Nicaragua continues to drive population outflows, mainly into neighbouring Costa Rica. Since the signing of the 2016 peace agreement in Colombia, thousands of people have been forcibly displaced in areas affected by armed violence. All these factors are further aggravated by COVID-19, extreme weather and natural disasters such as the earthquake that hit Haiti.

The pandemic intensified deep-rooted inequalities in the Americas, dealing a disproportionate blow to displaced populations. Border restrictions limited access to asylum and territory. With no other options, people continued to move along irregular and perilous routes, facing increased risks of gender-based violence and exploitation. Those lacking regular stay permits had limited access to essential services, including education, health and COVID-19 vaccines. The severe economic slowdown hampered efforts to achieve socioeconomic inclusion. In 2021, overall instability in the region, compounded by overstretched local public services, distrust in institutions and remaining social unrest, all contributed to the spread of xenophobia. The long-lasting socioeconomic effect of the slowdown is expected to persist in 2022 even if restrictions on movement are lifted. Inequalities in access to vaccines may limit a rapid recovery.

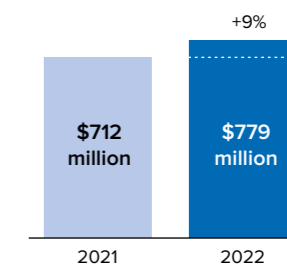
In response to a challenging outlook for 2022, UNHCR aims to enhance protection-sensitive responses by harnessing the collective resources and capacities of State and local authorities, partners, communities and the private sector. UNHCR will focus on delivering life-saving assistance, particularly at border locations and in other communities affected by forced displacement that have strained resources or are particularly exposed to climate shocks. Communities will be actively engaged in the planning and implementation programmes to boost protection and inclusion, particularly of children, survivors of gender-based violence and LGBTIQ+ populations at risk.

To achieve longer-term solutions, UNHCR will bolster national efforts on broader access to asylum and regular stay arrangements, documentation, public services, vaccinations and post-pandemic economic recovery, critical to ensuring that the displaced populations can meet their basic needs and attain self-sufficiency. UNHCR will step up integration programmes fostering labour inclusion, entrepreneurship and more effective access to education, in cooperation with the private and public sector, development actors and other stakeholders.

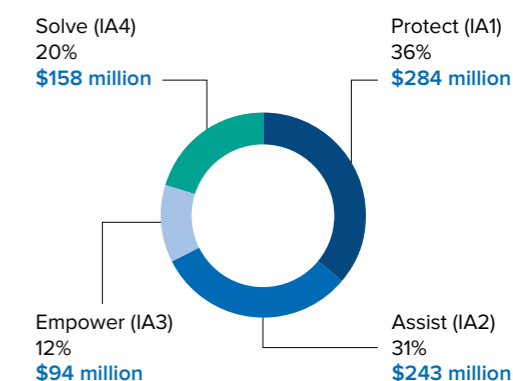
UNHCR will enhance efforts to secure resettlement for persons at heightened risk while supporting family reunification and other complementary pathways. Regional cooperation will remain critical to coordinating action to prevent and respond to forced displacement in the region. UNHCR and IOM co-leadership of the regional inter-agency coordination platform known as [R4V](#) and its [Refugee and Migrant Response Plan](#) will ensure a consistent inter-agency response to the Venezuela situation across 17 countries. In parallel, UNHCR and IOM will support the Quito Process – an initiative of several Latin American countries that seeks to harmonize domestic policies in receiving countries – as the key intergovernmental coordination forum. In Central America and Mexico, cooperation with the State-led Regional Comprehensive Protection and Solutions Framework (MIRPS, by its Spanish acronym) will be strengthened in collaboration with other UN agencies and development actors, international financial institutions and the private sector.

Regional budget 2021/2022

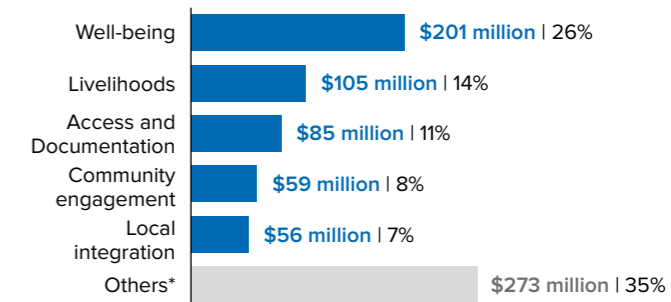
\$779 million required for 2022
9% of the global budget



Budget by Impact Area in 2022



Top 5 Outcome and Enabling Areas in 2022



*See [Global Focus page](#) for the full breakdown

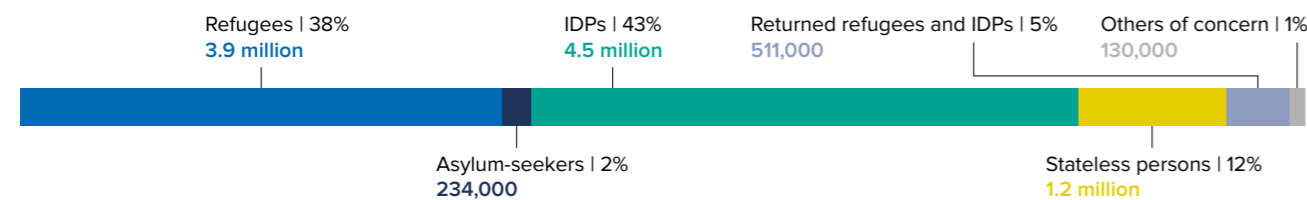
Asia and the Pacific



Sha Mohammad, 38, father of five children, is returning home by bus with his displaced family from Kabul to Kunduz, Afghanistan. UNHCR and Afghan authorities began facilitating the voluntary return of displaced people, providing them with cash assistance.

© UNHCR/Tony Aseh

2022 planning figures: 10.5 million people of concern | 10% of global total



UNHCR's operations in Asia and the Pacific encompass two of the world's largest forced displacement crises, involving large numbers of children without access to quality education, deep poverty, significant statelessness, low COVID-19 vaccination rates and an ever-present threat of gender-based violence. Access to territory, asylum and protection remain challenges across the region, where only 20 of the 45 countries and territories have acceded to the 1951 Convention relating to the Status of Refugees, and only three States are party to both statelessness conventions.

The withdrawal of international troops and establishment of a de facto government in Afghanistan was preceded by a record number of conflict-related casualties in 2021 and a drastic deterioration of the humanitarian situation. Some 670,000 were newly internally displaced, while thousands also crossed into neighbouring countries. In 2022, UNHCR will deliver protection, core relief items, shelter, cash and other forms of assistance, while supporting

area-based investments in health, education and livelihoods in order to build resilience and eventually enable sustainable return and reintegration. UNHCR will lead an inter-agency refugee response plan in the Islamic Republics of Iran and Pakistan, Tajikistan, Turkmenistan and Uzbekistan. The plan pursues a regional multi-stakeholder and multi-sectoral approach to support community-based investments in line with the Global Compact on Refugees and the Solutions Strategy for Afghan Refugees. It responds to the needs of in-situ populations and host communities, while also preparing for potential new arrivals. Emergency preparedness and legal and policy reform in Central Asian countries are a priority, to ensure access to territory and fair asylum procedures and protection-sensitive border controls. UNHCR aims to support host governments to include refugees in national health and education services and to foster self-reliance via economic inclusion and access to social safety nets, while also seeking durable solutions.

In Myanmar, violence against civilians and intensified armed conflict following the events of February 2021 displaced over 200,000 people internally and drove several thousand into neighbouring countries. In 2022, UNHCR will focus on the needs of the IDPs and an estimated 600,000 stateless Rohingya, and on creating conditions conducive for refugees to return, including by promoting the restoration of their rights and implementation of the recommendations of the Advisory Commission on Rakhine State. Across the region, UNHCR will seek education and livelihoods opportunities for Rohingya refugees and complementary third-country solutions.

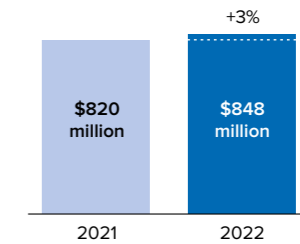
In South and South-East Asia, priorities include: solutions for the protracted situations of Bhutanese refugees in Nepal and Sri Lankan refugees in India; addressing millions of residents' lack of citizenship certificates in Nepal; and reviewing the citizenship situation in Assam, India. UNHCR will actively pursue solutions for refugees still in offshore facilities in Nauru and Papua New Guinea. In the Philippines, UNHCR will advocate legislative reform and support capacity-building of national and local actors to enable their full assumption of leadership for IDPs in Mindanao by the end of 2022. It will support Thailand to resolve its statelessness situation, the fourth largest in the world, and to improve stateless persons' access to civil registration, legal identity documentation, health, education and livelihoods. Across the region, UNHCR will advocate for accession to both stateless conventions and legal safeguards to prevent statelessness.

UNHCR will work with governments to find solutions for refugees, including expanding complementary pathways for admission. In line with the Compact, UNHCR will strive to empower people of concern by including them in protection and assistance programming, easing pressures on host communities and fostering self-reliance. Building on pledges made at the [Global Refugee Forum in 2019](#), UNHCR will diversify partnerships to ensure whole-of-society approaches for refugee responses and more equitable responsibility-sharing.

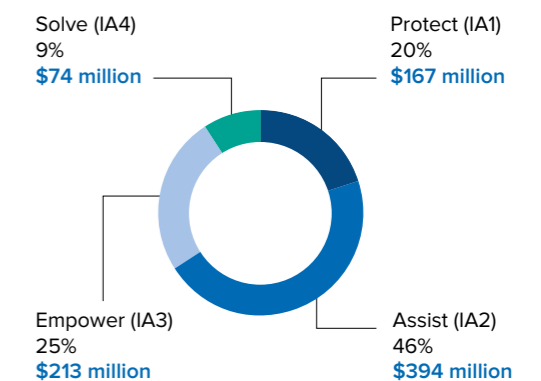
The socioeconomic impacts of COVID-19 will endure in 2022: loss of livelihoods, deteriorating mental and physical health, and increased discrimination towards displaced populations. All UNHCR activities will incorporate mitigation and response measures to minimize risks and impacts on all populations.

Regional budget 2021/2022

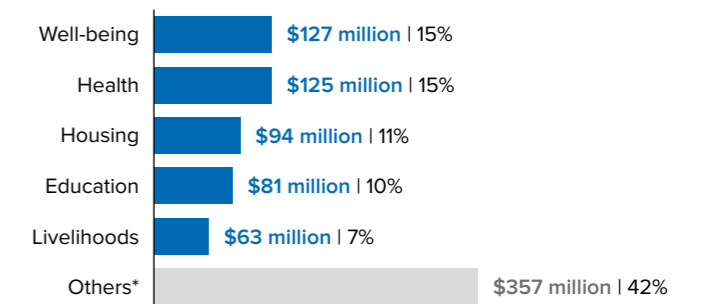
\$848 million required for 2022
9% of the global budget



Budget by Impact Area in 2022



Top 5 Outcome and Enabling Areas in 2022



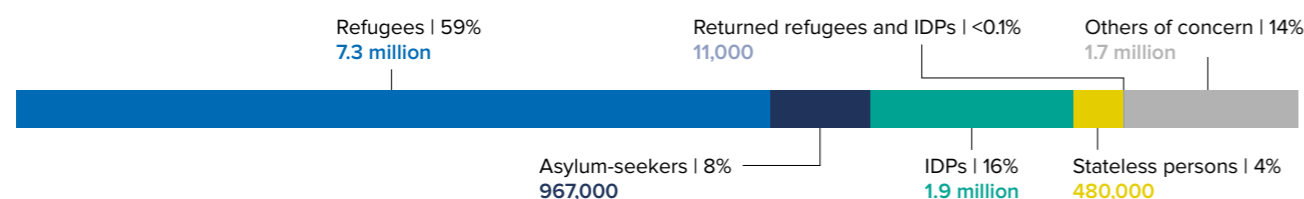
*See [Global Focus page](#) for the full breakdown

Europe



Binta, a young refugee from Guinea, and kind-hearted retiree Georgine help each other. Binta is good with computers and Georgine helps her look for work. 'Buddy' programmes in Belgium pair up local volunteers and refugees, promoting integration and creating lasting friendships. © UNHCR R/Marion Eward

2022 planning figures: 12.3 million people of concern | 12% of global total



Europe has a long history of welcoming refugees, as well as supporting protection and assistance for forcibly displaced and stateless persons worldwide. A decade of global crises has however put Europe's solidarity to the test and eroded the asylum space in the region. Conflict, socioeconomic inequalities, the consequences of the pandemic and climate change also continue to drive mixed movements toward Europe leading, in part, to a politicized public discourse that divides States over how best to respond. Barring serious deteriorations in countries of origin, UNHCR anticipates that these movements to Europe will remain comparatively modest and manageable in 2022, continuing a downward trend.

The lack of search and rescue capacity on Europe's maritime borders continues to put lives at risk, with a significant increase in the number of dead and missing on the Canary Islands route in particular. "Pushbacks" of potential asylum-seekers, as well as the instrumentalization of refugees and migrants by

some States to achieve political ends domestically and regionally, remain of very serious concern. Forging consensus on a regional disembarkation mechanism and the efficient but protection-sensitive management of borders will therefore continue to constitute a major challenge in 2022. UNHCR will strengthen its advocacy in support of access to territory and asylum procedures, as well as predictable responsibility-sharing among States. In 2022, targeted technical expertise, capacity-building and quality support to national asylum authorities will also be provided to support the management of mixed movements and establishment of fair and fast asylum procedures, while outreach activities – leveraging digital technology – will strengthen the information available to asylum-seekers.

Reception conditions in some countries – particularly at the European Union's external borders – remain below international and European standards, putting asylum-seekers and refugees at risk. In 2022, UNHCR's efforts will focus on safe reception capacity

and conditions, including through support to national authorities in the early identification of – and establishment of protection and referrals measures for – persons at heightened risk such as children and survivors of gender-based violence.

Mixed movements of people, and displacement from old and new conflicts, will continue to give rise to humanitarian needs in some parts of Europe. UNHCR will support States in the operational response to these needs with in-kind and cash assistance. Efforts to secure solutions for both refugees and internally displaced people will also be renewed. UNHCR will pursue resettlement opportunities for those most at risk in Turkey, while working with States to expand resettlement and other complementary pathways for admission of refugees in other regions.

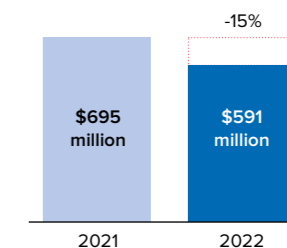
Most people of concern in Europe benefit from the protection of their host States, with varying degrees of access to national social protection systems and related assistance. COVID-19 highlighted Europe's strong collective efforts to include refugees and other people of concern in their national response plans and COVID-19 vaccination programmes across the continent. In 2022, UNHCR will strive to maintain this momentum and, building on lessons learned, advocate for their further inclusion in the spirit of the Global Compact on Refugees.

UNHCR will support stronger participation of refugees and communities of concern in decision-making and policy fora, including by encouraging the increased engagement of municipal authorities, networks, outreach volunteers and refugee-led organizations. Reinforced partnerships will ensure joint and complementary advocacy efforts to address misperceptions about people of concern, counter negative stereotypes and nurture public support for protection and inclusion.

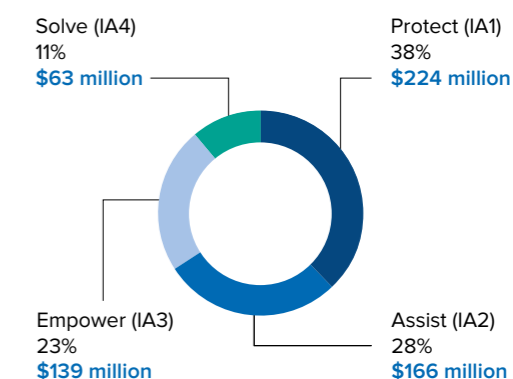
UNHCR will also mobilize and support States, development actors, civil society and UN agencies to deliver [on pledges to eradicate statelessness](#), including by supporting dedicated determination procedures and by advocating for access to naturalization. Efforts will focus on the prevention and reduction of childhood statelessness, including by closing gaps in nationality laws and improving access to civil registration and documentation.

Regional budget 2021/2022

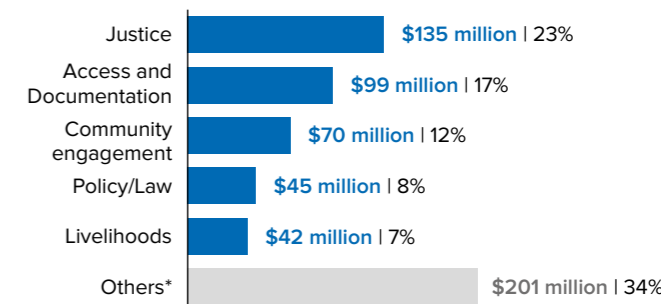
\$591 million required for 2022
7% of the global budget



Budget by Impact Area in 2022



Top 5 Outcome and Enabling Areas in 2022



*See [Global Focus page](#) for the full breakdown

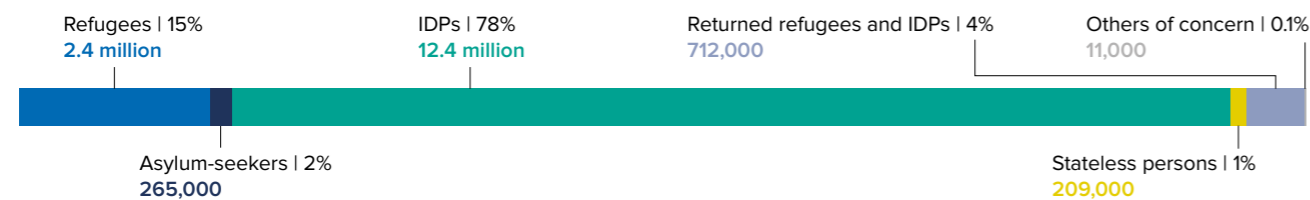
The Middle East and North Africa



Sameer, 55, was displaced by the conflict in Yemen in 2018. He and his family were uprooted from Taizz governorate and now live in Senan site in Al Dhihar district in Ibb governorate. Their makeshift tent is made of pieces of plastic and cardboard and does not meet minimum protection standards.

© UNHCR/YWU

2022 planning figures: 16 million people of concern | 16% of global total



2022 offers a bleak prospect, repeating a pattern of hardship that has become familiar in the Middle East and North Africa: enduring conflict, economic instability, and displacement crises that overflow and overlap. The new dimension in this regional ordeal is the global scourge of COVID-19, which has stripped refugees of meagre livelihoods and exposed their economic vulnerability, heightening the underlying protection risks: sexual exploitation, gender-based violence, eviction from rented homes, and interrupted education at school. The pandemic has also strained local economies and services, fuelling social tension. This scenario of growing needs and rising forced displacement presents significant challenges for UNHCR in 2022, while making its protection and assistance efforts ever more vital.

The persistent failure to tackle the root causes of displacement incurs heavy human and financial costs. UNHCR's budget for well-being and basic needs in the region is more than \$1.1 billion in 2022,

by far the biggest area of spending in any region in this Global Appeal. Needs in Iraq, Jordan, Lebanon, the Syrian Arab Republic and Yemen account for almost 90% of the total.

Within Syria, inflation, food insecurity, water scarcity and armed clashes are expected to add to the number of people needing humanitarian assistance in 2022. Across the region, Syrian refugees remain highly vulnerable. In Iraq, the political and security environment is likely to remain challenging, while the situation in Libya is expected to continue have a wider impact in North Africa. With further insecurity in the Sahel, people in mixed movements could increasingly seek protection in North African countries and irregularly transit to Europe. In Yemen, the enduring civil conflict risks further deepening the humanitarian crisis in 2022.

In 2022, UNHCR's regional protection and solutions strategy remains anchored in ensuring access to

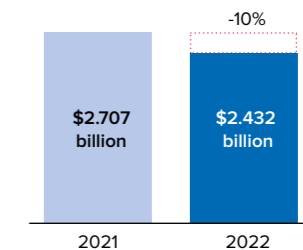
safety and asylum, dignified protection space, and a route to solutions for all groups of concern. UNHCR will seek local opportunities to enhance self-reliance and will increase operational investment in resilience and longer-term solutions. UNHCR's direct protection role is crucial since the region has few national asylum laws and offers limited access to solutions to displacement situations. UNHCR's refugee and IDP programmes, such as those in Lebanon and Yemen, will enhance efforts to promote peaceful coexistence, with a focus on area-based approaches to achieve tangible results for both displaced populations and host communities in defined areas with high needs. Given the political, economic and security risks in various countries of the region, UNHCR will reinforce strong coordination platforms such as the Regional Refugee and Resilience Plan and engagement with development actors, thereby maintaining leadership and coordination roles in refugee and IDP response settings.

UNHCR's COVID-19 response will focus on advocating for the inclusion of people of concern in national public health systems, including vaccination campaigns, and other national responses. To mitigate the socioeconomic and protection impacts of COVID-19, UNHCR will keep adapting its assistance, particularly cash programming, which has demonstrated positive immediate mitigating effects, reducing poverty among forcibly displaced people and in hosting communities.

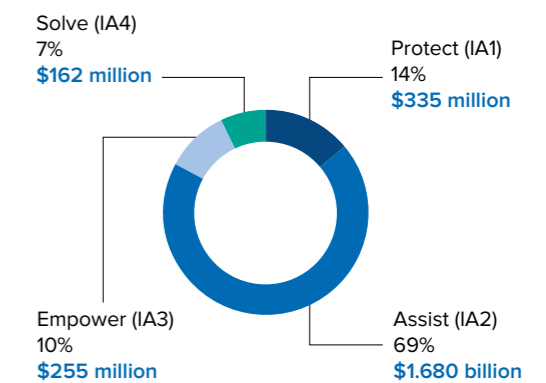
Civil society engagement is mobilized through the [Middle East and North Africa Civil Society Network for Displacement](#), a multi-stakeholder coalition including academics, faith-based organizations, local NGOs, artists, cultural influencers and the private sector. It aims to positively influence the public narrative and displacement-related policymaking, and will seek to amplify the voice of displaced people in 2022. In 2022, UNHCR will support the matching of pledges made under the Global Compact on Refugees and at the Global Refugee Forum, and will advocate for countries and partners to align their priorities with the objectives of the SDGs and the "Leave no one behind" agenda. Of the 65 pledges related to the region, 22 are currently in progress, five have been fulfilled, two are in the planning process, and 36 pledges are pending status updates.

Regional budget 2021/2022

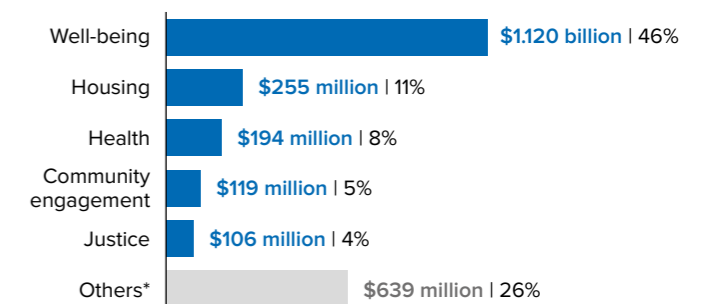
\$2.432 billion required for 2022
27% of the global budget



Budget by Impact Area in 2022



Top 5 Outcome and Enabling Areas in 2022



*See [Global Focus page](#) for the full breakdown



Assistant High Commissioner for Protection Gillian Triggs meets refugees working at the IKEA store in Zagreb, Croatia, under IKEA's Skills for Employment programme.

© UNHCR/Janina Kuchera

Protection in 2022: an interview with the Assistant High Commissioner for Protection

If I'm a donor, how does my contribution support UNHCR's protection work?

Some protection is provided in emergencies to protect the rights of people forced to flee, at the onset of a crisis. Support includes registration, helping with documentation, identifying people who might be at risk or may require specialized support, such as survivors of sexual violence, victims of trafficking, or children who might be separated from their families. Some of UNHCR's protection work is longer-term, such as advocacy and technical support to help improve and change policy and legal frameworks to better protect the rights of refugees. Some relates to training, self-reliance and livelihoods opportunities. We work with host communities to build community cohesion. We prioritize providing cash assistance, to let people make their own choices.

In many countries, more than 50% of the people needing protection are children. Education is a key priority for us. In Cox's Bazar, for example, contributions go to providing education and safe learning spaces for children. Still a lot remains to be done to reach quality standards. Donations also ensure displaced and stateless communities are at the centre of any decision that affects them.

Our presence on the ground, extensive partnerships at the local level, and community-based approaches are what makes contributions to UNHCR impactful.

Are we making progress against gender-based violence?

Preventing and responding to gender-based violence is a key priority for UNHCR. This is a grave injustice and can take many forms, such as domestic violence, to forced marriages, sexual violence and exploitation.

In our response to COVID-19, we scaled up our call centres, and people in parts of Africa, the Middle East and Latin America were able to use them. We noted the phenomenal rise in gender-based violence during COVID-19. In one call centre, we had 10 times the number of gender-based violence calls within a few months. We provide referral services and legal advice, thanks to a major pledge of 160,000 pro bono hours. These centres are a powerful tool and a way to reach more people. It's been a great success story, and that's why we want to invest more in this concept and scale up their numbers.

But more support is required for humanitarian programmes and interventions to combat gender-based

violence; including safe shelters, counselling and legal advice, and educational and training programs that build the capacity of first responders and create safer spaces for women and children.

In general, is it more difficult to help IDPs than refugees?

That's certainly the case in some conflicts where we struggle to have access to those affected. It's very troubling. There's a huge difference, legally, between a refugee who has fled persecution and violence and crossed an international border, and somebody fleeing for exactly the same reasons within their own country. The difference is that when people flee within their own country, there is no change in their legal status – they remain citizens and their countries have an absolute responsibility for the duty of care. Yet, when countries are reminded of their responsibilities towards their displaced citizens, they are not always receptive. We have to support governments in a way that they assume greater responsibility. Of course, we are also there to help those that require our support.

UNHCR is calling for the eradication of statelessness. Is that achievable?

We want it to happen, even if hoping to reach this target by 2024 (the end of the #IBelong Campaign) is highly ambitious. It's not quite one step forward, two steps back, but we do need to be very vigilant. We've seen some countries continue to exclude certain groups, and in conflicts, newborns often do not get registered, and people can lose their documentation. Around the world, UNHCR colleagues are working to help prevent and tackle statelessness. In Mozambique, for instance, we work with law students who help obtain documents for people who never had civil documents or lost them when they fled violence. We are hoping to put more resources into addressing statelessness over the next three years, as this remains a key objective, and to also get discriminatory nationality legislation removed. Nationality laws which discriminate on the basis of gender remain one of the leading causes of statelessness among children – for example when women are prevented from transferring citizenship to their children.

How does UNHCR help displaced people who want to go home?

There's a sliver of light that we might find mechanisms for working more positively with countries on conditions for return: ensuring there is peace and stability, that rights can be protected, that schools, jobs and housing are available. We know that many refugees long to go home. But we can only facilitate returns if it's safe and it can be done in a voluntary and dignified way. But that's not actually proving possible in so many of the major conflicts. There are other solutions we need to look at as well, whether the inclusion of refugees in host countries' public services, or support

for resettlement and other mobility schemes, such as work, study and family reunification permits. Resettlement places were very limited last year but we are very optimistic that we are going to see it lift off, with some new commitments we have seen announced this year.

What difference does the Global Compact on Refugees make to refugees' lives?

We're seeing outcomes for refugees, there is no doubt. The core principle of the Compact is to pull in all actors in the community who can help: members of civil society, mayors, local governments, scholars, students, parliamentarians, the private sector etc. With 90% of refugees hosted in developing regions, one of the key objectives of the Compact is to ease pressures on these refugee host countries by sharing responsibility.

The Compact has mechanisms to put the principle of solidarity-sharing into effect. One way for example is to encourage States to match pledges made by other States. So, for instance, if a country needs help with its asylum systems, a country with a more sophisticated system can match with it and help raise its capacity – the Asylum Capacity Support Group has been set up to this effect.

Is sympathy for refugees drying up?

There is a minority of countries who undermine one of the core principles of refugee protection and breach the fundamental principle of non-refoulement. That is very worrying. But overwhelmingly, countries support the principles of the 1951 Refugee Convention and want it to work. This document turned 70 years old this year and has helped save millions of lives over the decades. As we move into 2022, responses by many countries continue to be extremely generous. Colombia has started to give Temporary Protection Status to around 1.7 million Venezuelans. Turkey has been hosting 3.7 million Syrian refugees, Bangladesh hosts almost a million Rohingya refugees. Uganda, with closed borders at the height of COVID-19, let in people fleeing armed conflict. The generosity in many parts of Africa has been quite astonishing. But we need all countries to step forward, commit to their international obligations and protect refugees.



Martha Goma, a South Sudanese refugee in Cairo, Egypt, works on an order of MADE51 bracelets for UNIQLO. MADE51 puts the Global Compact into action: UNHCR identifies refugees with artisanal skills, helps refugees create strong artisan groups and connects them to experienced local social enterprises. Private sector partners curate collections, create marketing opportunities and sell to consumers worldwide.

© UNHCR/Pedro Costa Gomes

The Global Compact on Refugees

The New York Declaration (2016) and subsequent [Global Compact on Refugees](#) (GCR) (2018) are political commitments that reinforce the international protection system and fill what has been a perennial gap – that of truly sharing responsibility for refugees. As a global community, there is a collective responsibility to build on this resounding political commitment so that refugees can live more dignified and resilient lives.

To consolidate and materialize the support emerging from this spirit of international cooperation and solidarity, the first Global Refugee Forum (GRF) was held in 2019, providing the space for translating the principles set out in

the GCR into concrete action, through 1,400 pledges made by State and non-State actors in the fields of education, jobs and livelihoods, protection capacity, and energy and infrastructure, among others. The pledges signify a global commitment to burden- and responsibility-sharing. More than 600 pledges have had progress reports submitted. Of those updated, 762 (76.5%) are in progress, 104 (10%) are in the planning stage, and 130 (13%) have been fulfilled. UNHCR appeals to the global community to continue applying and increasing burden- and responsibility-sharing responsibilities through the fulfilment of pledges made at the GRF.

Initiatives launched at the GRF continue to be operationalized, showcasing the GCR in action, with an expanded base of support and engagement, such as the [three Support Platforms](#), the [Asylum Capacity Support Group](#) (ACSG), the [Global Academic Interdisciplinary Network](#) (GAIN), the [3-year Strategy on Resettlement and Complementary Pathways](#), and the [Clean Energy Challenge](#).

A series of stocktaking consultations and processes have been held since the first GRF at the regional, stakeholder and thematic levels to assess progress against the pledges, in particular against the relevant GCR indicators, and identify gaps and where further engagement is needed. Despite COVID-19 and its constraints, across the regions there has been substantive progress on a “whole of society” approach, reinforcement of impactful development partnerships and strong commitments of regional entities, greater access to solutions and complementary pathways through the expansion of access to basic rights and inclusion in national protection and development plans, and an increase of innovative and pragmatic solutions to better respond the people we serve.

In support of the follow-up and review process of the implementation of the GCR, UNHCR released the first [GCR indicator report](#) in November 2021, which contributed for the first time to the evidence base and measurement of the progress towards the four GCR objectives. Highlighting progress, challenges and gaps, the report also informs the directions and pledging guidance for the next GRF in 2023. In 2022, UNHCR, in collaboration with other stakeholders and partners, will engage in a review and strengthening of the scope and implementation of the GCR indicator framework. While much support has been received over the year, the needs still outpace the resources available, and longer-term solutions are required.

[The High-Level Officials Meeting](#), in December 2021, will be an opportunity to consider how to advance pledge implementation and development as well as matching of policy and support pledges, in light of the stocktaking and the GCR indicator report, ahead of the next GRF in 2023.

Pledge-matching: help where it is needed

UNHCR appeals to the global community to support refugees through the implementation of pledges made at the Global Refugee Forum, in particular by way of **pledge matching**. Pledge matching, or the pairing of financial, material, and technical pledges with host country pledges for greater protection and inclusion, facilitates engagement between various pledging entities towards the advancement of the Compact’s fundamental objectives. This ultimately enables refugees to have enhanced access to sustainable durable solutions and self-reliance, which in turn alleviates the strain on resources often felt among hosting communities, while also encouraging more equitable burden- and responsibility-sharing. UNHCR is continuously identifying matching opportunities for donor States, the private sector and international and national NGOs, among others, highlighting host country policy pledges that need support for implementation, and appealing to donor pledging entities to allocate resources to refugees and host communities to achieve this. For more information on the matching process and matching opportunities please see [Matching-pledges](#) and [What you need to know about matching pledges](#).

Impact Area



“I like the fact that my two girls, despite all their circumstances, say to me, ‘Mum, I like my house, I like where I live, I like what I do, I like my new future.’”

— **Mariana**, a Venezuelan lawyer and a refugee in Mexico. Her family received assistance after lodging an asylum claim with COMAR, the Mexican Commission for Refugee Assistance, and temporary economic support from UNHCR while they found their feet in Tijuana.

© UNHCR/Jeffrey Guillemand

Attaining favourable protection environments (Protect)

In 2022 UNHCR will advocate for and support the full respect of the rights of people of concern – refugees, asylum seekers, internally displaced and stateless persons, and returnees. These efforts will aim at safeguarding the major protection achievements of recent years – now at risk from the impact of the pandemic and related restrictions.

The quality of the fundamental right to asylum is dependent on a favourable protection environment. Without access to territory and to asylum procedures – including registration, refugee status determination and documentation – there is no protection space. Over the past year, UNHCR observed violations of the principle of non-refoulement. Increased and often violent pushbacks at borders and interceptions at sea were reported, leading to people being returned to face persecution and other serious human rights violations. As of June 2021, 195 countries implemented emergency measures in response to COVID-19 which included full or partial border closures; 64 of these countries made no exception for asylum-seekers.

UNHCR is concerned about proposals made by some States to externalize international protection, including by transferring asylum-seekers to third

countries for assessment of their claims and introducing lesser protection status for refugees on the basis of the way they entered the country. These challenges to access to international protection are expected to persist. UNHCR will continue to work closely with States to raise awareness on how to comply with their international obligations to protect displaced people and share protection responsibilities globally, while effectively managing entry at their borders and sustaining fair and efficient national asylum systems.

Several countries have been improving the protection of stateless persons and statelessness prevention including through accession to relevant Conventions, the establishment of stateless status determination procedures and the recognition of associated rights as well as reforms of nationality laws. UNHCR will step up efforts to prevent and resolve statelessness, in line with the goal of the #IBelong Campaign to End Statelessness by 2024. With more than 48 million IDPs at the end of 2020, UNHCR is also stepping up initiatives for the development and implementation of national IDP laws and policies, recognizing that internal displacement must be addressed as a matter of legal obligation and national interest to ensure equal and inclusive access to rights.

Global needs for Impact Area “Protect” in 2022 \$1.991 billion

Core indicators



Proportion of individuals seeking international protection who are able to access asylum procedures.

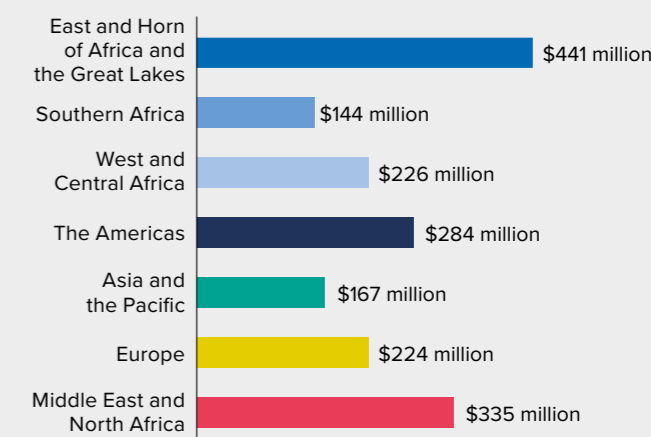


Proportion of people of concern who are able to move freely within the country of habitual residence [GCR 2.1.2].



Number of people reported refouled per 10,000.

Regional needs





Outcome Area

A woman from the Central African Republic waiting to be biometrically registered in Gbada in the Democratic Republic of the Congo. Registration will provide her and children with the legal documents needed to receive assistance and protection in the Congolese territory. © UNHCR/Vittoria Moretti

Access to territory, registration and documentation



Priorities

By supporting UNHCR's work on registration, documentation and access to territory, donors are helping to ensure access to safety for people needing protection.

Core indicators



Proportion of refugees and asylum-seekers registered on an individual basis.



Proportion of children under 5 years of age whose births have been registered with a civil authority [SDG 16.9.1 - Tier 1].



Proportion of people of concern with legally recognized identity documents or credentials [GCR 4.2.2].

This support also enables UNHCR to register people who are forcibly displaced, so that they can get the protection and assistance to which they are entitled.

Ensuring respect for the right to seek and enjoy asylum, and the rights established by the 1951 Convention and its 1967 Protocol, requires facilitating access to territory and the means to claim asylum for people seeking international protection. UNHCR works with States to develop protection-sensitive approaches, recognizing States' rights to manage entry at frontiers and lawful stay in the territory, in a manner consistent with international standards.

PRIMES is UNHCR's central population registry and corporate registration and case management system. As of 1 October 2021, 20.4 million people were registered in the PRIMES registration and case

management platform, proGres, across 115 operations. In 2022, UNHCR will implement the system across the remaining operations, covering an estimated 23 million individual registration records globally by the end of 2022. In 80 operations, more than 90% of all registered individuals will be enrolled biometrically. UNHCR will also start using PRIMES for IDP enrolment in targeted operations, which will help UNHCR to meet IDPs' protection and assistance needs.

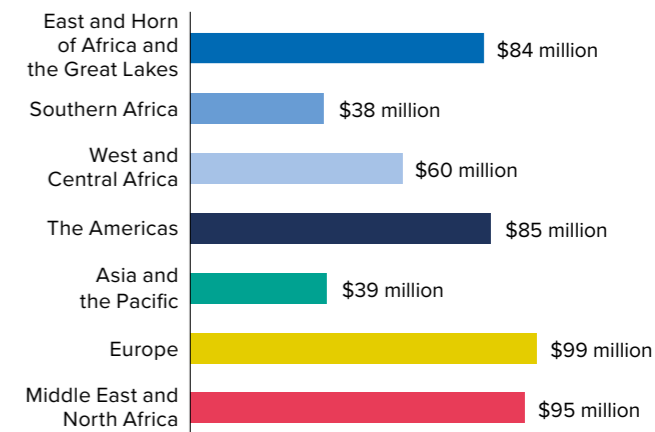
Building on the experience during the COVID-19 pandemic, where physical access to services was severely restricted, in 2022 UNHCR plans to enhance guidance and technical capacity to maximize the usefulness of remote practices. The goal is to facilitate digital, remote interaction with displaced individuals and enable their access to data in PRIMES so they can update their contact details and request appointments, assistance or services. The expanded use of digital platforms will meet data protection standards for secure, safe and appropriate access to personal data.

UNHCR will maintain an emergency roster of trained registration staff to allow for the rapid deployment of technical resources to the field. Additionally, UNHCR will strengthen its partnership with the Danish Refugee Council for a dedicated roster for registration and identity management experts to support operations with limited capacity for registration and population verification activities.

UNHCR will support government efforts to build inclusive and protection-sensitive refugee registration, digital identification and civil registration systems. This helps people of concern to obtain proof of legal identity, enabling them to exercise their rights and access both private and public sector services. UNHCR will support specific innovations that contribute to realizing the goals of the Global Compact on Refugees – particularly self-reliance, connectivity and financial inclusion – as well as developing new global standards and guidance on digital identification and inclusion.

Global needs for Access to territory and documentation in 2022 \$500 million

Regional needs



Challenges

Challenges in relation to access to territory are expected to persist in part because of restrictions brought in to address COVID-19. Many States closed their borders for extended periods in 2020-21, in some cases without exemptions for asylum-seekers. UNHCR will continue to work closely with States to raise awareness of ways in which they can protect public health while effectively managing entry at their borders.

COVID-19-related measures required many UNHCR offices to limit physical presence and activities. This resulted in registration figures being lower than usual during the pandemic, creating backlogs and delays at all points of the registration process.

Additional support for scaling up registration in operations with large backlogs or long waiting periods will help improve the delivery of protection, including by identifying and developing new and innovative ways of registering people.



Outcome Area

Despite difficulties caused by COVID-19, Syrian refugees in Alexandria, Egypt, receive their renewed cards as part of their legal protection. © UNHCR/Mina Shehata

Refugee status determination

Priorities

“Refugee status determination” (RSD) describes the process used to identify those in need of international protection, in a way that avoids protection gaps and enables refugees to find and enjoy protection.

Core indicators



Average processing time in asylum procedures, from registration to first instance asylum decision.



Proportion of individuals undergoing asylum procedures who have access to legal advice or representation.



Proportion of individuals undergoing asylum procedures who have access to an effective appeal mechanism after first instance rejection of their claim.

In 2022, UNHCR will strategically engage in developing and strengthening national asylum systems, undertake RSD processing under its mandate in the absence or lack of fair and efficient national systems, and issue country of origin information and public guidance on the international protection needs of specific groups and profiles at risk in a particular country or territory. Weak RSD capacity results in inadequate identification and response to urgent protection and assistance needs of refugees, build-up of unmanageable backlogs that risk the loss of public confidence in national asylum and protection systems, a rise of racism and xenophobia and, ultimately, significant deterioration in the quality of international protection.

To strengthen national asylum systems, UNHCR will support States to improve the fairness, efficiency, adaptability and integrity of their national asylum/ RSD systems, working with those countries that made pledges at the Global Refugee Forum (GRF).

In line with the burden- and responsibility-sharing objectives of the Global Compact on Refugees (GCR), UNHCR will use the Compact’s [Asylum Capacity Support Group](#) (ACSG) as a mechanism to meet States’ needs. Country operations will give priority to supporting, consolidating and fostering existing partnerships, promoting the development of new ones through the ACSG, including by supporting States in assessing gaps, establishing priorities for improvement, and capitalizing on innovative forms of collaboration between the public and private sectors and civil society. As demonstrated by [the legal community’s GRF pledge](#), private sector and civil society partnerships in the area of free legal aid, assistance and representation can significantly strengthen the overall quality of national asylum as well as UNHCR mandate RSD systems.

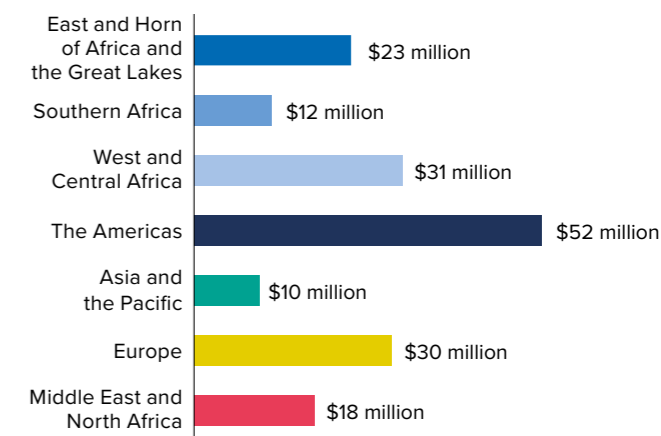
In the approximately 50 countries where UNHCR conducts refugee status determination under its mandate – in the Middle East and North Africa, and in Asia and the Pacific – operations prioritize strategic engagement and will only conduct individual determination when there are protection and solution dividends that cannot be otherwise delivered. UNHCR will innovate and improve the quality of its status determination procedures and bring good practices and lessons learned to its work in supporting national systems and matching projects within the ACSG.

High quality country of origin information (COI) and UNHCR country guidance are at the heart of RSD and decision-making on asylum. UNHCR will continue to issue up-to-date COI and guidance, not only for safeguarding the fairness and efficiency of decision-making, but also to ensure the overall integrity and predictability of national systems. In certain contexts, COI guidance can constitute a solid basis for adopting group-based approaches and simplified procedures for refugees fleeing conflict, large-scale human rights violations, or other situations of crisis.

Global needs for Refugee status determination in 2022

\$181 million

Regional needs



Challenges

While the impact of COVID-19 cannot yet be fully appreciated, the complete or partial suspension of national asylum systems continues to result in backlogs, heightening the risk of persons with international protection needs not being able to access protection and solutions in a timely and effective manner.

It is vital that the GCR/ACSG partnerships have solid foundations in order to result in long-lasting and positive changes. To that effect, more State pledges offering support to other countries are required and countries committed to improving their asylum systems need to take active steps to implement their pledges, adequately supported by relevant stakeholders.

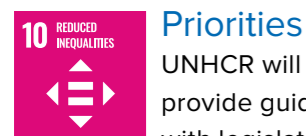


Outcome Area

A child walks through the Kiki Romero municipal gymnasium in Ciudad Juarez, Mexico, which shelters migrants expelled from the United States under the COVID-19 public health order known as Title 42.

© UNHCR/Jeffrey Guillemard

Protection policy and law



Priorities

UNHCR will continue to develop and provide guidance to States and interact with legislative, policy and judicial actors and processes, on interpreting and applying the 1951 Convention, its 1967 Protocol, and other relevant refugee and human rights law instruments, in the exercise of its supervisory mandate for refugee law.

UNHCR's guidance will address legal questions relating to the protection of the rights of refugees and other displaced persons, including on access to territory and to international protection; the right to asylum and the principle of non-refoulement; interpretation of the refugee definition; cessation of refugee status and other forms of international protection; and procedural safeguards in fair and fast asylum procedures.

Building on the Global Compact on Refugees, UNHCR will address legal issues around refugees' and other displaced persons' enjoyment of their rights, including the right to family life and the right to decent work. Protection for victims of trafficking, and the rights of refugees in mixed movements more broadly, will be a further focus of legal work.

UNHCR will continue to work with States to promote accession to the 1951 Convention and other relevant treaties. It will provide advice and

Core indicators



Extent national legal framework is in line with the 1951 Convention and/or its 1967 Protocol.



Extent national legal framework is in line with the 1961 Convention on the Reduction of Statelessness.

support to States in drafting and amending national laws, to ensure consistency with international legal standards. It will work closely with courts and legal practitioners, including through amicus curiae interventions where relevant, to inform the interpretation and application of laws affecting the rights of refugees and other displaced persons.

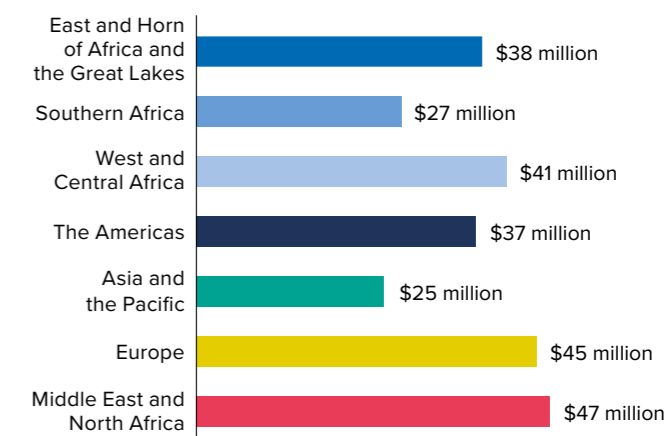
UNHCR will strengthen its engagement in discussions on legal and normative aspects of displacement in the context of climate change and natural disasters. This will build on the dialogue held over recent years on the relevance of refugee law and human rights frameworks to the protection of people compelled to flee across borders in these contexts.

To promote international legal standards, the Office will engage with national, regional and UN human rights mechanisms and civil society, academia, UN country teams and other inter-agency fora. UNHCR will continue to work closely with States and other partners to ensure effective implementation of the Global Compact on Refugees (GCR). Following the High-Level Officials Meeting in December 2021, States will be encouraged to deliver on pledges to adopt and amend legislation; formulate policies and strategies to address GCR objectives; provide support in the form of resources, expertise and twinning; apply an age, gender and diversity approach; and focus on reducing discriminatory practices and unequal access to protection services and assistance.

UNHCR's work is essential to strengthen adherence to international refugee law. Funding of protection policy and legal activities enables UNHCR to provide advice and support to States in drafting and implementing laws on the rights of all people of concern, and in interpreting and applying international legal standards, including the 1951 Convention, regional instruments and human rights law relevant to people of concern. Support to UNHCR's legal information management activities enables the Office to identify gaps in law and practice and provide targeted support to States. Furthermore, it allows UNHCR to analyse and address non-compliance with international refugee protection standards.

Global needs for Protection, policy and law in 2022 \$275 million

Regional needs



Challenges

Efforts to develop national legal frameworks consistent with the 1951 Convention are adversely affected by political sensitivities and negative rhetoric around asylum.

The impact of COVID-19 will continue to be felt in many countries, and its effects on economies and communities may lead to deprioritization of measures to safeguard the rights of refugees and other displaced persons.



Focus Area

© UNHCR/Tony Aseh

Almost 700 displaced Afghan households live out in the open or in makeshift tents in Kotal Khairkhana park in Kabul. [An estimated 50,000 Afghans fled](#) to the capital amid recent fighting. With winter coming, UNHCR and other humanitarian agencies distribute basic goods and cash assistance for the most vulnerable.

Responding to internal displacement

More than 48 million people, mostly women and children, are displaced within their own countries due to conflict and violence. The trajectory is worrying, with 4 million new IDPs in the past year, and millions more displaced by conflict and disasters. In crises such as those in Afghanistan, the Democratic Republic of the Congo, Ethiopia, Mozambique, Sudan, Yemen and the Sahel, UNHCR has expanded its operational and coordinating role in recent years as internal displacement increased in scope, scale and complexity, and stepping up UNHCR's IDP response will continue in 2022.

Emergency preparedness

Emergency preparedness and response will be streamlined to keep pace with demand – UNHCR has responded to 26 emergencies in 17 countries since 2019 and deployed more than 150 staff from internal rosters or standby partnership arrangements in 2021 alone. In addition, IDP emergencies are highly complex, as is evident from Afghanistan, Ethiopia and Myanmar, which have seen significant rises in internal

displacement and stalled progress on solutions for hundreds of thousands of IDPs. In these countries UNHCR's emergency response to IDPs focuses on strengthening cluster coordination, delivering protection services as well as shelter and CCCM (camp coordination and camp management) related assistance where access is possible, and enhancing community-based protection where access is limited or restricted. In these situations, UNHCR will continue to focus on targeted advocacy.

In 2022, new emergency roster members will be trained on matters related to IDP emergency response and coordination, including disaster situations. Coordination capacity will be enhanced, including through a senior corporate emergency roster that will enable senior leadership staff to be deployed faster to complex emergencies.

Protection

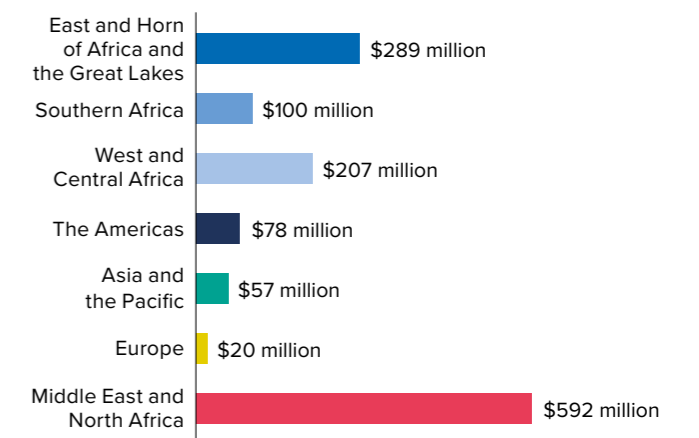
Protection must remain at the centre of the response in humanitarian settings, and in 2022 UNHCR will

further invest to meet existing needs. The Office will continue to support Resident/Humanitarian Coordinators and UN/Humanitarian Country Teams to develop overarching protection and solutions strategies, based on an evidence-based protection analysis. UN and humanitarian partners will be able to rely on UNHCR for expertise and advice on protection priorities and Representatives will participate actively in UN/Humanitarian Country Teams to help ensure protection is at the centre of the humanitarian response. UNHCR will work with all clusters to deliver an inter-agency response shaped by protection considerations and by affected people's feedback. UNHCR will seek opportunities to reinforce local and national actors, including those responsible for development, as participants in and eventually leaders of the response to internal displacement. UNHCR will also work with development and peace actors to create conditions conducive to durable solutions.

UNHCR's operations will ensure a community-based protection approach and prioritize interventions to

Global needs for IDP response in 2022 \$1.357 billion

Regional needs



prevent, respond to and mitigate the most urgent and immediate protection risks and needs, including gender-based violence, child protection,

family separation, persons with specific needs, victims of protection incidents, and mental health and psychosocial support. UNHCR will systematically apply its shelter, camp management and site management expertise to its work with IDPs, including experience in transitioning refugee camps into inclusive settlements and urban settings.

Given the primary responsibility of the State, the development of national IDP laws, policies and frameworks is an area of special concern to UNHCR. It will support governments with technical assistance, capacity-building for government officials, humanitarians, and members of civil society; legal and policy research; and advocacy tools for the development and implementation of relevant normative frameworks.

Within the Inter-Agency Standing Committee framework, UNHCR leads the Global Protection Cluster and co-leads the Global Shelter Cluster and the Global Camp Coordination and Camp Management Cluster (CCCM), and coordinates many national protection, shelter and CCCM clusters, often with NGO partners. UNHCR combines coordination leadership with operational engagement. This brings it closer to people in need, builds its credibility with cluster partners and strengthens relationships with governments, especially at the local level. Helping to meet critical humanitarian needs also builds the trust required for dialogue on sensitive protection issues.

Globally, UNHCR will continue to support the GP2.0 multi-stakeholder initiative (co-chaired by UNHCR, IOM, OCHA and UNDP), which serves as an informal community of experts and space for the organization of joint initiatives, events, research, exchanges of information and good practices on internal displacement. In addition, UNHCR will continue to strengthen its engagement with the IDP Protection Expert Group (iPEG) – a partnership between UNHCR, the Special Rapporteur on the Human Rights of IDPs, and the Global Protection Cluster. The Expert Group will continue to mobilize senior-level missions to provide targeted support on IDP protection, reinforce strategic thinking and capacity-building for government officials, country teams and relevant stakeholders, and facilitate exchanges on IDP protection.

UNHCR will continue to engage, as opportunities present, to assist States in the development of their legal and policy frameworks, including technical support on IDP legislation currently under consideration at national and regional levels. In the Philippines, where 120,000 people were internally displaced in Mindanao as of 30 June 2021, UNHCR has provided capacity-building for the local and national authorities, with a view for them to assume and lead current and future responses to internal displacement.

Although still a small-scale pilot, with government agreement UNHCR has started including Mexican nationals with particularly vulnerable profiles in its relocation and integration project which heretofore had only focused on refugees. UNHCR is also providing extensive training to Mexican government officials and civil society on IDPs, with profiling at state level underway.

Solutions

Solutions opportunities for IDPs will be pursued wherever conditions are conducive and there is voluntary choice. Return movements of IDPs are expected in locations such as the Democratic Republic of the Congo, Libya and the Syrian Arab Republic. These will be supported through community and market-based reintegration programming, socioeconomic inclusion, post return monitoring and advocacy, and the protection of legal rights. UNHCR will support government-led solution projects such as the IGAD Solutions Initiative for South Sudan and Sudan. UNHCR will also expand its support to people who wish to stay at locations to which they have internally fled, including by greater programming to support both IDP local stay and inclusion.

Concerning the latter, support will be provided for livelihoods, education, civil documentation and housing. UNHCR will prioritize cash assistance as a pathway towards social protection, financial inclusion, livelihoods and social cohesion and will in particular advocate for the protection of housing, land and property rights as a core to the search for solutions. UNHCR will work with partners to ensure protection principles are at the heart of solutions, including by ensuring respect for IDP voices. Important cooperation with the World Bank, private sector and other multilateral partners will also be pursued for IDP protection and durable solutions.

UNHCR will ensure that a sound protection analysis is conducted together with partners, including in preparedness and other stages of internal displacement. This will see the Office invest in accurate, up-to-date, comprehensive and quality data and information supporting evidence-informed advocacy, programming, monitoring, assistance and service delivery by UNHCR and the rest of the humanitarian community, and contribute to solid protection and solutions outcomes.

UNHCR will support its staff and, where possible, those of its partners to acquire the diverse skills and competencies necessary to work across the full spectrum of internal displacement. It will reinforce ongoing efforts to identify, train and maintain a cadre of staff with specialized skills and competencies, including those related to coordination and information management in both cluster and non-cluster situations, for deployment as needed, especially in emergencies but also to other IDP settings.

Global clusters

Global Protection Cluster (UNHCR-led)

The Global Protection Cluster's [2020-2024 Strategic Framework](#) focuses on five areas: coordination; advocacy; joint protection analysis; championing durable solutions through a nexus of humanitarian, peace and development action; and adapting to a shifting operational environment. The Cluster's development of the Field Coordination package in 2022 and accompanying training for the 32 field protection clusters will provide essential and practical benchmarks, guidance, best practices and tools to enhance protection response coordination, as well as field and remote support. In 2022, the Cluster will build evidence to ensure the voices of people affected by humanitarian crises are heard, and its [Global Protection Updates](#) will present data from across the protection cluster membership. The Cluster will continue to bring together operations experts and Member States to agree on joint advocacy and action.

Global Shelter Cluster (co-led with IFRC)

The Cluster's strategic mission remains "to collectively support crisis-affected people to live in safe, dignified and appropriate shelter and settlements". The 2018-2022 Strategy focuses on four areas: coordination, advocacy, evidence-based response, and capacity. Ahead of a new Global Shelter Strategy from 2023, the Cluster is already working to strengthen humanitarian actors' shelter response through a more environmentally sustainable global

response and localized and innovative country-level shelter clusters.

The Cluster will strengthen technical and coordination capacity by including additional dedicated global resources in housing, land and property, environment, research and advocacy. Direct support will be provided through increased surge and remote capacity to country-level shelter clusters through a roving team of coordinators and information management officers, in response to growing displaced populations and complex operational contexts.

An "Advocacy Strategic Action Plan" will increase recognition of shelter and settlement in humanitarian response and recovery, increase donor and agency engagement and response funding, and influence critical cross-cutting issues such as environmental and urban response, cash and market-based programming and area-based approaches. UNHCR will continue to lead 17 shelter clusters and one working group and will provide shelter assistance to around 11 million IDPs.

Global CCCM Cluster (co-led with IOM)

The Camp Coordination and Camp Management Cluster's main goal is that national clusters' responses are carried out in a coordinated, informed and predictable fashion. This is done by continuously sharing practices and lessons learned and developing policies, capacity-building and, when required, direct support.

2022 will be of crucial importance for UNHCR's CCCM leadership and delivery of CCCM services globally, with a new strategy of enabling inclusive and quality programming, empowering operational actors to localize CCCM responses, improving field coordination, and enhancing visibility and recognition of CCCM in humanitarian preparedness, response, and recovery.

In response to the growing needs of displaced communities globally, the Cluster will solidify capacity development services for partners by establishing a CCCM talent pool and surge and remote capacity for country-level clusters through a roving team of coordinators, and dedicated training in collaboration with the Global Shelter Cluster. The partnership with NORCAP will continue to provide CCCM capacity-building and mentorship training through direct support and field deployments.

The CCCM Cluster will refresh global policies by designing and delivering policy-related tools, guidance and direct support, focusing on linking CCCM support to essential cross-cutting issues such as durable solutions and environmental innovation. Advocacy, communications and resource mobilization will continue to enhance the relevance of CCCM, allow UNHCR to fulfil its lead agency commitments, and improve coordination with other clusters and partners. UNHCR will continue to lead 12 clusters and four working groups and will provide CCCM assistance to around 10 million IDPs.



Outcome Area

With the support of UNHCR and BOWDI – the Borno Women Development Initiative – a mother was able to secure treatment and counselling for her young daughter, the victim of repeated rape in Bakassi, a camp in Nigeria for IDPs.

© UNHCR/Gabriel Adeyemo

Gender-based violence



Priorities

Women and girls, who make up 48% of forcibly displaced people, are disproportionately affected by gender-based violence. Situations of displacement and conflict heighten risks of gender-based violence generally; reports highlight a surge in intimate partner violence, child marriage, trafficking and sexual exploitation and abuse as a result of the COVID-19 pandemic.

Despite a sharp increase in needs for programmes responding to gender-based violence, preliminary analysis indicates that 72% of UNHCR’s identified operational needs for implementing gender-based violence activities could not be funded in 2021.

UNHCR’s [2020 policy on gender-based violence](#) institutionalizes prevention, risk mitigation and

response as life-saving actions. The policy prioritizes two objectives: the reduction of the risk of gender-based violence for all people of concern to UNHCR, and adequate and timely access to quality services for all survivors.

In 2022, UNHCR will strengthen the availability, accessibility and quality of response services for gender-based violence, including case management, through static, mobile and remote programming. This includes enhancing survivors’ safe accommodation options, legal assistance and psychosocial support, and increasing cash assistance for survivors and persons at risk.

UNHCR will work closely with forcibly displaced communities to ensure information about gender-based violence services is disseminated widely, including within marginalized groups of women and girls. The equal and meaningful participation of women and girls and the strengthening of engagement with communities, local partners and women-led organizations, in particular those led by forcibly displaced and stateless women, will be prioritized.

UNHCR will continue to partner with expert organizations to increase operational capacity on prevention programming in 2022. Prevention includes strategies to address the root causes of gender-based violence before it occurs and focuses on modification of behaviour and attitudinal change. These objectives require longer-term investment.

Core indicators



Proportion of people of concern who know where to access available services in response to gender-based violence.



Proportion of survivors who are satisfied with gender-based violence case management services.



Proportion of people of concern who do not accept violence against women.

In 2022, it will be a global and regional priority to enhance and deliver coordinated and high-quality technical support on gender-based violence prevention, risk mitigation and response, including capacity development to ensure safe disclosure of incidents and safe access to multisectoral response services for survivors. UNHCR will systematically integrate gender-based violence risk mitigation into all sectors of its work. To support increased prioritization, a specific five-year plan will be developed and implemented, addressing critical enabling areas to progress on gender-based violence programming and coordination at all levels, including staffing, capacity and talent development.

UNHCR remains committed to ensuring expertise and technical support on gender-based violence within emergencies and will continue to deploy experts from the onset.

Challenges

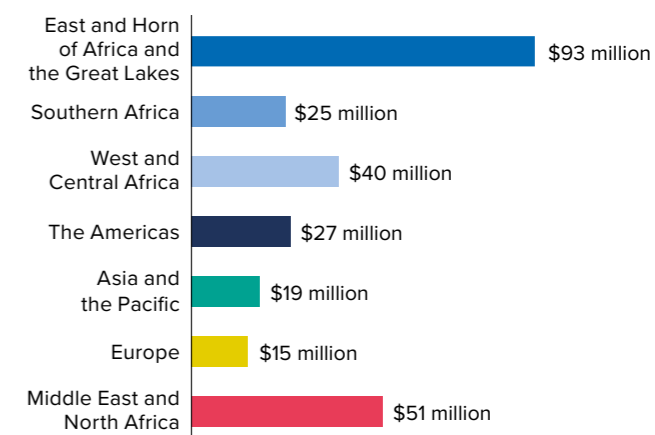
While the need for gender-based violence and gender equality interventions has never been greater, COVID-19 has shed further light on the chronic and severe underfunding of this sector in humanitarian settings.

Discriminatory and harmful gender norms and systems as well as gender inequality are root causes of gender-based violence. Impunity, limited humanitarian access and the multitude of life-saving priorities to

Global needs for Gender-based violence in 2022

\$271 million

Regional needs



be covered with limited and short-term investments, limited infrastructure and capacity are key challenges.

Having dedicated staff with expertise in addressing gender-based violence at the onset of an emergency improves access to services for survivors and reduces the risk of gender-based violence. Limited resources and underfunding result in inadequate staffing levels and undercut the prioritization of gender-based violence services and programming on the ground.

Thematic fundraising for gender action

As the lead agency providing protection for people forced to flee, UNHCR is amplifying the call for contributions in support of gender equality and gender-based violence programmes in 2022.

Gender inequality is a root cause of violence against women and girls. UNHCR builds and maintains strong networks with women and girls; supports their individual, collective, and organizational capacities in decision-making, management, and leadership; and mobilizes, involves, consults, and empowers them in decision-making processes, community structures, and committees of people of concern.

UNHCR helps reduce the risk of gender-based violence for all people of concern and provides survivors with adequate and timely access to quality services that meet their needs, including psychosocial support, legal aid and medical services. Awareness-raising and outreach ensures survivors receive information on how to safely access services and receive support to heal and recover. Continuous community engagement, mobilization and targeted interventions help reduce and prevent gender-based violence from first occurring, through addressing harmful social norms and gender inequality.

UNHCR has identified funding requirements totaling **\$271 million** to address gender-based violence in 2022, as well as needs pertaining to gender action under the Outcome Area for community engagement and women’s empowerment. Flexible thematic contributions for gender action would help support women and girls wherever they are, and from the very start of emergencies.



Outcome Area

Four-year-old Paola Muremula and her brother fetch water outside the classroom where their family are sleeping temporarily, some of the 450,000 people who fled the eruption of Mount Nyiragongo near Goma in the Democratic Republic of the Congo.

© UNHCR/Sanne Biesmans

Child protection

Priorities

Children account for 30% of the world's population, but 42% of all forcibly displaced people. Displaced children are particularly vulnerable to grave violations of their human rights, including separation,

violence and exploitation. The worsening socioeconomic conditions, restrictions on movement and school closures that have accompanied COVID-19 have increased protection risks for children. UNHCR's approach to child protection in 2022 will focus on four strategic priorities:

Core indicators



Proportion of children at heightened risk supported by best interests procedures.



Proportion of children who participate in community-based child protection programmes.



Proportion of unaccompanied and separated children who are in an appropriate alternative care arrangement.

Child protection systems are strengthened

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 their specific needs. 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.

Child protection services

UNHCR will also ensure that children of concern have access to appropriate and timely best interests procedures where national procedures are insufficient or inaccessible. UNHCR will work with partners to strengthen unaccompanied and separated children's access to appropriate alternative care, particularly family-based care and referral to other services such as mental health and psychosocial support.

Furthermore, UNHCR will continue efforts to ensure that asylum systems are child-friendly, that children's views are given due weight, family unity is prioritized, children and families are provided with timely, accurate information, and that interviews are conducted by skilled staff in a child-friendly manner.

Children, family and communities are engaged to protect children

Children, families and communities will be supported to address key child protection issues, such as child labour, child marriage or violence at home. UNHCR and partners will also provide child-friendly information on services to children, families and affected communities that prevent and respond to child protection issues and will support parenting programmes that help caregivers to deal with their own stress, care for and protect their children, and use positive discipline methods.

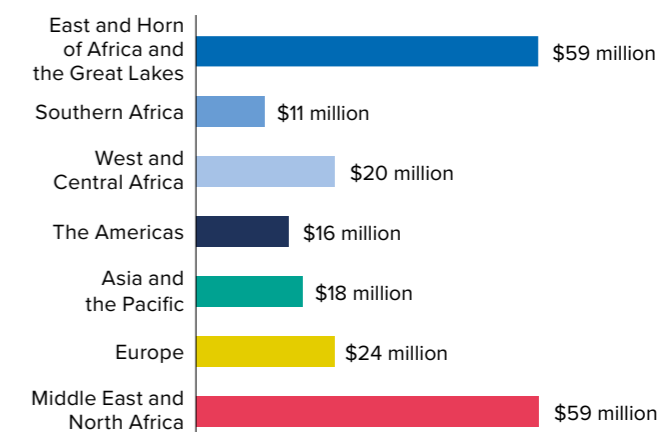
Child protection mainstreaming, coordination and partnership

UNHCR will work with different sectors, UN agencies and partners to develop and implement a cohesive approach on integrating child protection in all sectors of humanitarian response and to strengthen multisectoral coordination and collaboration to support children's protection and well-being.

Global needs for Child protection in 2022

\$207 million

Regional needs



Challenges

The continuing increase in the number of children of concern and their associated protection risks combined with the ongoing impact of COVID-19 and pressure on funding to UNHCR overall means the gap between needs and resources continues to grow.

Leveraging partners' expertise, investing in quality child protection programmes and expertise and ensuring sustained capacity-building and technical support to authorities and partners are key to addressing this challenge. Collective vision and concerted action by the humanitarian community is more essential than ever – a multisectoral approach to protecting forcibly displaced children from the diverse yet interrelated risks they face.



Outcome Area

A humanitarian rescue ship carrying 236 migrants docks at a port in Sicily, Italy.

© UNHCR/Alessio Mamo

Safety and access to justice

Priorities

Safety and access to justice encompass a broad range of actions without which the enjoyment of rights would be restricted. Ensuring effective access to justice depends on forcibly displaced persons having the right to resort to judicial means as well as the means to do so. Legal orientation and aid are critical.

Core indicator



Number of people of concern arrested or detained in relation to immigration control or legal status, per 10,000 registered people of concern.

UNHCR will continue its efforts to promote alternatives to detention (i.e., arrest and detention related to immigration control or legal status), taking full account of States' concern about the irregular movement of asylum-seekers.

Alternatives to detention consist of a wide range of non-custodial measures ranging from reporting requirements to structured community supervision and/or case management programmes. They have been piloted in several countries including Belgium, Canada, Colombia, Portugal, Thailand and the United Kingdom, including as a result of UNHCR's global strategy "[Beyond detention 2014-19](#)" and targeted advocacy activities.

Many States continue to use immigration detention for asylum-seekers. UNHCR will redouble its efforts to address this as a mainstream protection challenge. This includes individual case interventions in operations worldwide, where legal advice and representation, documentation and advocacy are used to seek release of asylum-seekers, notably those in particularly vulnerable situations, held for lengthy periods or in inadequate conditions.

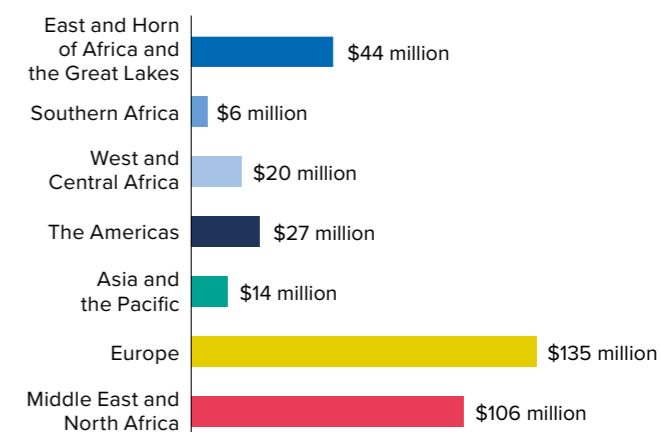
Through its work within the [UN Network on Migration](#), UNHCR will further expand the community of practice engaging with States that have experience on alternatives to detention. UNHCR's 2012 "[Detention guidelines](#)" and the global strategy "[Beyond detention 2014-19](#)", provide a firm foundation for advocacy and support to States.

Working with partners in the UN Network on Migration, UNHCR sees new opportunities arising from broader discussions with States around addressing detention and securing respect for rights across the wider spectrum of human mobility. Identifying and sharing good practices in the use of alternatives among States in different regions and situations will be crucial to increase the effectiveness of this work.

Similarly, in the context of the [Global Refugee Forum pledges](#) made by associations of judges, law firms, bar associations and corporations as well as legal and community empowerment organizations for free legal aid, UNHCR will continue to promote and expand such partnerships globally in order to increase resources supporting access to justice for refugees and others forcibly displaced.

Global needs for Safety and access to justice in 2022 \$351 million

Regional needs



Challenges

There are limited resources available to support use of alternatives, such as those needed to establish reporting mechanisms, monitoring and appropriate facilities, including for families with children. Potential hesitation linked to the perceived risks of non-custodial arrangements, notably absconding, will also need to be overcome, with reference to evidence of the benefits for States and asylum-seekers of release and other alternatives to detention and their success in promoting efficient claim determination and case resolution.

Impact Area



“For the first time since I fled, I feel like a proper citizen. I miss my land, but I feel like we are living in a village again.”

— Aissa Modi, who fled violence around her home in Niger to reach the closest town, Ouallam, where she, her elderly mother and four children at first slept in a flimsy shelter with branches for a roof. UNHCR shelter assistance enabled her to have a simple but sturdy shelter.

© UNHCR/6M Productions

Realizing rights in safe environments (Assist)

Providing people of concern with safe environments for them to realize their rights means building solid foundations during emergency responses and ensuring that the protection and assistance provided supports their resilience in a sustainable manner.

UNHCR takes a holistic approach to basic and essential services, recognizing that housing/shelter, water, sanitation, energy, protection, health and livelihoods are all crucial elements that allow people to exercise their rights in a safe environment. In order to respond to their immediate needs while fostering their resilience, it is paramount that their physical and social environment is sustainable. UNHCR will leverage all opportunities to advocate for lighting and connectivity for settlements, housing/shelter living places, and community facilities such as health care centres and schools. UNHCR will incorporate climate change mitigation and adaptation, along with wider environmental considerations, into sector-specific areas and assistance modalities. It will prioritize interventions for the most climate- and environmentally-vulnerable refugees and IDPs while driving a transition to renewable energy in line with UNHCR’s “[Strategic framework for climate action](#)”. This will represent a leap toward achieving carbon neutrality in UNHCR’s operational responses, reduce dependency on fossil fuels, and create safe environments for people of concern and host communities.

COVID-19 has changed the global development and humanitarian landscape by increasing opportunities to promote and advance the health and well-being




of people of concern to UNHCR. However, the pandemic has also highlighted the capacity gaps in national health systems and the critical role health plays in realizing rights, well-being and development. The ramifications of COVID-19 extend far beyond health, with major impacts on food security, socioeconomic status, psychosocial well-being, living conditions, educational attainment and diversion from other health priorities.

While many countries allow refugees to access national health services, many refugees face partial access, prohibitive out-of-pocket expenses or practical obstacles such as being far from health facilities, not speaking the language and not being accepted by health care providers. UNHCR will strive to support governments in strengthening these services to be able to meet the needs of both host communities and refugees.

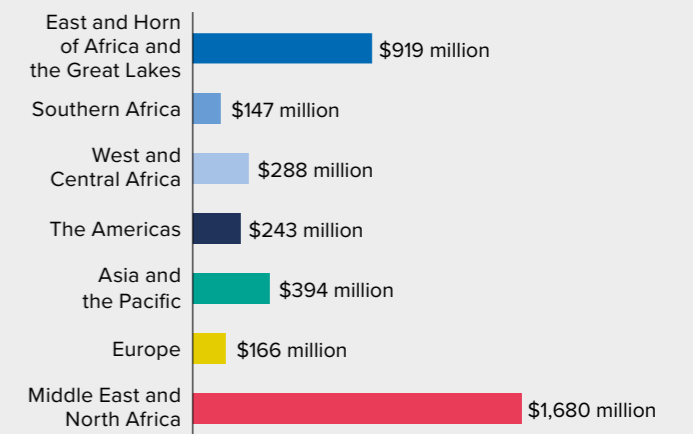
Finally, given that 86% of refugees are hosted in developing countries, partnerships with development actors will be crucial to support hosting countries in their inclusive recovery, poverty alleviation and development efforts, in line with the SDGs and the Global Compact on Refugees. Refugees’ self-reliance will be enhanced by collaborating with governments as well as development actors, working towards a stronger enabling environment in host countries to improve economic inclusion of people of concern to UNHCR, access to rights and quality services, and support for innovative, resilient programmes.

Global needs for Impact Area “Assist” in 2022
\$4.194 billion

Core indicators

-  Proportion of people of concern living below the national poverty line [GCR 2.2.2 and SDG 1.2.1].
-  Proportion of people of concern residing in physically safe and secure settlements with access to basic facilities [SDG 1.4.1].
-  Proportion of people of concern with access to health services [SDG 3.8.1].

Regional needs





Focus Area

© UNHCR/Sylvain Cherkaoui

A road made impassable by floodwaters near the Kafias site for displaced people in Baga Sola, Chad.

Climate action

Ever-growing evidence demonstrates that [climate change is the most profound threat](#) facing us as a global community. Displaced people are disproportionately on the frontlines of the climate emergency and are often caught in the intersection of climate impacts and conflict. The risk of recurrent, onward and protracted displacement is high, especially where people are exposed to increasingly extreme weather and deteriorating environmental conditions. Furthermore, climate change combines with other drivers of vulnerability to render areas of return increasingly uninhabitable. Nearly 90% of refugees, and over 70% of those internally displaced by conflict, come from highly climate-vulnerable countries such as Afghanistan, Myanmar, South Sudan and the Syrian Arab Republic.

With highly climate-vulnerable countries hosting over 40% of refugees under UNHCR's mandate, responses must account for climate risks to better protect displaced people, and increased resources for adaptation may be needed to prevent further displacement. UNHCR's "[Strategic framework for climate action](#)" tackles the challenges head on.

Operations – building resilience on the frontlines of the climate emergency

UNHCR is strengthening its operations to meet the humanitarian and protection needs exacerbated by the climate emergency, ranging from preparedness and response to disaster-related displacement, to the implementation of environmentally-friendly programmes that protect people and the environment, to enhancing the resilience of both displaced and host communities to climate shocks.

In 2022, UNHCR will engage more predictably in preparing and responding to climate-related disasters, especially in countries where it is present or is asked to take action. It will update its Emergency Policy so that its emergency preparedness and response also applies in situations of climate-related humanitarian crises.

UNHCR proactively engages with governments and partners to identify climatic and other hazards, assess risks and support preparedness actions.



© UNHCR/Amara Haidar

Thematic fundraising for climate action

UNHCR is working in some of the most fragile contexts where conflict and climate vulnerabilities meet, where millions of people are displaced and in urgent need of assistance and protection. Climate action is urgently needed to mobilize support to displaced and stateless people already feeling the accelerating impacts of climate change.

Flexible resources are crucial now for UNHCR to meet this challenge. The Office seeks **\$417 million** for climate action in 2022 to respond to adverse effects of climate change, to do so through more environmentally-friendly responses which help displaced people and their hosts to resist climate shocks, and to ensure that there is improved anticipation and preparation for future, climate-induced population movements. Examples of UNHCR's climate action underway include helping communities restore forests in Bangladesh, Cameroon, and Ethiopia; building shelters which are sustainable and better for the environment in Yemen; and replacing diesel by using solar energy to ensure people have access to clean water in Chad. In Cox's Bazaar, UNHCR is also mitigating the risk from landslides and floods during monsoon season.

UNHCR is also taking innovative steps to reduce its own emissions and is working with the private sector to supply clean and competitively priced energy to its offices. Thanks to Sweden's Sida and Germany's BMZ and GIZ, UNHCR has established the innovative Green Financing Facility which is 60% more efficient than traditional grants in enabling a transition to renewable energy. This and other donor support will enable UNHCR to meet its ambitious goal of transitioning the majority of its more than 500 field offices to clean energy and switching its global fleet of 6,000 light vehicles to electric cars where possible by 2030.



Spotlight on predictive analytics | In support of the [United Nations Integrated Strategy for the Sahel](#), UNHCR is facilitating an inter-agency predictive analytics project to anticipate how climate change will impact the future risk landscape of the Sahel, to enhance coordination on data and to strengthen preparedness for growing and interconnected risks. UNHCR has brought together a global consortium of leaders in predictive analytics and strategic foresight. The consortium will work on the key drivers of vulnerability across the development, humanitarian and peace nexus with a focus on how climate change and other mega-trends may contribute to new or exacerbated risks, including displacement.

UNHCR will be guided by its lead agency commitments in the Global Clusters for Protection, Shelter and CCCM in humanitarian crises, including those brought on by natural hazards and exacerbated by the adverse consequences of climate change, and by its overall mandate to respond when refugees are affected.

Operational guidance on [emergency preparedness in refugee](#) and [IDP situations](#) will be streamlined, while incorporating provisions on disaster engagement. Furthermore, as outlined in its [operational guidance](#) on IDP protection in the context of disasters and the adverse effects of climate change, UNHCR will ensure that specific protection concerns in disaster situations are addressed and IDP protection considerations are integrated in national disaster risk management planning and response.

UNHCR's programmatic responses mitigate environmental and climate risks in displacement settings, such as floods, landslides, heatwaves and droughts. UNHCR has identified areas suitable for a greener and more climate risk-informed response such as settlement planning, shelter, energy, water and sanitation, and running health and education facilities and delivering other types of assistance. While some water sources and health centres now have solar power, many more need access to

renewable energy sources to meet the aims set out in UNHCR's "[Global strategy for sustainable energy](#)". To minimize deforestation in displacement settings, which is largely caused by the need for cooking fuel, UNHCR is exploring a sustainable financing mechanism to invest in large-scale reforestation and clean cooking programmes, which can be registered as verified carbon credits.

Law and policy – promoting protection for those forcibly displaced by the effects of climate change

States often need guidance to support the development and correct application of laws and policies relating to internal displacement, international protection and risks of statelessness in the context of climate change and disasters. UNHCR issues guidance and engages in dialogue with States on legal questions to ensure they are well equipped to address the protection needs of those displaced in these contexts.

UNHCR provides technical assistance and works with governments, civil society, academic and legal partners to catalyse international action and awareness. In collaboration with partners, UNHCR helps to develop and ensure the correct application of laws and policies on protection and durable solutions for displaced people, including in the context of disasters and climate change, while also promoting



Spotlight on innovation | Through a new Innovation, Environment and Resilience Fund, UNHCR will work to anticipate climate-related risks, restore natural environments and work closely with displaced and host community members who best understand the specific environmental challenges they face, and what is needed to enhance their resilience. To test these innovations and nature-based and/or indigenous solutions, UNHCR will provide funding and technical support as well as match-making and dialogue with non-conventional partners.

the integration of displacement into legal and policy frameworks that relate to disaster risk reduction and climate change adaptation.

UNHCR contributes to research that deepens understanding of the protection of displaced people and enhances their access to legal protection when disasters strike. It works with partners, builds their capacity, and supports research in order to promote relevant laws and policies and enhance awareness of climate-related and disaster risks.

Greening UNHCR – reducing its own environmental footprint

UNHCR's vision is to be an environmental sustainability leader among humanitarian agencies. It is already carbon neutral, with the help of carbon offsets, and aims to reduce its environmental footprint by at least 45% below 2010 levels by 2030.

In 2022, UNHCR's footprint will shrink as it transitions offices towards green energy, rightsizes its fleet by expanding a ride-sharing system, piloting electric vehicles and optimizing travel. It will actively promote energy efficiency and eco-consciousness throughout the organization without compromising its capacity to meet the needs of refugees, displaced people and host communities globally.

In 2022, UNHCR will continue installing Green Box energy metering systems in its offices, aiming to have 80% of them provide real-time data. UNHCR's Green Finance Facility, an innovative financing mechanism, will support larger offices' transition to renewables. A pilot has been launched in East



Emtithal Mahmoud, world champion poet and UNHCR Goodwill Ambassador, presented [her poem](#) Di Baladna at COP26 in Glasgow, about the devastating impact that climate change is having on humankind, particularly on refugees.

Africa, with support from Sweden's Sida, and other regions will follow in 2022.

Additionally, UNHCR aims for a fully functional Green Data platform with real-time fleet and energy consumption data (from the Green Boxes). Tracking vehicle usage will enable UNHCR to design strategies to reduce their emissions. UNHCR participates in the annual UN-wide "Greening the Blue" reporting, with plans to expand it to a majority of UNHCR offices to create a baseline for benchmarking.

UNHCR's climate ambitions will rely heavily on its supply management. It aims to create an efficient and responsive supply network, and plan and implement a greener end-to-end supply chain. UNHCR will prioritize sustainable products in procurement, including products contents, packaging, transport, use and end-of-life management.

© UNHCR/By Camille



Refugees helping refugees; Syrian refugee electrical engineers run solar plant in Azraq Camp, Jordan

In 2017, Azraq refugee camp in Jordan became the first in the world to open a solar power plant. The plant is now almost exclusively run by a team of seven refugees under UNHCR's supervision. Until recently, they were employed on incentive-based volunteer contracts, which offer a small stipend for up to six months, often for jobs such as street cleaner or teaching assistant. The solar plant needed experts.

For Hatem Al Balkhe, an electrical engineer with 20 years of experience in Syria and now as a refugee in Jordan, on a United Nations Volunteer contract, effectively making him a UNHCR employee, was the perfect solution. Working Sunday to Thursday, he ensures the plant is functioning smoothly and monitors the camp's electrical grid and network.



Outcome Area

39-year-old Afghan asylum-seeker Ahmad Zaki Bayat receives cash assistance in Tripoli, Greece, enabling him to take his daughters to buy goods at the local grocery store.

© UNHCR/Socrates Baltagiannis

Well-being and basic needs

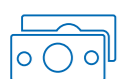


Priorities

UNHCR envisages refugees, IDPs, asylum-seekers and other people of concern increasingly receiving assistance in the form of cash, from the earliest phases of emergency preparedness and response to the eventual achievement of solutions. A new five-year policy will build upon the successful [strategy to double the use of cash in 2016-2020](#), expanding the rapid and systematic use of cash as the preferred means to deliver assistance.

Using cash promotes inclusion in communities and access to local services and giving vulnerable people cash for unrestricted use empowers them to prioritize their needs as they see fit. In 2022, UNHCR will provide \$700 million in cash assistance to 9 million people in 100 countries.

Core indicators



Proportion of people of concern in need who receive cash transfers or in-kind assistance.



Proportion of people of concern with primary reliance on clean cooking fuels and technology [SDG 7.1.2].

UNHCR will work with governments, UN sister agencies, NGOs and above all local partners to ensure a collaborative approach without duplicating efforts, making it as simple as possible from the perspective of people of concern to receive cash assistance. This work will build on ongoing efforts under the [UN Common Cash Statement](#).

Recipients will receive cash in a simple, efficient and accountable way that addresses any risks, and – where personal data is responsibly managed – they will have access to digital payment systems. They will be invited to participate as partners in the design, delivery and monitoring of cash assistance, and UNHCR will collaborate with people of diverse profiles to optimize gender equality and mitigate protection risks.

UNHCR's financial monitoring and control systems will ensure strong financial management and accountability, and UNHCR's cash management system [CashAssist](#) and the corporate Post-Distribution Monitoring System will be rolled out globally.

Beyond cash, UNHCR will seek to increase the availability of affordable, sustainable and clean fuel and technologies, benefiting the health of refugees

who endure household air pollution from inefficient cooking fuels and stoves, and substantially shrinking their environmental footprint.

UNHCR will work with WFP to assess refugees' food and other basic needs, target assistance and develop programming to support refugee livelihoods and inclusion. UNHCR will also increase efforts to expand partnerships to improve nutrition-sensitive, climate-neutral agriculture, and opportunities for greater inclusion of refugees in local, national and regional food systems to increase sustainable food security and resilience.

As the co-lead of the Global Shelter and CCCM Clusters, UNHCR will take steps to green the response of its global and national cluster partners, and the CCCM Cluster's Working Group on Energy, Connectivity and Sustainability will equip partners with the required knowledge, while taking joint initiatives to ensure that all CCCM activities take account of environmental impact and climate change issues.

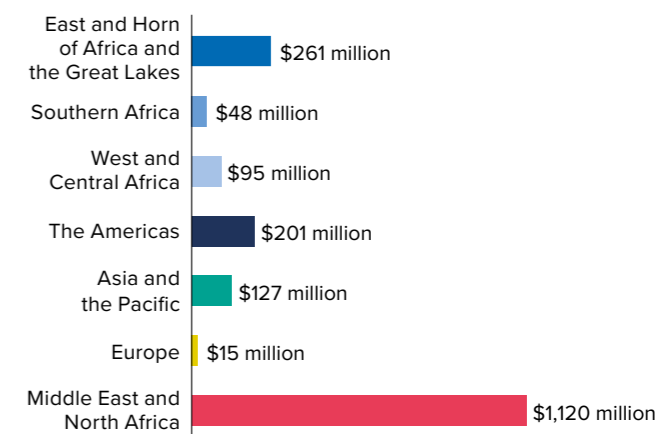
Challenges

Refugees and others of concern struggle at times to use digital transfer mechanisms, such as mobile money or bank cards. It can be a question of not knowing how to use a mobile phone or remember a pin code. UNHCR will increasingly pay attention to digital, numeric and financial literacy of the cash recipients.

ID requirements are often a significant barrier for legally activating a mobile connection, opening a bank account or accessing a mobile money wallet. To prevent such obstacles marginalizing displaced people, UNHCR will work with regulators, particularly central banks, building on [innovative work already done](#).

Global needs for Well-being and basic needs in 2022 \$1.873 billion

Regional needs



To have cash systems prepared for emergencies, UNHCR needs to partner and contract financial service providers who can provide rapid cash assistance in areas of possible displacement. This requires cash feasibility assessments, response analysis, openness to innovative and remote cash delivery arrangements, and an ability to provide cash without conditions or restrictions.

To meet UNHCR's environmental ambitions, government and development actors will need to support systematic programmes of reforestation. At national level there may be ongoing programmes to establish or upgrade clean fuel supply chains with new market opportunities, but they may not reach rural or remote areas, or be unaffordable in low-income settings.

© UNHCR/Socrates Baltagiannis



INDITEX supports many thousands of refugees with clothing

UNHCR partners with [INDITEX](#) to deliver clothing to refugees in places like Burkina Faso, Rwanda and Uganda. Through this partnership, thousands of women, men and children will receive clothing, bringing comfort and warmth but also allowing money set aside for clothing to be used for other necessities such as food or education. After distributing hundreds of thousands of items in 2021, Inditex has set a goal to send 2 million pieces of new clothing to Uganda in 2022.



Outcome Area

Dusabé Irasebura, 53, and Nzira Nsabimana, 50, and their six children have lived for over 10 years in an IDP site at Kitshanga in North Kivu in the Democratic Republic of the Congo. With UNHCR's support, they now have a house of their own, part of a villagization approach that gives longstanding IDPs the option to integrate in their host community.

© UNHCR/Blaise Sanyila

Sustainable housing and settlements



Priorities


Refugees and IDPs may live in settlements for decades, waiting to go home or to find a new, better life. While they remain, they may endure flooding, landslides and droughts, since settlements are often in areas at risk from extreme weather conditions linked to climate change.


In 2022, UNHCR will work closely with people living in settlements, along with governments, experts, and humanitarian and development partners. It will support the transformation of new and existing settlements on the basis of evidence-based settlement data, climate risk analysis and environmental impact assessments. Integrating environmental considerations from day one of displacement responses will minimize the impact of settlements on local water resources, soil and vegetation, and decrease potential competition for scarce resources with hosting communities.

UNHCR strives to ensure that housing not only provides beneficiaries with security and protection from the elements, but also gives a sense of home – essential to both family unity and community life.

UNHCR will design shelter programmes in close consultation with the people requiring shelter,

Core indicators

 Proportion of people of concern living in habitable and affordable housing [SDG 11.1.1].

 Proportion of people of concern who have energy to ensure lighting.

ensuring that cultural preferences are taken into consideration and vulnerabilities relating to age, gender and diversity are prioritized. The use of local materials, design and construction techniques will shorten supply chains and ensure that shelters accord better with local climate and culture.

UNHCR will leverage all opportunities to ensure sustainable lighting and connectivity for living places and community facilities such as health centres and schools, prioritizing renewable energy in line with UNHCR's "[Strategic framework for climate action](#)" and the "[Global strategy for sustainable energy](#)". This will represent a leap toward carbon neutrality in operational responses and create safe environments for people of concern and host communities. UNHCR will also enhance and advance on recycling of emergency and transitional shelter materials.

Building on best practices from Europe and the Syria and Venezuela situation responses, UNHCR will also favour the use of cash assistance as a way to empower people to prioritize their needs, of which shelter is just one.

These priorities are an integral part of the policies and strategies of the global and national shelter clusters, where sustainable housing is embedded in durable solutions and exit strategies of actors working in assisting IDPs in sites.

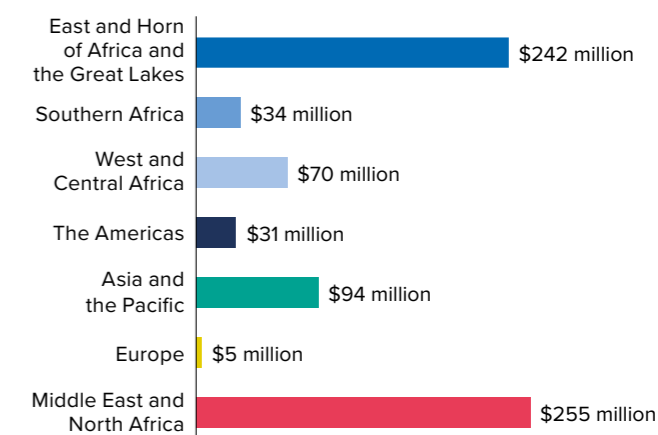
Challenges

UNHCR's "[Policy on alternatives to camps](#)" advocates alternatives wherever possible. However, formal camps and camp-like settlements remain a global reality, and protracted situations take root in locations where settlements were initially expected to be temporary. Securing their integration into local utilities and infrastructure requires mobilization of large resources, often beyond UNHCR's capacity. Hence broad and

Global needs for Sustainable housing and settlements in 2022

\$739 million

Regional needs



cross-cutting partnerships will be developed in recognition of the significant investment and technical expertise required.

UNHCR strives to overcome barriers to more durable housing, such as precarious housing, land and property rights and competition for limited resources between displaced people and vulnerable local populations. Uncontrolled growth of settlements poses many challenges, from a settlement and housing perspective and beyond.

Growing societal energy needs mean many refugee-hosting countries struggle to keep up, leaving entire communities, including their health facilities and schools, without electricity or served by inefficient and polluting diesel generators, with no incentive to shift to renewable sources. UNHCR encourages energy sector reforms that integrate displaced populations and is increasingly working with development actors and the private sector to advocate for their inclusion as part of wider development plans.



Outcome Area

Community health workers help elderly Rohingya refugees into the vaccination centre to receive their first COVID-19 vaccination in Kutupalong refugee camp in Cox's Bazar, Bangladesh. The fight against the pandemic has been led by thousands of volunteers from the refugee and host communities.

© UNHCR/Amos Halder

Healthy lives



Priorities

UNHCR works with host governments and other partners to ensure that refugees and host communities can access a full range of effective and affordable health services. UNHCR's priorities are set out in its new "[Global strategy for public health 2021-2025](#)".

In 2022, the pandemic will persist, despite huge advances in vaccines and science. Unfortunately, the inequitable distribution of vaccines means the vast majority of people of concern to UNHCR have not been vaccinated, and many are at risk of being excluded from national vaccine roll-outs. UNHCR will monitor vaccine access and coverage and will support measures to overcome administrative, logistical, geographic and other barriers.

Core indicators



Proportion of children aged 9 months-5 years who have received the measles vaccine.



Proportion of births attended by skilled health personnel [SDG 3.1.2].

A priority in UNHCR's health strategy is to provide predictable and sound emergency response. Timely and appropriate interventions, coordination and effective partnerships will minimize preventable loss of life, morbidity and impairment, and promote mental health and psychosocial well-being. UNHCR intends to keep improving its emergency response capacity with the "Public health in emergencies toolkit", a new internal emergency deployment roster that will result in foreseeable and effective deployments, a responsive medical supply chain and improved health information management.

UNHCR works through national health systems and provides strategic support to those systems. In line with the Global Compact's objective to ease pressure on host communities, UNHCR is investing in strategic partnerships to catalyse support to national health systems and unlock early and sustained financing in new responses. In 2022, UNHCR will seek academic partnerships to further build the evidence base on refugee inclusion in national systems. The [revised MoU with WHO](#) will enhance joint support to national systems. A tool will be developed in 2022 to assess the readiness of national health systems to cope with a refugee influx.

In 2022, UNHCR will strengthen the tablet-based integrated refugee health information system (IRHIS) and introduce the online medical referral database. Scale-up of the revised "Health access and utilization survey", with new variables relating to COVID-19 vaccine coverage, will improve the quality and scope of health data. UNHCR will also explore interoperability with the open-source DHIS2 health platform to support integration of refugees into national health data systems.

UNHCR will seek to strengthen community health as a critical part of the primary health care continuum. Reproductive health services are an integral part of UNHCR's public health programmes. Emergency obstetric and newborn care are a focus of UNHCR's efforts to improve partner capacity, strengthen national systems and increase community engagement. Refugee mental health will be further integrated into primary health care, with health providers trained in identification/management of mental health disorders, and regular supervision and support from mental health professionals to manage people with complex conditions. Mental health and psychosocial support will be consolidated within protection activities, including for survivors of gender-based violence or other human rights abuses. This will include training staff in psychological first aid and integrating mental health and psychosocial support into case management. UNHCR will continue to work towards the SDG 2.2 target of ending all forms of malnutrition by 2030.

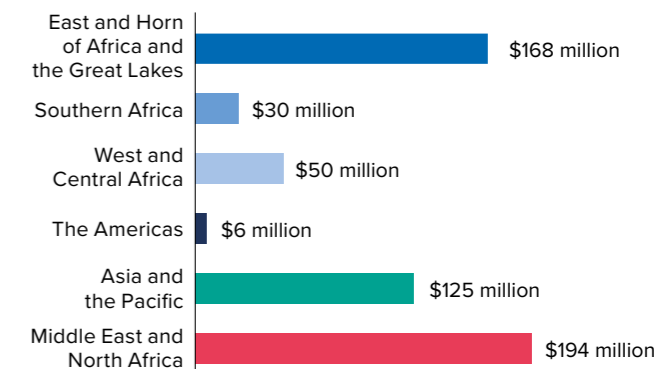
Challenges

In 2022, COVID-19 and vaccine inequity will affect health outcomes, continuity of health services and the social determinants of health. Over 80% of refugees are hosted in low- and middle-income countries.

Global needs for Healthy lives in 2022

\$581 million

Regional needs



Insufficient capacity of national health systems means that without adequate and timely support those systems may quickly become overwhelmed. Too many women and newborns still die in refugee situations, when high-impact, low-cost interventions could save them. Weak national services, partner capacity and lack of resources are hampering progress.

Problems around mental health and psychosocial well-being are widespread among refugees and have been exacerbated by the pandemic. Even before COVID-19 an estimated 22% of adults in conflict settings had significant mental health conditions. The latest comprehensive annual data, from 2019, shows only 61% of sites met UNHCR standards for acute malnutrition, and only 24% met standards for stunting – an extremely alarming result.

© UNHCR/Al Shamsi



Kuwait Patients Helping Fund Society provides vital aid in the pandemic

UNHCR partners with one of the most renowned charities in Kuwait, the Kuwait Patients Helping Fund Society (KPHFS) to fund activities in support of health, WASH and protection interventions, helping to mitigate the impact of the COVID-19 pandemic, which has had massive repercussions for refugees and others of concern to UNHCR since it began. Further private sector initiatives similar to KPHFS assist UNHCR in the provision of primary healthcare and protection activities as a direct channel of saving people from emergency and life-threatening situations.



Outcome Area

Ethiopian refugees collect water in Tunaydbah camp in Sudan. UNHCR provides water to more than 20,000 refugees in the camp. Set up in January 2021 to house Ethiopian refugees fleeing the conflict in Tigray, the camp already has a vibrant market, coffee shops, kiosks, hair salons and barber shops.

© UNHCR/Ahmed Kwarte

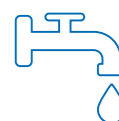
Clean water, sanitation and hygiene



6 CLEAN WATER AND SANITATION Priorities

Over 8 million refugees' access to clean water, sanitation and hygiene services (WASH) currently depends on the support of UNHCR and its partners. In the East and Horn of Africa and the Great Lakes region alone, basic WASH services are needed for over 5.5 million refugees in extremely remote, poor locations with harsh climates prone to extreme weather events, in a mix of protracted situations and life-saving responses in unfolding emergencies.

Core indicators



Proportion of people of concern using at least basic drinking water services [SDG 6.1.1].



Proportion of people of concern with access to a safe household toilet [SDG 6.2.1].

UNHCR's WASH programmes aim to fulfil the human right to water and sanitation, meet Sustainable Development Goal targets and contribute directly to better health and protection outcomes for people of concern.

UNHCR will support all efforts to meet life-saving WASH needs during refugee emergencies and water-borne disease outbreaks in 2022. Comprehensive contingency planning and coordination with relevant stakeholders will ensure WASH provision is inclusive and needs-based. UNHCR will escalate its work on transitioning to sustainable WASH services, aiming for SDG targets in protracted contexts, in line with the Global Compact on Refugees. Besides aiming to ensure availability and management of safe water and sanitation for refugees, UNHCR makes continuous efforts to include sustainability considerations in WASH activities, from emergency planning through to implementation to durable solutions.

Engaging all WASH stakeholders and promoting holistic and forward-looking decisions and strategic planning in emergency and transition phases creates a basis for sustainable WASH in protracted situations. Transitions to household-level services are promoted when situations become protracted, to give refugees access to safely managed and adequate water and sanitation services.

Collaboration, community engagement and capacity-building in technical sectors improve WASH service design and provision, creating a safer environment for refugees. For example, incorporating local designs and materials into WASH infrastructure contributes to access, safety, satisfaction and ownership of these services amongst refugees.

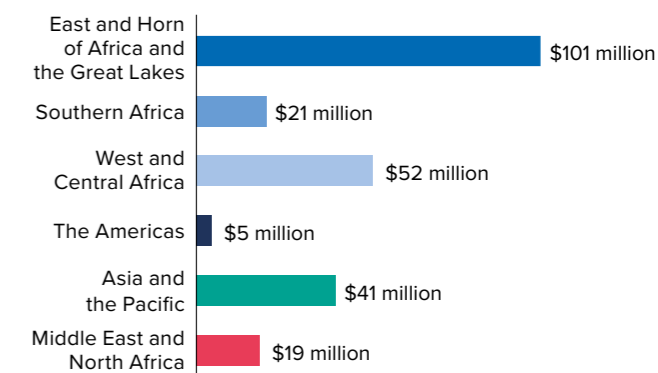
To decrease the environmental footprint of refugee operations, UNHCR will incorporate environmental and climate change considerations into WASH responses, cutting carbon emissions and improving refugee health and protection. Moving to solar energy to pump water reduces diesel use and emissions. UNHCR aims to solarize 30 boreholes globally in 2022. Comprehensive analysis and longer-term perspectives for WASH planning will promote climate-neutral and sustainable services, helping to preserve water sources, create resource-efficient water systems, and limit pollution from unsafe wastewater and solid waste management.

To meet these priority outcomes, UNHCR will strengthen collaboration with national and local authorities, development actors and the private sector. It will improve its WASH monitoring system in 2022, increasing data quality and quantity, while building up evidence-based decision-making throughout its operations. UNHCR will scale up and replicate the use of innovative technologies. Real-time monitoring through the Internet of Things will track the efficiency of water systems and the responsible exploitation of aquifers, as [piloted](#) in Bangladesh, Iraq, Kenya, Rwanda, the United Republic of Tanzania and Uganda.

UNHCR will advocate at national, regional and global levels for sustainable WASH services, also leveraging the [UNICEF-UNHCR Blueprint](#) initiative for these advocacy efforts. UNHCR will increasingly engage financing through non-traditional

Global needs for Clean water, sanitation and hygiene in 2022 \$241 million

Regional needs



donors, explore “non-transactional” financing for investments in infrastructure as well as systems strengthening, and utilize innovative financing models such as revolving funds to cover the high upfront capital costs of solarizing boreholes.

Challenges

As refugee situations have increased in scope, scale and complexity, WASH faces environmental, social, political, institutional and financial challenges. Insufficient contingency planning, remote and insecure settings, technical and environmental constraints, difficulties in scaling stakeholders' WASH capacities, and challenges in coordination have all led to UNHCR and its partners struggling to swiftly meet basic WASH targets.

Turning emergency WASH provision into services for protracted contexts is situation-dependent, complex and resource-intensive. Uncertainty as to whether a situation will become protracted can limit planning, budgeting and programming during emergencies. Other issues include the lack of appropriate multi-year financing mechanisms and comprehensive life cycle analyses, insufficient links to development WASH stakeholders, and insufficient integration of a longer-term perspective for refugee WASH services into governmental operational plans and strategies. This hinders the development and implementation of sustainable WASH services that would meet UNHCR's standards and SDG goals, and the needs of refugees themselves.

Impact Area



“I know women have power to do everything.”

— Agnes Baitio, a South Sudanese refugee who lives in Bidibidi settlement, Uganda. Agnes leads a construction team of refugees and Ugandans that builds shelters with funding and support from UNHCR.

© UNHCR/Esther Ruth Mbabazi

Empowering communities and achieving gender equality (Empower)

In 2022, UNHCR will pursue its commitments to achieve accountability to affected people and to strengthen protection outcomes for all people of concern, determined to more effectively serve the whole spectrum of age, gender and diversity by better listening to communities’ needs and priorities and working in partnership with them. This is outlined in UNHCR’s “Operational guidance on accountability to affected people”.

Improved two-way communication with communities – including sharing information, listening, and responding to people’s needs, along with collection, storage and analysis of data – will inform decision-making and programming aligned with communities’ priorities.

Women and girls are often disproportionately disadvantaged by entrenched gender-based discrimination. Not only can forced displacement compound gender inequalities, but gender intersects with other individual dimensions and characteristics to the detriment of groups already exposed to heightened protection risks. UNHCR will continue to apply and advocate for an intersectional approach to ensure a holistic response to the complexity of needs.

UNHCR focuses on both gender-responsive programming (serving the needs of people of all ages, gender and diversity backgrounds) and transformative programming (working to address structural gender inequalities). This is a long-term investment to be supported by targeted actions to advance the empowerment of women as well

as mainstreaming efforts. Continuous efforts will be made for the inclusion of women and girls in national systems, including livelihood, education and health services considered key to create equal opportunities, advance meaningful participation and tackle gender-related barriers.

UNHCR issued [guidance on age, gender and diversity \(AGD\) considerations in the context of COVID-19](#): the pandemic has exacerbated gender inequalities and gender-based violence while being a threat to the positive results already achieved. Women and women-led organizations have proved to be critical drivers of solution and resilience during crisis. UNHCR will continue to invest in building up the capacity of women-led organizations and to create opportunities for them to flourish.

UNHCR will build upon the momentum of the 2021 [Generation Equality Forum](#) and its Accelerating Progress Plan for Gender Equality by 2030. UNHCR also leverages gender equality as a catalyst for progress in multiple dimensions, such as peace and security, sustainable development and innovation. UNHCR has promoted gender equality in humanitarian action by supporting initiatives such as the gender audits of processes around the Global Refugee Forum and implementation of the Global Compact on Refugees, and by becoming a board member of the Compact on Women, Peace and Security and Humanitarian Action. These commitments will be upheld in 2022.

Global needs for Impact Area “Empower” in 2022

\$1.372 billion

Core indicators



Proportion of people of concern who have the right to decent work [GCR 2.1.1]

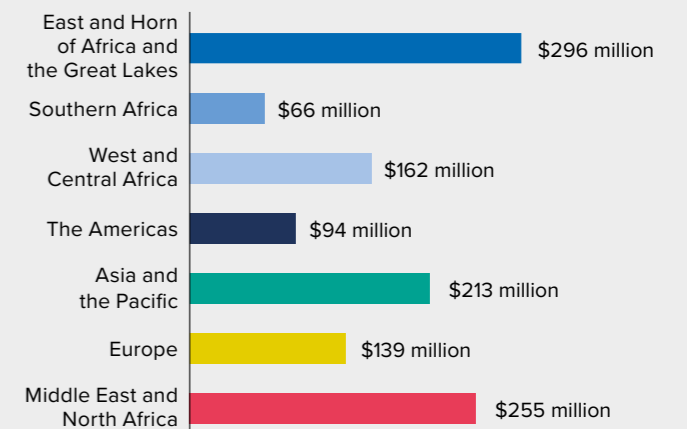


Proportion of people of concern enrolled in primary and secondary education [SDG 4.1.1].



Proportion of people of concern feeling safe walking alone in their neighbourhood [SDG 16.1.4].

Regional needs





© UNHCR/Samuel Otieno

A commercial agriculture project jointly established by WFP, FAO and the Turkana County Government in Kalobeyei Village 1, Kenya. The project is funded by the European Union and benefits refugees and the host community.

Focus Area

Mainstream solutions from the outset for forcibly displaced populations, including through building coalitions with development partners

Comprehensive responses to displacement situations that include medium-term and long-term approaches are central to the Global Compact on Refugees and key to finding lasting solutions for displaced populations. UNHCR is increasingly

seeking to involve development actors in displacement situations, fostering robust, reliable and complementary partnerships with multilateral development banks, bilateral actors and UN agencies.

In 2022, UNHCR will strengthen this type of cooperation to advance resilience, protection and solutions around the world. Crucially, these relationships apply to emergency, protracted and return settings, increasing the quantity and quality of development support from the outset of a displacement situation. Development actors are well-suited to address longer-term needs by creating socioeconomic opportunities for both refugees and host/return communities, and by including all populations of concern to UNHCR in their development programming and financing.

They also support by including forced displacement-related matters into their policy dialogue with host governments, including around issues of inclusion in national and local development planning and financing.

In 2022, UNHCR's collaboration with development actors will be informed by the outcomes of the High-Level Officials Meeting in December 2021, which will assess progress on Global Refugee Forum commitments. UNHCR will collaborate with development actors to fulfil their pledges.



The world's largest refugee settlement, Kutupalong refugee camp, houses 745,000 Rohingya refugees in Cox's Bazar in Bangladesh. Providing clean water, sanitation and hygiene is a challenge. UNHCR, in partnership with OXFAM, operates the largest sewage sludge management plant in any refugee camp.

In addition to providing significant financial resources these partnerships are fundamental to the expansion of socioeconomic data, safe sharing of anonymized microdata, and effective use of this data for evidence-based programming, policy and advocacy. Development actors have analytical and advisory capabilities, convening power and political leverage, and comparable socioeconomic data that can enhance the efficacy of UNHCR and partners' responses.

UNHCR will strengthen its partnership with the World Bank Group by engaging around policy and programmatic aspects of the World Bank's dedicated financing instrument for low-income refugee-hosting countries, the International Development Association's Window for Host Communities and Refugees (IDA19 WHR). UNHCR and the Bank also collaborate on data collection and analysis at the [Joint Data Center \(JDC\) on Forced Displacement](#) and on joint learning and capacity-building initiatives, and are increasing technical collaboration in sectors such as education, social protection and agriculture. In the framework of IDA19 WHR, and in line with the World Bank's goals to advance policies in beneficiary governments, the World Bank developed a Refugee Policy

Review Framework, for which UNHCR provided a comprehensive analysis of the laws, policies and practices relevant to refugees in 14 countries eligible for IDA19 WHR funding. These country summaries provide a good basis for refugee policy dialogues between UNHCR, the Government, the World Bank, and other relevant actors in the countries concerned.

UNHCR is an observer on the Global Concessional Financing Facility (GCFF) Steering Committee, set up in 2016 for middle-income countries hosting large numbers of refugees. UNHCR works closely with the GCFF secretariat on programmatic advice and provides refugee protection policy analysis while supporting efforts to strengthen the monitoring of impact on refugee and host communities. UNHCR will deepen its partnership with the African Development Bank, engaging more strategically to integrate refugees and other displaced populations in financing, policy, advocacy and the AfDB's efforts to address fragility and build resilience. UNHCR's operations will work with the AfDB to implement projects in the East and Horn of Africa and the Great Lakes region, and in Mozambique and Zimbabwe in Southern Africa. UNHCR will also build its partnerships with the Inter-American Development

Bank, Asian Development Bank and Islamic Development Bank in identified priority geographic and thematic areas.

UNHCR will engage with the Multilateral Development Bank (MDB) Coordination Platform on Economic Migration and Forced Displacement in 2022, using the platform to advocate for increased MDB action in situations of forced displacement, and strengthened coordination among MDBs in their interventions in refugee situations.

In 2022, UNHCR will establish new partnerships with bilateral development actors, deepen and expand established partnerships, focus more strongly on coordination between bilateral agencies, with the ultimate goal of increasing complementarity of interventions and synergies in advocacy efforts.

Work will continue with the European Commission Directorate-General for International Partnerships (INTPA) on integrating forced displacement into the 2021-2027 programming cycle in key host countries. UNHCR is working with the German Federal Ministry for Economic Cooperation and Development as well as the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and the Kreditanstalt für Wiederaufbau (KfW) development

bank on a dedicated financial instrument for forced displacement, and on strengthening country-level cooperation.

UNHCR and the Japan International Cooperation Agency will work on expanding their successful approach to supporting national and local government in the refugee response in Uganda to other countries in Africa. UNHCR is also strengthening its engagement with the Agence Française de Développement in forced displacement settings in Central and West Africa. Finally, UNHCR will feed into strategy development and programme planning of other bilateral development actors such as the Belgian development agency Enabel, the Swedish International Development Cooperation Agency and the Norwegian Agency for Development Cooperation.

UNHCR will closely engage with UN agencies like UNDP and ILO, which have a comparative advantage in addressing the longer-term needs of people of concern in their respective areas of competence, including employment and rule of law and governance and inclusion in SDGs and common country assessment of UNSDCF and national development planning.

© UNHCR/Thabangiso Ndlovu



Better access to water improves lives for refugees and their hosts in Zimbabwe camp

Last year, a [project](#) funded by the African Development Bank (AfDB) led to the installation of new high-capacity boreholes and an expanded and better engineered piped water system, known as a water reticulation system, that runs on solar power and can deliver piped water to all 10 sections in the Tongogara camp, Zimbabwe. The water project has also benefited the residents of the surrounding

host communities in Chipinge district, where the camp is located. The AfDB-funded initiative – Innovative Solutions to Support Livelihoods of Vulnerable Communities, which includes the water reticulation systems – is part of a broader strategy to enhance the economic and technical capacity of refugees and their host communities.

The project has made available public lighting, potable water and a vibrant irrigation scheme, among other innovations. Refugees are now working in newly allocated plots to produce food for their families.

Outcome Area

Community engagement and women's empowerment



Priorities

Recognizing the critical role played during COVID-19 by community-based

organizations, including those led by displaced people, UNHCR is investing in establishing relationships with community-led organizations, particularly those led by women, youth, and persons with disabilities. It will facilitate their meaningful participation in strategy and policy development and support their role as active agents in the response. UNHCR will strengthen its engagement with faith leaders to address aspects of religious discrimination that generate specific protection risks.

UNHCR has launched an Innovation Fund pilot and is continuing to roll out a grant agreement to build refugee-led organizations' capacity and allow flexible funding for grass-roots organizations led by forcibly displaced people.

Core indicators



Proportion of people of concern who participate meaningfully across all phases of the operation management cycle.



Proportion of people of concern who have access to effective feedback and response mechanisms.



Proportion of active female participants on leadership/management structures.

Accountability to affected people (AAP) is a central tenet of UNHCR's protection mandate – a fact highlighted by the challenges posed by COVID-19. Risk communication and community engagement placed an onus on UNHCR to effectively communicate the need for physical distancing, and the ways for people to access services despite lockdowns and closures. UNHCR in turn had to better understand how the needs of people of concern were changing so that programming could adapt. Since UNHCR and partners could not always access field locations, community leaders were key, demonstrating that people of concern are themselves central actors in the humanitarian response. AAP also aims at strengthening safe and accessible feedback and response mechanisms, including for sensitive complaints such as sexual exploitation and abuse.

In 2022, the PSEA (prevention of sexual exploitation and abuse) [Community Outreach and Communication Fund](#) will continue providing targeted grants for community-led work that helps complaint, feedback and response mechanisms meet local and diverse needs. This initiative supports a broad range of community-developed tools: radio and TV programmes, Braille materials, community dialogue guides, child-sensitive street theatre, along with signs, posters and brochures to reach specific populations – such as women and girls with disabilities, street children, LGBTIQ+ persons and communities where commercial sexual exploitation is known to be widespread. Funding and documenting PSEA good practices will be sustained, particularly those investing in the leadership of women, girls and others at heightened risk.

UNHCR's strategy on accountability to people of concern is premised on strengthening coordination and collaboration and showing leadership in realizing localization.

This includes strengthening safe and accessible feedback and response mechanisms, including for sensitive complaints such as sexual exploitation and abuse, and enhancing two-way communication with people of concern and those on the move. Contact centres, [digital tools](#) and social media channels ensure that people of concern can communicate with and provide feedback to UNHCR.

Gender equality is an integral part of UNHCR's protection mandate. The "[UNHCR policy on age, gender and diversity](#)" sets out UNHCR's commitments to women and girls, key action areas for advancing their protection and upholding their rights. In 2022, UNHCR will continue to advance gender equality across its operational responses by implementing its five commitments to women and girls; strengthening internal capacity and skills; advocacy; cross-operational and cross-regional knowledge-sharing; and strengthening partnerships and collaboration around gender equality. The active participation and leadership of displaced women and the organizations representing them is a priority for UNHCR.

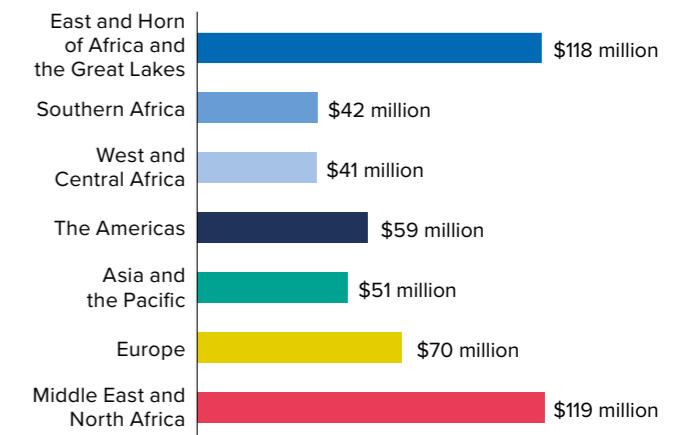
UNHCR will consolidate progress in the implementation of its plan to advance the [UN Disability Inclusion Strategy](#). Areas of focus include strengthening participation of organizations of persons with disabilities in refugee response through capacity-building and operational partnerships; strengthening identification and registration of persons with disabilities using the Washington Group Questions, integrated in UNHCR registration system as of July 2021; and empowering refugees with disabilities to access digital spaces through innovation grants.

UNHCR will strengthen the protection of older persons by building staff and partners' capacity to identify and mitigate risks and barriers to assistance and protection. It will also strengthen engagement with civil society organizations working specifically on the rights and needs of older persons.

Building on discussions at the Global Roundtable on Protections and Solutions for LGBTIQ+ persons affected by forced displacement and by statelessness, UNHCR will increase efforts in building the capacity of its workforce and partners to identify and respond to specific protection needs.

Global needs for Community engagement and women's empowerment in 2022 \$507 million

Regional needs



Partnerships with civil society organizations will be fostered to expand the coalition of stakeholders in addressing the specific needs of LGBTIQ+ people in forced displacement. Continued advocacy will aim to ensure access of LGBTIQ+ forcibly displaced persons to national protection systems and asylum procedures.

Challenges

In expanding UNHCR's engagement with people of concern in digital spaces, it is important to be alert to online data protection and privacy risks, and to identify and minimize risks to people of concern as they engage in digital spaces.

Continuous capacity-building and awareness-raising on inclusion and accessibility of services across the whole spectrum of diversity remains essential. Addressing structural gender inequalities and other forms of discrimination and engaging and building trust with communities require proximity and continuous investment in time and human resources.

Outcome Area

Education



Priorities

UNHCR strives to ensure sustained access to education for all refugee learners – whether in acute emergencies or protracted situations. Returning to learning within three months of displacement is a key goal. UNHCR supports access to formal and non-formal programmes in emergency contexts (including language classes, accelerated education programmes and connected education programmes).

In 2022, UNHCR will support educational opportunities for refugee children at primary and secondary school, prioritizing interventions to reduce learning inequalities and address protection needs of the most vulnerable groups (girls, children with disabilities and out-of-school children).

Core indicators



Proportion of people of concern enrolled in tertiary and higher education in 2022.



Proportion of people of concern enrolled in the national education system [SDG 4.3.1] [GCR 2.2.1].

While the exact proportion of people of concern enrolled in national education systems is unknown, the policy environment for including refugee children in national education systems seems favourable. In a survey comparing refugees' and nationals' access to education, 97 countries reported. At primary level, 75% had a policy to grant equal access, 22% limited refugees' access, and 3% did not let refugees access education. Crucially, no countries reported having no policy for refugees. For secondary schooling, 66% offered equal access and 28% limited refugee access.

COVID-19-related school closures had extreme impacts on learners' academic access and progress, safety, protection, emotional well-being and health. Most refugee children could not easily access the Internet and thus were hit particularly hard by the switch to learning at home. UNHCR and partners worked to provide last-mile solutions to extend nationally-supported connected education opportunities. Although 934,000 refugee students benefited, the vast majority were left out, digitally divided from their peers. Refugee learners lost on average an estimated 142 days of school by March 2021. Catch-up programmes are needed to ensure gains made in enrolment are not lost and those who do not return to school have flexible opportunities for access to education. To support the return to learning, the UNHCR-led Accelerated Education Working Group has developed "[Guidance on condensing a curriculum](#)", "[10 principles for helping learners catch up and return to learning](#)" and "[COVID-19: pathways for the return to learning](#)".

Thematic fundraising for Education

As the lead agency supporting education for refugee children, UNHCR is scaling up to address gaps in access and learning for millions of displaced and stateless children that were exacerbated by COVID-19.

Flexible funding will support rapid establishment of education services in emergencies, continuation of education services for children in forgotten or underfunded crises, and ongoing advocacy to ensure all children are afforded access. It will ensure children affected by emergencies can quickly resume their studies, reducing the protection risks linked to dropping out of school such as child labour, exploitation, recruitment into armed groups, and child marriage. This supports the UN Sustainable Development Goal of equitable, inclusive education for all children.

\$452 million in donor support for education in 2022 will:

- Support 1.9 million refugee children with access to quality primary education services.
- Support 250,000 refugee children and youth to access quality secondary education.
- Increase the proportion of people of concern enrolled in tertiary and higher education from 5% to 7%.
- Reach 300,000 learners with connected education.

UNHCR will also advocate for inclusion of all children and youth amongst populations of concern in national education systems.

In 2022, UNHCR will scale up connected education investments, increasing the Instant Network Schools programme to over 250,000 learners, and mobilizing others to rise to the "Refugee Connected Education Challenge".

Refugee participation in higher education increased from 3% to 5% in 2021 and should reach 7% in 2022, helping thousands on the way to a more self-reliant future. In 2021, 7,343 refugees from 47 countries of origin were enrolled on DAFI scholarships in 53 countries. The DAFI programme enjoys high demand but is heavily underfunded: \$6.4 million more is needed to fund 2,000 more students annually. In connected higher education, programmes of the [Connected Learning in Crisis Consortium](#) reached 376,000 refugee and host community students. UNHCR coordinates the Global Tertiary Education Task Team, in collaboration with the [Tertiary Refugee Student Network](#), to progress toward the "[15by30 objective](#)", supported by five pillars: national universities, technical and vocational education, connected higher education, complementary education pathways and the DAFI scholarship programme.

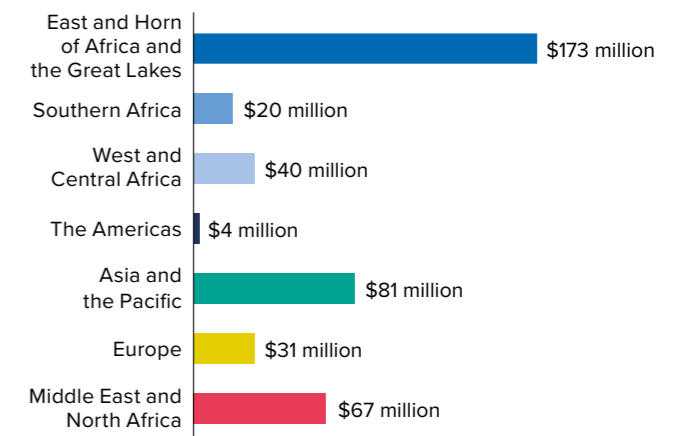
UNHCR has boosted data collection to cover education access in over 40 countries and more than half of refugees and Venezuelans displaced abroad, and it will continue enhancing data quality and scope.

Challenges

Education receives a tiny fraction of humanitarian funding in most emergency responses, yet it is one of the first services requested by refugees.

Global needs for Education in 2022
\$452 million

Regional needs



Failure to provide education soon after displacement has long-term implications for protection, community resilience and prospects for refugee youth. Education responses need to be prioritized, with sufficient initial investment to support inclusion in national systems and a sustained response.

UNHCR and [Educate A Child](#) (EAC), a programme from the Education Above All Foundation, will expand access to primary education for displaced out-of-school children in 14 countries across the Americas, Africa, Asia, and the Middle East. EAC, supported by the Qatar Fund for Development, will allow over 127,000 out-of-school children to enrol in primary school in 2022 alone.

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Vodafone Foundation + UNHCR = digital education for refugees

UNHCR has partnered with the Vodafone Foundation to create its flagship connected education programme, [Instant Network Schools](#).

The value of connectivity and technology in education was proven when COVID-19 forced the closure of schools worldwide in 2020.

Thanks to the expertise and know-how of private sector partners like the Vodafone Foundation, Instant Network Schools are now unlocking a quality, accredited digital education for students in displacement situations.

The programme's expansion between now and 2025 will benefit over half a million refugee and host community students and 10,000 teachers, with 300 new Instant Network Schools expected to be set up.

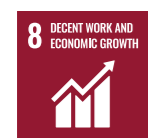


Outcome Area

Roland Ade, a refugee from Cameroon, lives and works in Ijebu Ode in Nigeria's Ogun state. UNHCR's training and support helped him and his wife, also a refugee, to set up their shoemaking business on a crowded market road. Roland hopes for a microcredit loan to relocate the shop to a place more accessible to his wheelchair.

© UNHCR/Emmanuel Campos

Self-reliance, economic inclusion and livelihoods

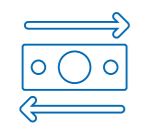


8 DECENT WORK AND ECONOMIC GROWTH

Priorities

Being forced to flee does not rob an individual of their ambitions or their skills, but people of concern to UNHCR routinely find their potential is restricted by their status.

Core indicators



Proportion of people of concern with an account at a bank or other financial institution or with a mobile-money service provider [SDG 8.10.2].



Proportion of people of concern who self-report positive changes in their income compared to previous year.



Proportion of people of concern (working age) who are unemployed [SDG 8.5.2].

UNHCR seeks to enable them to work, earn, learn and live up to their potential as active members of society – especially women, youth, persons with disabilities and LGBTIQ+ persons. This requires investment in research to make the case for economic inclusion, supporting refugee-hosting countries to include them in the workforce, and ensuring they can access financial services, technology, land, markets, skills development and employment opportunities. In 2021, UNHCR spent \$138 million to reach 615,000 displaced people and host community members with livelihoods and economic inclusion programmes. With additional resources, specialized partnerships and increased inclusion in national development programmes, many more could benefit.

As economic inclusion depends on legal and financial links to the community, UNHCR advocates for access to financial services and decent work.

UNHCR sensitizes financial service providers to the needs of people of concern and helps to connect them, using cash assistance as an initial transaction that can lead to further financial services. UNHCR plans to strengthen partnerships (such as those with UNCDF, ILO, FSDA, IFC, Kiva and Grameen Crédit Agricole Foundation) to expand market-tailored solutions, including blended finance programmes, market assessments, and support, in specific contexts, to savings groups. Priority will be given to West Africa, the region most behind in refugees' financial inclusion. Forcibly displaced people will receive business skills training, access to financial education, and information about opening bank accounts and accessing financial services.

UNHCR is developing a refugee entrepreneurship roadmap, increasing refugee entrepreneurs' resilience via private sector and development partnerships and replicable best practices. UNHCR will capitalize on Global Refugee Forum pledges and partner with development actors and specialized agencies on a global agriculture roadmap, adopting climate-smart, nutrition-sensitive and innovative approaches. It will aim to increase access to land and agricultural value chains to enhance self-reliance, resilience and food security.

Alongside a new digital strategy, UNHCR plans a digital livelihoods strategy to prevent people of concern being left behind in skills for the future. UNHCR will seek to involve firms providing digital training and employment, and to partner with UN agencies, private sector companies, and entities that have made Global Refugee Forum pledges towards digital work.

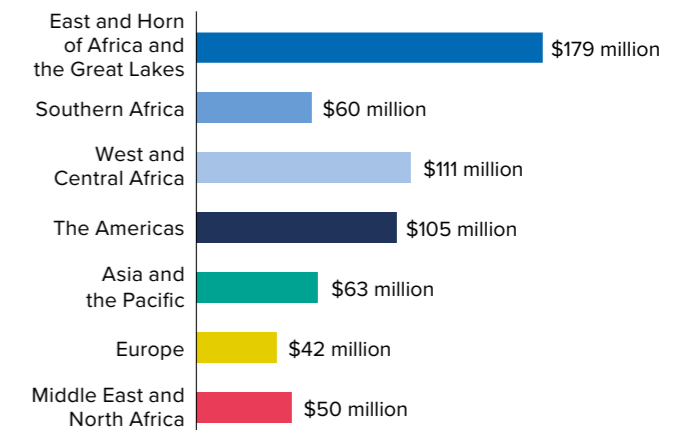
In 2022, the Poverty Alleviation Coalition, UNHCR and 13 international NGOs will support 40,000 households in over 20 countries to "graduate out of poverty", having supported 32,000 households in 2021. The priority is to increase NGO access to multi-year funding, while developing rigorous evidence to show long-term impact and to inform programme design. The graduation approach is the best proven model to address extreme poverty at the household level, drawing on research by 2019 Nobel laureates Esther Duflo and Abhijit Banerjee and on UNHCR pilots.

UNHCR's [MADE51](#) initiative, bringing beautiful refugee-made products to global markets, is

Global needs for Self-reliance, economic inclusion and livelihoods in 2022

\$612 million

Regional needs



positioned for growth for 2022. Despite COVID-19-related interruptions to global value chains, MADE51 has prospered, and all 30 social enterprise partners in 23 countries maintained their partnerships. The model has proven an opportune space for private sector collaboration: in 2021, refugee artisans in seven MADE51 countries worked on large scale orders with Chloé, UNIQLO and Theory brands. These and other marketing opportunities will enable 4,000 refugees to earn a fair wage through dignified work, showcasing the skills of refugees worldwide. With more funding, MADE51 could scale up and bring refugees' heritage craftsmanship to new markets.

Challenges

Development spending in refugee-hosting areas and on cross-border market infrastructure remains low. Food insecurity and poverty are rising, while many countries' restrictive policies and practices hinder financial and economic inclusion.

A UNHCR survey in 2021 revealed that 62% of refugees live in countries with restricted access in practice to formal employment, 59% in countries with restricted access in practice to registering and operating a business, and 66% have restricted rights to access land for agriculture. 56% of refugees live in countries where refugee IDs are not legally recognized to open a bank account. Limited access to quality socioeconomic data is a further gap.

Impact Area



“I am very happy... I was so worried because we have been waiting for our resettlement case. But I never gave up.”

— Somali refugee **Abdulbasit**, who faced horrific abuse in detention in Libya and was evacuated to Rwanda under a life-saving humanitarian scheme established by the Rwandan Government, the African Union and UNHCR, supported by donors such as the European Union. The family has been accepted into Canada's refugee resettlement programme.

© UNHCR/Will Swanson

Securing solutions (Solve)

UNHCR is mandated by the United Nations General Assembly to protect refugees and help them find solutions to their displacement, in cooperation with host states as primary duty bearers. To identify sustainable solutions to complex, large-scale and protracted forced displacement situations, UNHCR takes a progressive and comprehensive approach focusing on greater enjoyment of rights.

UNHCR will work with States and development partners on progressive solutions from the outset of a displacement situation with a shift towards greater inclusion and self-reliance. Inclusion contributes to refugees' self-reliance and resilience, empowers them to meet their needs in a safe, sustainable, and dignified manner, avoids aid dependency and negative coping mechanisms, contributes to host economies and prepares refugees for their futures – whether they return home, integrate into the country of asylum or resettle elsewhere. Recent years have seen limited progress in solutions due to the pandemic, conflict and fresh displacements that shifted the focus from solutions, resource constraints, and policy and legal barriers. However, the momentum generated by the Global Compact on Refugees and the Global Refugee Forum can leverage vital support.

Addressing root causes of displacement and securing peace and stability are central to creating conditions

conducive for return. That requires effective national institutions and systems, and linkages among humanitarian, development and peacebuilding actors. Through the Global CCCM Cluster, UNHCR will ensure that dignified solutions are a priority on the humanitarian agenda for IDPs. Establishing IDP sites must be a last resort, and UNHCR will work with governmental and development actors to identify long-term solutions for such sites, where survival depends on humanitarian assistance.

As part of States' efforts towards advancing third-country solutions for refugees, UNHCR will work with stakeholders such as the private sector, civil society and diaspora organizations to support expanding complementary pathways to widen the options available, including through education, family reunification, labour mobility and special humanitarian visas. UNHCR will also advocate for socioeconomic inclusion and integration and will support States that offer refugees local integration or other local solutions, such as interim and permanent residency, naturalization or settlement on the basis of regional agreements.

New approaches to burden- and responsibility-sharing and strengthened international cooperation, with an emphasis on inclusion in national systems, give hope for the future. UNHCR is determined to work to ensure that the current positive momentum towards solutions translates into further concrete achievements.

Core indicators



Number of refugees who voluntarily return in safety and dignity to their country of origin. [GCR 4.2.1]



Number of people of concern departing for resettlement. [GCR 3.1.1].



Number of people of concern departing through complementary pathways [GCR 3.2.1]



Number of stateless persons for whom nationality is granted or confirmed.

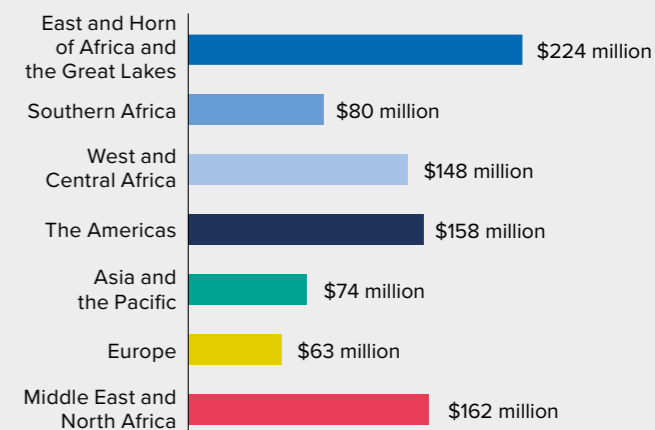


Number of refugees for whom residency status is granted or confirmed.

Global needs for Impact Area “Solve” in 2022

\$997 million

Regional needs





Focus Area

© UNHCR/Gabriel Adeyemo

Liyatu Ayuba, a traditional birth attendant at Durumi IDP camp in Abuja, Nigeria, is overjoyed that the babies she has delivered now have birth certificates. UNHCR and the National Population Commission have launched an IDP birth registration drive to reduce the risk of statelessness.

Accelerating efforts to address statelessness to meet the goals of the #IBelong Campaign

2022 targets



90,000 stateless persons will acquire nationality, or have it confirmed.



6 accessions to the UN 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.

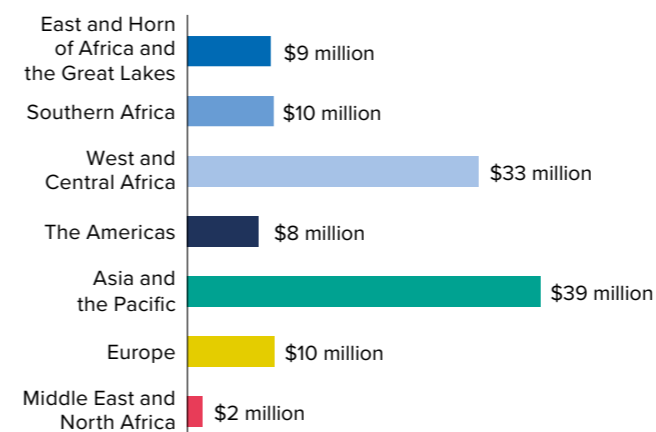
Priorities

The #IBelong Campaign will enter its eighth year in 2022, leaving a two-year window in which to work towards the ambitious goals of the Global Action Plan to End Statelessness. Since its launch in November 2014, the campaign has made significant advances on all fronts of UNHCR's statelessness mandate. More than 367,000 stateless persons have acquired a nationality or had it confirmed, 21 States acceded to one or both of the UN statelessness conventions, 16 States established dedicated statelessness determination procedures to identify and protect stateless people, and 12 States introduced safeguards in their nationality laws to prevent statelessness.

Global needs for Statelessness in 2022

\$112 million

Regional needs



However, progress has not been even, and reforms are yet to occur in a number of countries with large, protracted stateless populations. In 2022, UNHCR will target its advocacy and technical support in contexts where the political will clearly exists to address statelessness, and bolster its advocacy and awareness-raising efforts in contexts where the issue is less well understood, thereby encouraging the development of clear strategies and positive steps to identify and protect stateless persons and prevent and reduce statelessness. UNHCR will also increase engagement to ensure access to civil documentation in countries where conflict may lead to new risks of statelessness.

Specifically, in 2022 UNHCR will support States and other actors in continued implementation of the 396 pledges to address statelessness made at the 2019 High-Level Segment on Statelessness and the Global Refugee Forum.

So far, and taking into account the impact of COVID-19, 21 pledges have been fully implemented and significant progress made on 17 more. Promoting accessions and effective implementation of the international standards contained in the statelessness conventions continues to be a priority. Implementation of the recommendations of the recent evaluation of UNHCR-led initiatives to end statelessness will significantly strengthen UNHCR's responses and bolster stakeholders' efforts during and after the #IBelong Campaign.

It is essential to protect stateless persons until they acquire nationality. The [pandemic](#) has highlighted their striking vulnerabilities. In many countries they faced a disproportionate impact, with increased economic hardship due to dependence on the informal employment sector for their livelihoods, and difficulties accessing testing, treatment and other social services in the absence of national identification. The pandemic has therefore served as [a reminder of the importance of having citizenship](#) and the rights associated with it. In 2022, UNHCR will support stateless persons' non-discriminatory access to testing, treatment and other services.

Globally, only 26 States have established dedicated statelessness determination procedures. UNHCR will advocate and provide technical advice to governments on introducing or improving such procedures, particularly in States with significant displaced stateless populations. UNHCR will likewise advocate for procedures to facilitate naturalization of recognized stateless persons.

To prevent new statelessness situations, UNHCR will undertake targeted efforts to resolve gaps and remove discrimination in nationality laws. UNHCR will provide technical advice to governments to bring nationality laws in line with provisions from the 1961 Convention on the Reduction of Statelessness and will extend this support to ensure that procedures to implement provisions are effective. UNHCR will also work to address the broader fundamental discriminatory and exclusionary drivers of statelessness, including by working with the 25 States whose laws prevent mothers from

conferring their nationality on their children on an equal basis as fathers, and States that permit denial, loss or deprivation of nationality on other discriminatory grounds.

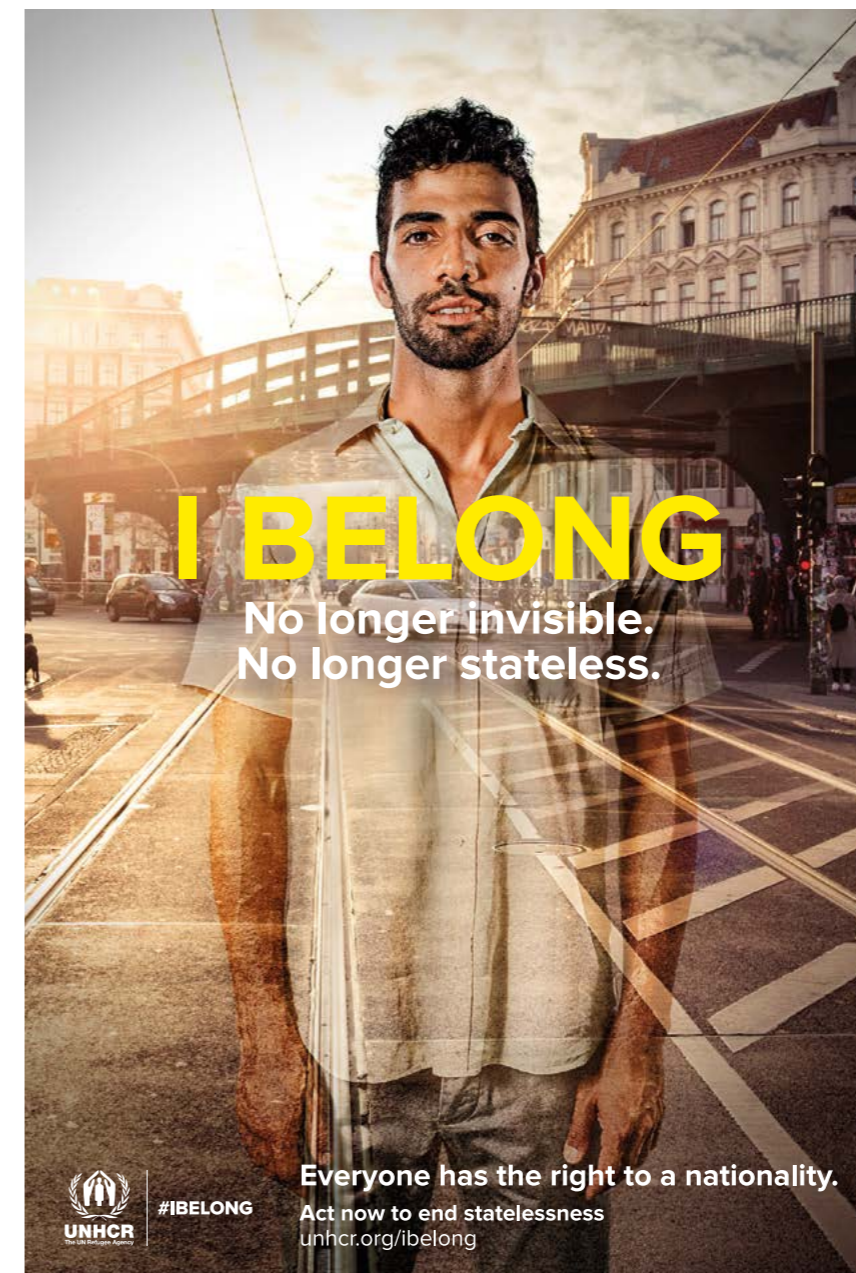
Another key area will be strengthening universal access to birth registration, particularly in countries where civil registration was not designated as a vital service and saw disruptions during COVID-19 lockdowns. The rise in forced displacement linked to climate change will likewise warrant UNHCR's attention in 2022 and beyond.

To meet its objectives, UNHCR will bolster its strategic engagement with States, particularly the "Friends of the #IBelong Campaign" group of countries, regional State bodies, sister UN agencies, the Inter-Parliamentary Union, regional statelessness networks, civil society partners (including faith-based groups and academia), and members of the general public. It will also seek to establish durable partnerships with development actors, including the World Bank, regional development banks and the International Development Law Organization. As a matter of general policy, UNHCR will also seek to maximize the direct engagement of stateless persons in all aspects of its work on statelessness.

Challenges

At the end of 2020, UNHCR reported statelessness statistics for 94 countries, with 4.2 million people under UNHCR's statelessness mandate. The actual figure is estimated to be significantly higher: lack of complete and accurate data remains a key challenge.

UNHCR is working with the United Nations Statistical Commission, the World Bank, UNFPA and national statistics offices to improve the quality of data and increase the number of countries reporting. Work on the new International Recommendations on Statelessness Statistics will continue under the auspices of the Expert Group on Refugee and Internally Displaced Persons Statistics (EGRIS) in 2022, for submission to the UN Statistical Commission in March 2023.





Outcome Area

A family displaced by violence in South Sudan returns home to the town of Baliet near Malakal in Upper Nile State with the help of UNHCR.

© UNHCR/Assim Said Ali Juma

Voluntary repatriation and sustainable reintegration

Priorities

Most refugees yearn to go home, and UNHCR aims to help them, if the conditions are right. Voluntary repatriation must be the exercise of a free and informed choice and done in full respect of the principle of non-refoulement. But in the vast majority of cases, continuing conflict and insecurity make returns impossible, and the number of forcibly displaced people is rising each year.

Core indicators



Proportion of returnees with legally recognized identity documents or credentials. [GCR 4.2.2].



Proportion of people of concern who want to receive the country of origin information and actually receive it.

To mobilize support for safe and dignified repatriation and address obstacles to return, UNHCR is increasingly working in partnerships – with UN-Habitat on housing, land and property grievances, for example, and the ILO on the economic inclusion of displaced communities. UNHCR and UNDP promote an integrated approach to development and will establish a multi-year implementation of joint humanitarian, development and peace programmes that will look at increased joint assessment and analysis and at establishing a common standard for joint interventions.

To help refugees make an informed decision, UNHCR facilitates cross-border and cross-community information-sharing on conditions in return areas, organizes go-and-see visits to areas of return and areas of displacement, and monitors

return conditions and access to services in the country of origin. In countries of asylum, UNHCR's regular dialogue with refugees and IDPs, including through intention surveys, gains their perspective on possible solutions. In countries of asylum and of origin, UNHCR works with national authorities and legal partners to support acquisition of civil documentation.

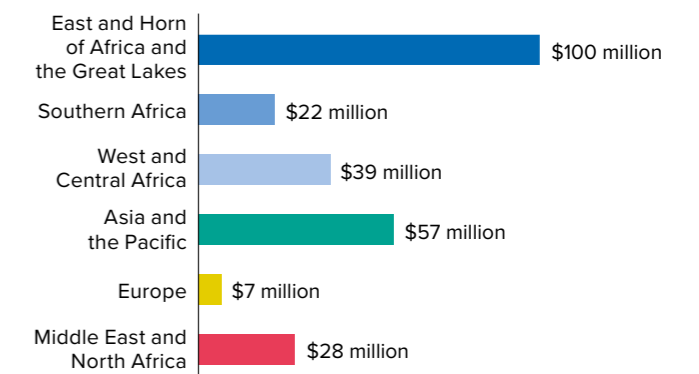
UNHCR plays a catalytic role in collaborating with the IGAD Solutions Initiative for South Sudan and Sudan, the Solutions Strategy for Afghan Refugees (SSAR), and the Comprehensive Regional Protection and Solutions Framework in Latin America (MIRPS). A fourth support platform, on the Central African Republic situation, will be launched in the coming months. These platforms galvanize political commitment and advocacy, mobilize assistance, and facilitate the early and sustained engagement of development actors. All three existing platforms include voluntary repatriation as an integral element of solutions. UNHCR will continue mobilizing support to ensure that affected populations are included in national dialogues, and that these national processes take their needs and interests into account.

Responding to the longer-term needs of returnees requires collaborative efforts. UNHCR is increasingly engaging in partnerships with peace and development actors and national and municipal authorities to advocate for the inclusion of returnees in national development plans and long-term development projects.

UNHCR has significantly strengthened its partnership with the UN Peacebuilding Fund, with projects signed in Burkina Faso, the Democratic Republic of the Congo, Sudan and the north of Central America. The project in Sudan, to be implemented with UNDP, will provide direct support to the Peace Commission on the implementation of the Juba Peace Agreement, an example of UNHCR's commitment to the Sustaining Peace Agenda and inter-agency collaboration across the humanitarian-development-peace nexus.

Global needs for Voluntary repatriation and sustainable reintegration in 2022 \$254 million

Regional needs



Challenges

While voluntary repatriation remains the solution preferred by many refugees, fewer and fewer have been able to exercise their right to return in conditions of safety and dignity. In 2005, 15% of the global refugee population found a solution in voluntarily repatriation, but by 2019 that proportion had dropped to 1.6%. Returns in 2021 were also hampered by COVID-19, which brought border closures that caused the suspension of voluntary repatriation operations.

The outlook for returns in 2022 remains bleak as the most common obstacles to return continue to persist, including fragile or faltering peace processes; continuing insecurity; limited inclusion and participation of refugees in peace processes and repatriation plans; failure to address the root causes of displacement; destruction and confiscation of housing, land and property; severely overstretched service provision in home locations; and the absence of viable livelihood opportunities. UNHCR remains concerned that returns will not be sustainable, given the conditions in some return locations. While addressing root causes is primarily the responsibility of countries of origin, their capacity to do so is intrinsically linked to meaningful international support.



Outcome Area

Hana, a Syrian refugee, shares an apartment in Stockholm, Sweden, with her husband Ali and their three daughters. The family were resettled from Lebanon with the help of UNHCR.

© UNHCR/Max-Michel Kolijn

Resettlement and complementary pathways

Priorities

UNHCR estimates that over 1.47 million refugees will be in need of resettlement in 2022. Given increased commitments from some of the major resettlement countries, UNHCR has started scaling up capacity to ensure timely and efficient

processing of refugees most at risk in host countries that are part of the three priority situations of the Central Mediterranean, Syria, and the CRRF, and now Afghanistan. In addition to innovative remote processing, UNHCR will increasingly implement group and merged processing. The Priority Situations Core Group, co-chaired by the Governments of the United States and Canada with support from UNHCR, will continue to function as a major forum for advocacy, coordination and support to resettlement and complementary pathways.

Core indicators



Number of refugees submitted by UNHCR for resettlement.



Average processing time from resettlement submission to departure under normal priority.



Number of people of concern admitted through complementary pathways from the host country [GCR 3.2.1].

Complementary Pathways

The [Three-Year Strategy \(2019-2021\)](#) set a target of 180,000 people to receive first time permits for family, study and work purposes from major refugee nationalities in 2022. With the exception of 2020 due to COVID-19, the strategy's targets for complementary pathways have been surpassed,

and UNHCR will continue supporting the creation of new programmes, expansion of those already in place, and better access to complementary pathways for people in need of international protection in 2022. Further development of partnerships to financially support pathways and expand the opportunities remains a key priority.

The Global Taskforce on Third Country Education Pathways, established in 2020, supports institutions to launch new programmes and improve new ones. The Family Reunification Network, launched in 2020, works with States and other counterparts to improve refugees' access to smooth and timely family reunification procedures. The Taskforce on Labour Mobility, expected to launch at the end of 2021, will pioneer the expansion of labour pathways globally.

Humanitarian pathways continue to offer solutions to many in need of international protection and will remain a UNHCR priority.

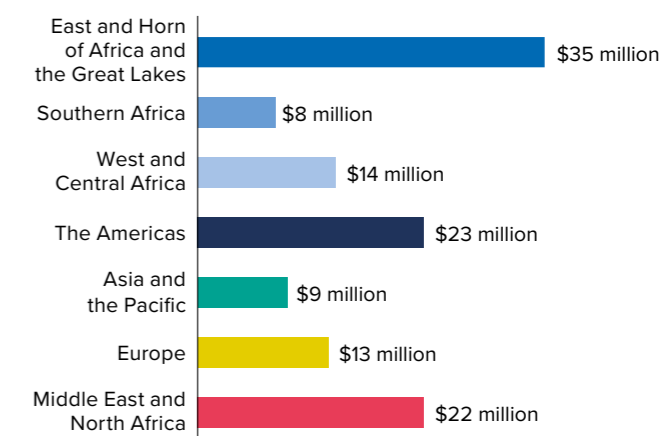
Resettlement

In line with the Three-Year Strategy, the Sustainable Resettlement and Complementary Pathways Initiative ([CRISP](#)) will support States, including emerging countries and other stakeholders, establish or expand resettlement programmes and advance complementary pathways through focused capacity-building. In 2022, the strategy's objectives will continue to be advanced by targeted engagement of global stakeholders and implementation of the roadmap so 3 million refugees can access third-country solutions by 2028.

Community sponsorship remains an important tool to increase reception and integration capacity and strengthen welcoming societies. UNHCR will continue to engage with and support new emerging community sponsorship programmes through the [Global Refugee Sponsorship Initiative](#) and other initiatives. "GROW" — Growing Opportunities and Funding for Refugees, a UNHCR initiative supported by the CRISP — will enhance third country solutions by applying an innovative partnership and financing model.

Global needs for Resettlement and complementary pathways in 2022 \$142 million

Regional needs



It aims to foster a welcoming environment by mobilizing community-based support for the reception and integration of refugees, combining volunteer mentoring by individual citizens with local crowdfunding.

UNHCR will continue to implement secure methods of transferring personal data in the context of resettlement and complementary pathways. Data-sharing agreements will be completed with States and partners.

Challenges

COVID-19 had and continues to have a major impact on resettlement and complementary pathways and family reunification processing. Although innovative working methods such as video interviews, remote counselling and communication with refugees are being adopted and encouraged for all pathways for both UNHCR and States, the 2021 target set for 80,000 departures to 33 countries was not met. New opportunities will be seized in 2022 to recover lost ground.



Outcome Area

A refugee mechanic works in an automobile repair shop co-owned by an Iranian entrepreneur and an Afghan refugee. The shop is supported by UNHCR and employs both Iranians and refugees.

© UNHCR/Hossein Eidzadeh

Local integration and other local solutions



Priorities

Finding a home in the country of asylum and integrating into the local community can mean a lasting solution to a refugee's plight, with a chance to build a new life.

At the Global Refugee Forum (GRF), countries pledged to advance local integration and local solutions.

Core indicators



Proportion of people of concern with secure tenure rights and/or property rights to housing and/or land. [SDG 1.4.2].



Proportion of people of concern covered by social protection floors/systems. [SDG 1.3.1].

This might be through legal stay arrangements (interim and permanent residency, or settlement on the basis of regional agreements), naturalization, increased social and economic inclusion in labour markets, education, or social cohesion programmes. UNHCR will foster support for these pledges by engaging development actors, international and regional financial institutions, civil society, parliamentarians and mayors' networks.

Local integration and other local solutions are part of a comprehensive approach to resolving the situations of forced displacement. UNHCR sees opportunities for such solutions in Brazil, the Democratic Republic of the Congo, Ghana, Guinea-Bissau, Liberia, Mexico, Mozambique and Zambia, as well as some European countries. In 2022, it will advocate for legislative and policy changes, and try to mobilize support and technical and other assistance, particularly in civil registration,

documentation, legal residency arrangements, access to education, livelihood programmes, social protection schemes, and labour market inclusion.

Efforts to foster self-reliance and resilience often depend on access to housing and/or land and tenure security. If not properly addressed, lingering challenges related to housing, land and property (HLP) rights erode "do no harm" principles, gender equality, local integration opportunities, peaceful coexistence and social cohesion. UNHCR will put a renewed emphasis on access to HLP in 2022 by identifying strategic advocacy points, building the capacity of its staff and partners, and exploring partnerships to enhance the protection of HLP rights and achieve greater inclusion and resilience.

Options for local integration and other local solutions are being pursued through various initiatives, strategies, support platforms and regional mechanisms, and UNHCR will use them to galvanize further political momentum. One such example is the IGAD Solutions Initiative for South Sudan and Sudan, which aims at creating local integration opportunities in the two countries for refugees who cannot return to their places of origin.

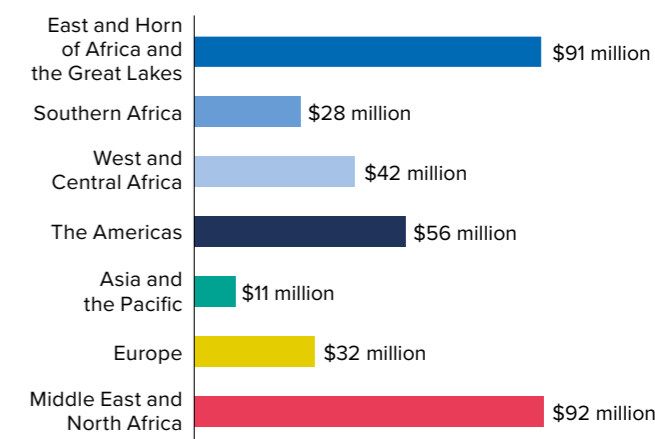
Another is the updated Roadmap for Comprehensive Solutions for Ivorian Refugees, which aims to bring closure to the situation of Ivorian refugees by promoting their voluntary repatriation and reintegration, as well as the acquisition of permanent residency by, or naturalization of, those opting to stay in their host countries.

A third is the Comprehensive Regional Protection and Solutions Framework in Latin America (MIRPS), which brings together initiatives seeking refugees' voluntary repatriation to their country of origin, local integration in the country of asylum, or resettlement in another country.

The European Commission Action Plan for Integration and Inclusion 2021-2027 is another example, creating opportunities for refugees for local integration and inclusion.

Global needs for Local integration and other local solutions in 2022 \$352 million

Regional needs



Challenges

The focus on addressing the impact of COVID-19, combined with funding challenges, may limit the capacity of governments and other actors to concretely consider local integration and other local solutions. To address these challenges, UNHCR will leverage existing support platforms, match up pledges and mobilize global, regional and local support. New conflicts and increased displacement may lead to a shift in focus towards the urgent and immediate needs of displaced communities.

Barriers to accessing passports and other documents from countries of origin, which are a prerequisite for obtaining residence permits in some countries, as seen in Southern and West Africa, may continue to hinder access to local integration and other local solutions.

UNHCR will continue its advocacy for the removal of such restrictions through policy and legislative reforms.



Enabling Areas

Deputy High Commissioner Kelly T. Clements visits Shehab and his family, Syrian refugees living in Zaatari camp, Jordan.

© UNHCR/Lilly Carlisle

Enabling Areas: an overview from the Deputy High Commissioner

I have seen, over the course of my career, a UNHCR that is dynamic, agile, and able to respond to crisis with little to no notice, deploying teams to some of the world's most challenging and remote locations to respond to human needs not imagined necessary even a few days prior to the emergency.

I am privileged to have worked in and around UNHCR for my three-decade career, first as a donor and a diplomat and then as an international civil servant with the UN. This has allowed the opportunity to witness UNHCR's inner workings — what has worked well and what has needed further refinement — and to provide significant support.

I saw it in 1992, when UNHCR raced to protect and shelter refugees fleeing into Bangladesh from an emergency in Myanmar, including large numbers of survivors of gender-based violence. And in 1999, when hundreds of thousands were displaced from Kosovo to seek protection in Albania, where UNHCR teams erected tents and started up basic services overnight, with immediate efforts to ensure that families were reunited in the exodus and safe. Fear gave way to a sense of relief to be out of harm's way, and gratitude to Albania for its hospitality. And I saw it in Lebanon in 2014, by which stage a UNHCR office originally intended to care for fewer than 10,000 refugees had

morphed into a massive operation responding to the needs of over a million Syrians. The refugee population, equivalent to a quarter of the country's population, had arrived in the country between 2011 and 2013 and settled into every village, district and city, with the generous support of their Lebanese hosts.

And now as Deputy High Commissioner of the organization that I admire most, I am determined to seize the opportunity to work from the inside to strengthen it, to assume the challenges inherent in these fraught times and the opportunities presented to pursue solutions. Fortunately, I am joined by an incredible team of professionals, committed to UNHCR's mandate to protect, aid and resolve situations of displacement and eliminate statelessness with a common interest in building upon the organization's strengths, with a constant focus on raising our standards to deliver better and more efficiently. And nowhere has the dedication and creativity of our teams to raise our standards been more on display than in my visits to operations, with colleagues moving mountains to step up our response to displacement — in places ranging from Bangladesh, Colombia, Iraq and the United Republic of Tanzania, to name just a few.

When High Commissioner Grandi joined the organization in 2016, he heard a constant refrain from

his representatives that demanded attention. These representatives underscored the weight of our internal processes, and the attention these divert from engagement with the people we serve. They made a plea for the simplification of procedures, processes and management tools — a plea made all the more critical by our world's accelerating instability and unpredictability as well as progressing technology.

We have taken these sentiments to heart and pursued a reform agenda aggressively in recent years, decentralizing and moving structures, authorities and decision-making closer to the point of delivery, allowing for greater interaction with the people we serve and improving delivery of protection and aid to them.

We have also changed how we do business, working to ensure humanitarian action and refugee protection are better integrated in broad national and international efforts. This is a critical and longstanding effort, embodied in the Global Compact on Refugees, built on greater linkages between humanitarian and development responses, a renewed focus on supporting host communities and a more integrated approach to essential services such as health and education.

We have reinforced effective risk management and instituted robust controls, which has increased trust in the organisation and allowed us to operate in an agile, flexible and adaptable manner. We consolidated the structure of UNHCR's oversight functions and implemented a three-year approach to strengthening our risk management culture in all operational and management areas. We have also focused with intensity on our fight against sexual exploitation and abuse and sexual harassment and worked to ensure colleagues benefit from an environment that promotes inclusion for all with a strong focus on diversity, allows colleagues to speak up safely, builds trust and engages constructively in dialogue on both positive and negative issues.

Critically, we have also reviewed our approach to UNHCR's enabling functions, and the systems and processes underpinning these, to ensure these are further integrated in the way UNHCR delivers on its mandate, and both reinforces and drives the results we are seeking.

As a result, we are working to transform management systems and processes that were seen to detract

from our engagement with people into enablers of this engagement. We are modernizing processes and tools which were designed and built well over a decade ago and are now outdated, and ensuring these meet the demands of a growing organization, changed ways of working, and increasingly complex operating environments.

Because the systems and processes we need to run the organization — for example, hiring and managing personnel, procuring goods and services, or managing a complex web of partnerships — should be seamless. Because our colleagues need to be equipped to take necessary action in one easy and integrated step, freeing up their time, energy, and resources for more important tasks. Because our personnel should spend less time, on or off screen, implementing processes, and more time interacting with partners and the people we serve in order to achieve results. This is why change is necessary.

Put simply, UNHCR's enabling functions, and the systems that underpin them, will make it possible for personnel to work better, faster and smarter, and maximize the time and resources they dedicate to the people we serve, and to rising to the challenge of a more complex and fractured world.

This is our aim, and while we have much work ahead of us, our approach is delivering results. Faced with the COVID-19 pandemic, and the many disruptions, our teams remained steadfast, serving people's needs with courage and tenacity. They reviewed programmes and identified alternate ways to deliver protection and aid when needed. They met additional needs which the pandemic generated for forcibly displaced and stateless populations. They adapted their ways of working, to ensure continuity for our operations. And in the background, teams worked tirelessly to adapt enabling systems to ensure these continued to support changing operations and working modalities.

For these reasons and more, I am convinced we are on the right track to strengthen work essential to deliver better protection and aid to the millions who depend on UNHCR for support. We are determined to succeed.

— **Kelly T. Clements,**
Deputy High Commissioner



Enabling Areas

Blankets, sleeping mats, jerry cans and kitchen sets arrive at Hamdayet, Sudan, to supply refugees fleeing from violence in Ethiopia's Tigray region.

© UNHCR/Assadullah Nasrullah

Enabling Areas

With the scope, scale and complexity of forced displacement and statelessness increasing, UNHCR has committed to institutional transformation to optimize its effectiveness and responsiveness and to deliver interventions that result in lasting impact for affected people.

UNHCR's five Enabling Areas cover cross-cutting management and support functions which support the Impact and Outcome Areas, and ensure the Office is effective and efficient and that resources are optimally directed towards change in the lives of forcibly displaced and stateless persons.

Enabling Area 17: Efficient, modern, and streamlined systems and processes

UNHCR's transformation will gain pace in 2022, building on the decentralization and regionalization process and the launch of COMPASS, its renewed approach to results-based management as part of UNHCR's Business Transformation Programme (BTP).

UNHCR will invest in simplifying, streamlining and modernizing systems and processes in strategic planning, resource and financial management,

human resources, implementation, partnership management, operational data and information technology. These constitute much of the “engine” that supports UNHCR's delivery; their optimization will enable UNHCR to tackle emerging and future challenges as an agile, efficient and innovative organization and enable the Office to play the catalytic role envisaged in the Global Compact on Refugees (GCR).

The BTP will modernize and streamline essential systems and processes – equipping operations to tackle emerging challenges and collaborate more effectively with governments and partners and enabling personnel to work better and maximize the time and resources they dedicate to people of concern. More specifically, UNHCR will draw on lessons learned during the launch year of COMPASS to improve strategic planning in 2022 and 2023. Further into 2022, UNHCR will complete the design of a cloud-based enterprise management system to manage contributions, income, expenses and the supply chain. UNHCR will launch Workday@UNHCR to streamline and simplify human resources (HR) policies and processes (see as well Enabling Area 19). Lastly, the design and roll-out of the Project Reporting Oversight and Monitoring Solution (PROMS) will allow more effective partner management.

IT infrastructure and applications must be secure and evolve to meet business needs. In the course of 2022, UNHCR will direct attention to redesigning guidance and policy frameworks and building capacities and competencies in light of these new systems and processes, laying a strong institutional foundation for years to come.

Enabling Area 18: Enhanced operational support, supply chain and technology

UNHCR will maintain effective operational support and agile emergency preparedness and response, with regional bureaux providing guidance and operational support to country operations. UNHCR's Policy on Emergency Preparedness and Response, which is being updated to achieve greater predictability for engagement in humanitarian crises, including those relating to climate change, will simplify preparedness

processes and tools and align accountabilities closer to delegated authorities. UNHCR will ensure coherence between corporate and regional planning and country operation plans, and enhance operational delivery by harmonizing assessments, monitoring and targeting needs and results, making operational data more accessible, and enhancing IT infrastructure and equipment as mentioned above.

Operational delivery, especially during emergencies, relies on UNHCR's supply chain management, with strategically located global stockpiles able to respond rapidly to the needs of up to 600,000 people. UNHCR will maintain this network in 2022 and further analyse it for increased efficiencies. UNHCR will collaboratively redefine the future work of delivering goods and services within a cloud-based enterprise resource planning system. UNHCR's agile supply management system, driven by innovation and future-looking technology, will make smart planning decisions in good time. In line with the Strategic Framework for Climate Action, UNHCR will design and implement a greener end-to-end supply chain, including the manufacturing of core relief items and more efficient and leaner delivery mechanisms.

2022 will see advances in innovative solutions for UNHCR's light vehicle fleet, one of the biggest in the UN Common System, as it works to create financial efficiencies and a reduced environmental footprint as part of wider carbon emissions reductions under the Office's Strategic Framework for Climate Action. Larger and inefficient vehicles will be replaced and/or switched to electric where possible, vehicle utilization will be increased and redundant fleet capacity reduced.

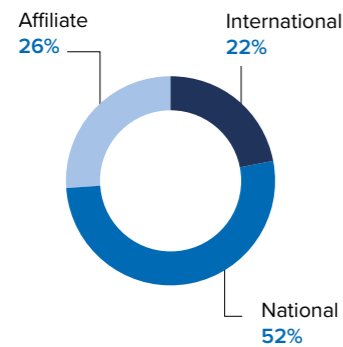
Throughout its work, UNHCR will promote a culture of security awareness. It will provide guidance and support to operations to manage and mitigate risks, ensure duty of care, and facilitate a “stay and deliver” posture. This ranges from global security risk analysis to direct and immediate support for critical security incident management. The organization will also maintain a person-centered approach to security risk management, proactively assessing risks to individuals and groups based on their specific profile and implementing measures accordingly.

Global presence (as of 31 October 2021)

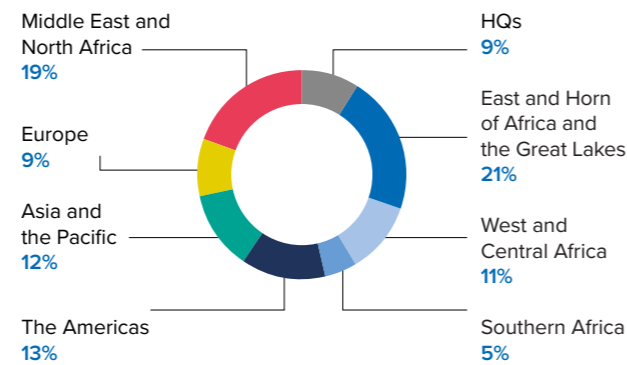
UNHCR is present in **136 countries** and **territories** with offices in **519 locations**



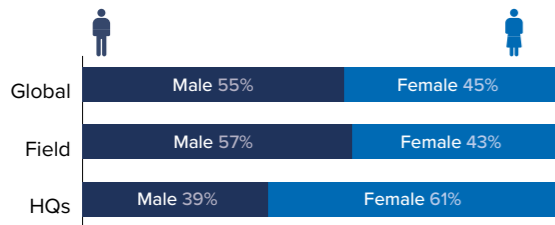
By category



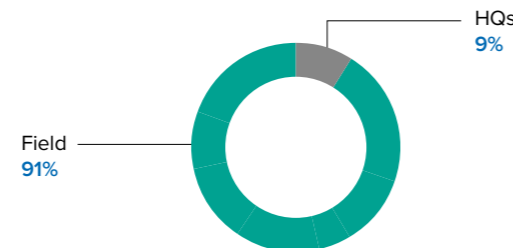
By region



By gender breakdown



By location



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

Enabling Area 19: Strengthened human resources and improved organizational culture

Taking care of the workforce results in a better response to the people of concern. UNHCR’s multi-year transformation of its human resources functions will make it more modern and people-centric, offering a better employee experience. In 2022, introduction of Workday@UNHCR, an HR cloud-based technology, will streamline and simplify many HR policies and processes and automate some tasks, freeing up HR practitioners to focus more on matters requiring personal interaction. This easy-to-use, mobile-accessible,

data-driven solution will help improve decision-making at all levels and give staff more flexibility to manage their own HR matters.

Building on work done since 2020 to develop an integrated talent management framework, the Office will focus on bringing together the multiple components of talent management and introduce a new performance management model. In line with broader organizational change, UNHCR will keep investing in regional HR teams and the HR community in order to bring strategic HR advice and services closer to operations, making HR more visible and accessible to staff and managers.

The Offices of the Ombudsman and Ethics will be strengthened. In line with the “[2020-2022 Strategy and Action Plan on Tackling Sexual Exploitation and Abuse and Sexual Harassment](#)”. UNHCR’s engagement on organizational culture change is critical in eradicating the root causes of sexual misconduct. Innovative experiential learning packages will help operationalize the [victim-centered approach policy](#) for victims of sexual exploitation and abuse and sexual harassment, while internal and external dialogue on values, attitudes and behaviour will promote an inclusive organizational culture.

Enabling Area 20: Enhanced partnerships, coordination, public outreach, and resource mobilization

UNHCR will enhance its communications and advocacy to combat the politicization of the refugee issue, and will diversify and strengthen partnerships at the global and regional levels in support of people forced to flee and stateless persons.

A new partnership strategy will facilitate stronger and more strategic partnerships, help UNHCR assist States to coordinate the response to refugee situations in line with the Global Compact on Refugees, and support internal knowledge-sharing.

UNHCR will also grow existing donor capacities from both government and private sector, tap into potential in thematic funding streams, development funds, innovative financing and emerging donors. It will step up private sector partnerships as an active contributor in new and protracted situations. The vision is to grow and

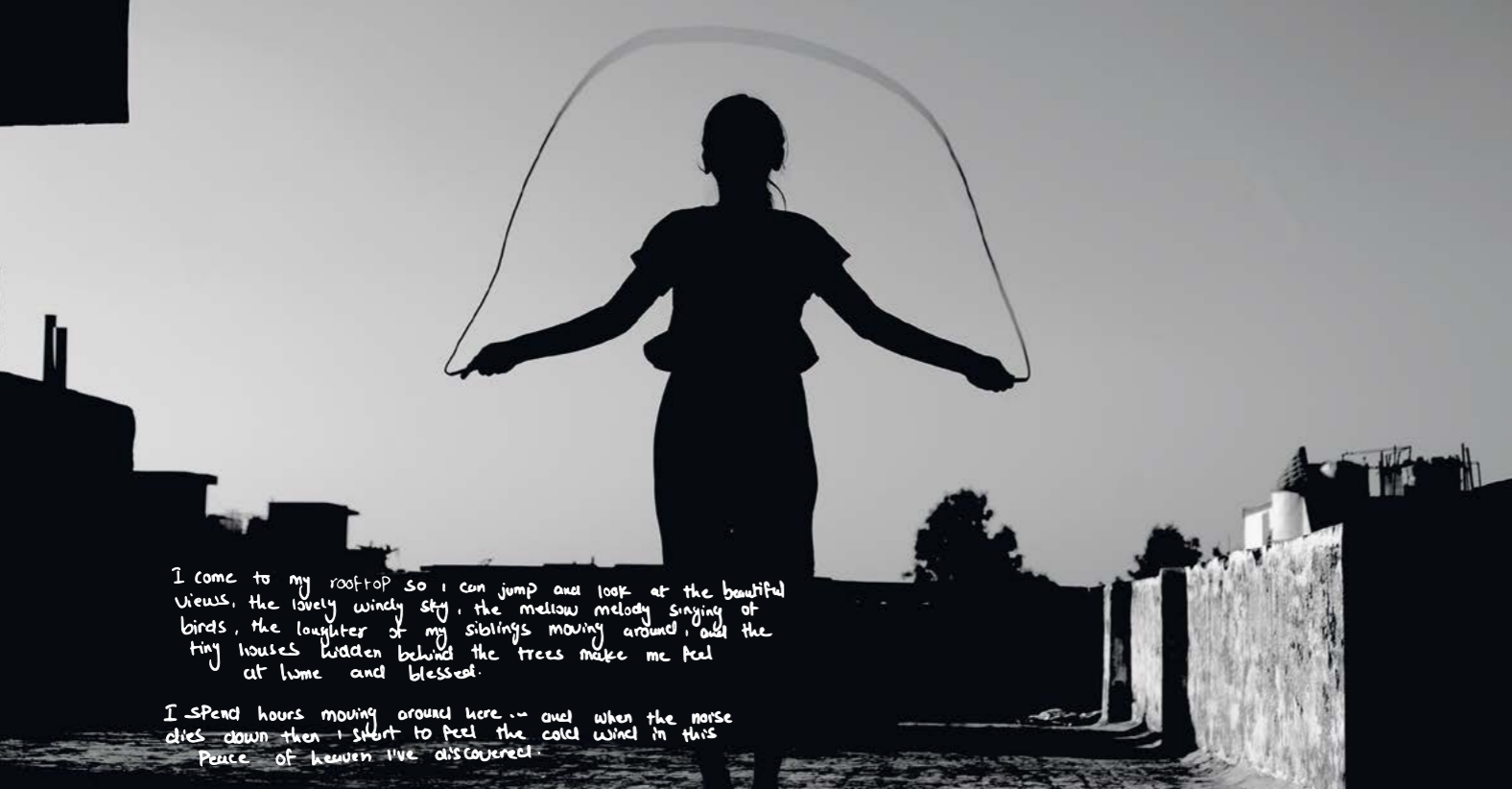
diversify partnerships and to place people in the centre through encouraging and supporting organizations led by refugees and other people of concern and leverage the power of sports, faith, arts and culture to serve populations and help reach new audiences and generate income.

As a valued representative and advocate for forcibly displaced and stateless people, UNHCR will strengthen strategic partnerships with media, academia and civil society and ensure key policy and operational concerns are taken into account and reflected in regional mechanisms and interagency processes, all the while upholding the inclusion of people of concern.

For more details on UNHCR’s resource mobilization strategy, please see the chapter on Funding UNHCR’s programmes.

Enabling Area 21: Effective strategic leadership and governance and independent oversight

UNHCR will also promote and enhance protection and solutions through high level representation and engagement, including with the Executive Committee and Member States, government and non-government entities, political leaders, regional and international organizations, the private sector, and through strategic partnerships with UN and other entities. The Strategic Directions, renewed for 2022-2026, will guide and anchor UNHCR’s approach and advocacy efforts globally, and the Transformation and Change Service will be strengthened to coordinate multiple streams of change. UNHCR will also ensure confidence to stakeholders through effective and independent oversight.



Letter from Mursal Mohammadi, a participant in UNHCR's Journalist Mentorship Programme

Dear Readers,

When I was born, in September 1998 in Afghanistan, girls were banned from going to school. My older sisters had to drop out of primary school.

My family never gave up. We relied on many people to help us achieve our educational goals. My father, who never completed his own schooling, taught us basic maths. My aunt, who lived with us and had been forced to drop out of university, taught us and some of our neighbours English.

By the time I reached primary school age, in the early 2000s, schools had again opened for girls and young women. My father gave everything so that his six daughters could attend, even shielding us from harassment and insults as we walked to school. There were no tuition fees, but we needed money for uniforms and stationery. My father, who was an entrepreneur, had to support his parents as well as extended family. He always made sure we had enough money to buy what we needed. Families all around us – including ours – faced economic hardship, and yet my father always told us that education would be the only way to vanquish darkness.

I remember my first day of school, in 2003.

My aunt took me to class, and the teacher smiled and welcomed me as did another girl, who quickly became my friend. Our classroom was a tent, and we sat on rugs on the ground. But I remember seeing books! There had always been a shortage of books and all of us were so excited to receive ours.

My family endured a lot of suffering before we were finally forced to flee Afghanistan. In the 1990s, my uncle was kidnapped, and today, after 20 years, we still have no idea whether he is alive. In 2017, as my brother was heading to his job at a communications company, he was injured in a bomb attack. Thankfully, he recovered, but my family realized we never would be safe in our country. With six daughters, all of whom had gone to school and some of whom were already working as businesswomen, my father knew we would be targets.

I was a first-year university student when we fled. When we arrived in India, starting a new life seemed like an exciting opportunity. We wanted to be free to get an education and to work. I was hopeful. At first, my only concern was what to study.

For three years, we were asylum-seekers, and though they could speak English and had university degrees, my sisters could not get jobs. My dream of finishing university seemed impossible to achieve as we had no financial support. Without proper documentation, we were unable to work.

I tried to contribute to my new community. I taught English to refugee children and led a youth club where we were empowering young refugees through educational and social activities. I was enjoying everything I was doing but it was not enough for me. I wanted to go to university to be a greater help to my family and my community.

Finally, I met another refugee who guided me through the university enrolment process. In July 2019, I was accepted at the University of Delhi and I am grateful to India for this opportunity! We need more such meaningful actions to help young people build their future.

Now I am a third-year student studying multimedia and mass communication, and I am a photographer and a storyteller. I hope to use my photographs to tell the stories of women escaping war, sexual harassment and violence. Recently, I joined a storytelling project with UNHCR in India, where I can share my own story and those of refugee women who have overcome challenges and are contributing to their communities.

When I look back on the last 20 years, the lives of women in my family have changed because we exercised our right to education. Twenty years ago, women in my family hid behind blue burqas to survive. Now they use their voices to secure their rights and help others. I can support my family financially. Every educated woman helps to lead a new generation. My mother had no right to speak up but she does not let this happen to her daughters.

My heart breaks as I see once again women in my country paying the price of war and having their right to education denied. I feel helpless as my friends in Afghanistan, as well as those who have had to flee the country, struggle to continue their schooling.

Refugees are far less likely to go to school than other children, according to UNHCR's latest education report. Although nearly 70 per cent are

enrolled in primary school, that percentage drops to just 34 per cent for secondary school. Many drop out because they have to support their families. Others are refused access to schools due to their status as refugees. Only five per cent of the world's roughly 26.4 million refugees ever make it to university. This is a slight increase from a year ago, but still unacceptable. Some don't have the right documents. Others simply cannot afford it or don't even know where or how to apply.

In this letter, I ask people everywhere to ensure every young person can go to school. The most important thing we must do is to end conflict and wars. But until then, there are many other ways to change lives. Countries that host refugees can ensure that all have access to national education systems, including at the university level. States can increase the numbers of refugees they accept into resettlement programmes, and richer countries must give a greater share of the world's displaced people a home and a chance to rebuild their lives in safety. Universities can enrol refugees and asylum-seekers and support them through scholarships. They can also offer classes and support to recently arrived refugees struggling to adjust to a new language and culture. Individuals can help by creating scholarships for refugees in their community or universities, or even by simply offering to help a young refugee fill out a college application.

I am where I am today because of friends, family, neighbours, and even strangers who looked at me and saw not a victim, but a young, capable woman who deserved a chance. We refugees are not weak. We have fled unimaginable circumstances – war, persecution, human rights abuses. But that doesn't define us. I am not just a refugee. I am a scholar. I am a storyteller. I am a photographer. And much more.

I want the children in my country – including every single girl – as well as refugees across the world to have a chance to experience the life-changing power of education the way I have. But like me, they might just need a little help.

With regards,
Mursal Mohammadi

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 72nd session took place from 4 to 8 October 2021. 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 2021, there were 107 ExCom members in the following table – in blue – which also shows the States parties to the 1951 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.

	Convention relating to the Status of Refugees and its Protocol		Conventions on the Status of Stateless Persons and the Reduction of Statelessness	
	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		
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	2021	2021
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	2019	
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	2020
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	2021	2021
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	96	77

In 2021, Iceland and Togo acceded to the 1954 and 1961 Conventions on the status of stateless persons and on the reduction of statelessness.

In 2021, Malawi became the 107th ExCom Member.

ACRONYMS

3RP Regional Refugee and Resilience Plan in response to the Syria crisis

AAP Accountability to affected people

ACSG Asylum Capacity Support Group

AU African Union

BTP Business Transformation Programme (UNHCR)

CCCM Camp coordination and camp management (cluster)

CERF Central Emergency Response Fund

COI Country of origin information

COMPASS Planning, budgeting and reporting system (for UNHCR)

COVAX COVID-19 Vaccines Global Access Facility

DAFI German Albert Einstein Academic Scholarship Programme for Refugees

DRC the Democratic Republic of the Congo

ECOSOC Economic and Social Council (UN)

EU European Union

ExCom Executive Committee of the High Commissioner's Programme

FAO Food and Agriculture Organization (UN)

FSDA Financial Sector Deepening Africa

GCR Global Compact on Refugees

GFF Green Financing Facility (UNHCR)

GRF Global Refugee Forum

HLP Housing, Land and Property

HR Human Resources

IA Impact area (for UNHCR)

IDA International Development Association (World Bank)

IDP Internally displaced person

IFC International Finance Corporation

IFRC International Federation of Red Cross and Red Crescent Societies

IGAD Intergovernmental Authority on Development

ILO International Labour Organization

IOM International Organization for Migration

IT Information technology

JPO Junior Professional Officer

LGBTIQ+ Lesbian, gay, bisexual, transgender and intersex

MDB Multilateral development bank

MIRPS Comprehensive Regional Protection and Solutions Framework in Latin America

MoU Memorandum of understanding

NGO Non-governmental organization

NORCAP Norwegian Refugee Council's global provider of expertise

NRC Norwegian Refugee Council

OA Outcome area (for UNHCR)

OUA Organization of African Unity, superseded in 2002 by the African Union

OCHA Office for the Coordination of Humanitarian Affairs (UN)

PRIMES Population registration and identity management ecosystem (UNHCR)

PSEA Prevention of sexual exploitation and abuse

R4V Inter-agency coordination platform for refugees and migrants from Venezuela

RECs Regional economic communities

RSD Refugee status determination

SDG(s) Sustainable Development Goal(s)

Sida Swedish International Development Cooperation Agency

SSAR Solutions strategy for Afghan refugees

UNAIDS Joint United Nations Programme on HIV/AIDS

UNCDF United Nations Capital Development Fund

UNDP United Nations Development Programme

UNFPA United Nations Population Fund

UN-Habitat United Nations Human Settlements Programme

UNICEF United Nations Children's Fund

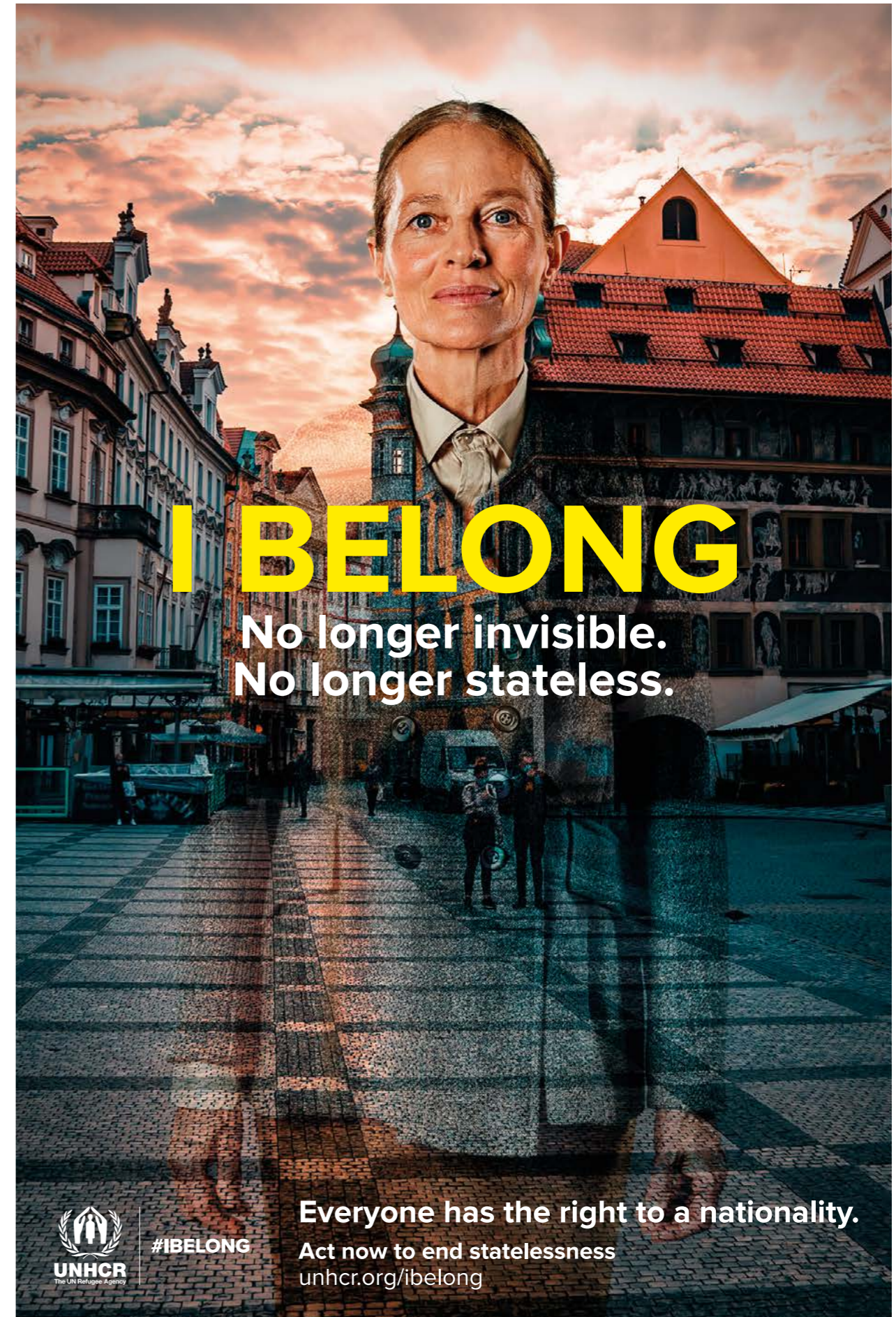
UNSDCF United Nations Sustainable Development Cooperation Framework

UNVs United Nations Volunteers

WASH Water, sanitation and hygiene

WFP World Food Programme

WHO World Health Organization



CREDITS

UNHCR wishes to acknowledge the contributions of all staff and consultants at Headquarters and in the field who have participated in the preparation of the narrative, financial and graphic components of this document.

Concept design: UNHCR

Layout design, production and printing: Printing section, Production and support service, United Nations Office – Geneva (2117117E).

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Data in this report are drawn from the most recent statistics available to UNHCR, and from other United Nations agencies. For any corrigenda found subsequent to printing, please visit the Publications page on Global Focus website (<https://reporting.unhcr.org>).

All amounts are in US dollars unless otherwise specified.

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Cover photo:

A displaced girl plays with a cat in a site hosting displaced people in Sana'a, Yemen.

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reporting.unhcr.org
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