



UNHCR
The UN Refugee Agency

GLOBAL APPEAL

2023



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
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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 2023 to protect and improve the lives of tens of millions of people – refugees, asylum-seekers, returnees, internally displaced people, stateless persons, and others of concern to UNHCR. 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 visits the destroyed home of Liudmyla, 65, in Makariv in the Bucha district of Kyiv Oblast, Ukraine. Liudmyla lives with her elderly mother Vira, 85, and is distraught as she stands in the ruins of her home.

© UNHCR/Andrew McConnell

High Commissioner's foreword

We are living through turbulent times, with each year bringing a new wave of upheaval and crisis. Based on the current trajectory, the coming year may produce more conflicts, crises, and pain for the world's most vulnerable, including refugees, displaced and stateless people, who now account for more than 1% of the world's population. But we are not daunted: we will, despite the challenges, or rather because of them, work with determination to protect the more than 100 million uprooted

women, men and children, to meet their needs and to empower them. This Global Appeal sets out our plans and shows how donors and supporters of UNHCR will contribute to putting these plans into action.

We will respond to emergencies, including those caused by the often interconnected crises spawned by war, conflict, droughts, floods or other factors, by deploying expert teams who understand the whole

spectrum of short- and long-term needs. This means responding not only with immediate protection interventions but also assistance that addresses particular risks such as gender-based violence, disease outbreaks, lost documentation, family separation, missed education, mental health, and disadvantages linked to age, gender and diversity. It also requires work to enable people to resume a stable life with access to services, a job and a safe place to live. The need for solutions is becoming ever more pressing as new crises arise and old ones fester, with conflicts dragging on and climate-related events becoming ever more damaging.

This is why we are putting increasing emphasis on the importance of including forcibly displaced and stateless people in national systems where they live – ensuring that children can learn, adults can work, everybody has access to health care, and nobody is left to beg for help on the margins of society. This cannot be done through humanitarian aid alone, and increasing emphasis has been and must continue to be placed on partnerships with development actors, including the World Bank, regional financial institutions, and bilateral development agencies to ensure support for the displaced and hosting countries and communities. Investments in development serve to cement the resilience of communities, building their resistance to new shocks and reducing the risk of tensions arising or reigniting. Peace is, of course, the best foundation for resolving situations of forced displacement, and can be achieved when the international community works together – as shown in the successful end to many years of exile for hundreds of thousands of refugees from Côte d'Ivoire.

Without shying away from our duty to meet humanitarian needs, we must be clear: the scale and duration of displacement have created needs that consistently run ahead of what our donors are supporting. Many donors have been steadfast and generous, digging deep to raise their contributions again and again. But the needs are ever more underfunded. We are working hard to build partnerships and coalitions to mobilize resources from an ever-wider portfolio of financing streams, providing the data and information that demonstrate the case for taking action at a global, regional, national and local level.

We will keep making that case unstintingly, looking to the Global Refugee Forum at the end of 2023 in particular as an opportunity to turn the ambition into even more concrete pledges and actions.

This Global Appeal comprises several chapters, structured according to our new results-based budgetary framework. The *Global overview* chapter looks at the big picture of the situation of forcibly displaced and stateless people, framed by four "Impact Areas": their protection, the response to their needs, their empowerment, and the resolution of their situation. There is also a chapter with summaries of the seven regions where we work, and chapters that set out UNHCR's approach in 16 "Outcome Areas", describing how our work aims to make a difference, and in five "Enabling Areas", which describe our efforts to work more efficiently and effectively. There are also four interviews on topics of a particular strategic focus: climate action, statelessness, development and situations of internal displacement. Throughout the book, you will also find short insights into our work to foster innovation, our digital strategy, and how private donors are helping.

Amid all this high-level planning and strategy, we will never lose sight of one simple fact: we are accountable to people who have been forced to flee or who are stateless. We listen to their voices, we make their priorities our priorities, we work for them. Our plans aim to protect them and their rights, and – with the help of our donor partners – to help them rebuild their lives.

— Filippo Grandi
UNHCR High Commissioner

Global overview

UNHCR seeks positive changes in the lives of forcibly displaced and stateless people globally. Their situation can be described under four headings, relating to how they are protected, assisted and empowered, and the eventual resolution of their situation. These are known as the “Impact Areas” within UNHCR’s global results framework. Many factors influence the Impact Areas, including conflicts, climate and the repercussions from the COVID-19 pandemic. UNHCR seeks to contribute to positive results in each Impact Area by working towards particular outcomes, which are described in the “Outcome Area” sections of this Global Appeal.

Impact Area 1



Fleeing the Russian invasion, a young Ukrainian crosses into Hungary carrying her three-month-old baby and her three-year-old toddler. On arrival, Ukrainians and other nationalities are screened, registered, and guided to assembly points where they can apply for asylum and are given temporary documentation.

© UNHCR/Zsolt Balla

“We will reach out to States with new ideas that can ensure access to territory, international protection, adherence to refugee and human rights law, while finding practical ways to address the complexity of contemporary flows.

But we must equally – and forcefully – reject simplistic slogans by some politicians to respond to these challenges by building walls, either physical or procedural. We must not accept the denial of access to territory for those seeking asylum, often through violent pushbacks; we must not normalize attempts to outsource asylum responsibilities.”

— UN High Commissioner for Refugees **Filippo Grandi**

PROTECT: Attaining favourable protection environments

When people are in need of international protection, stateless or internally displaced, they count on the generosity and openness of States for protection, assistance and help returning to a more normal life. In 2023, many States will themselves face serious challenges due to inflation and uncertainty in the global economy. These pressures will translate

into rising living costs, food insecurity, vulnerability and risks for forcibly displaced and stateless people, whose numbers are projected to reach a record 117 million. Geopolitical dynamics, shrinking economies and anti-foreigner sentiment in some countries will add to the complexity of protecting those who are forced to flee, or who lack a nationality.

UNHCR has documented refoulement and other breaches of international refugee and human rights law in the past year in many regions, while restrictive policies and practices have led to denials of access to territory, asylum and other basic rights.

Positive developments have also occurred. In 2022, millions of Ukrainian refugees were admitted by countries in Europe and elsewhere. Colombia established a temporary protection scheme benefiting millions of Venezuelans. West African countries agreed terms to end Ivorian refugee status, closing an era of displacement from Côte d’Ivoire. Many States continue to host Syrians, Afghans, Venezuelans, South Sudanese, and Rohingyas from Myanmar, among others. Asylum capacity development, fostered by States working in close partnership, moved forward as constraints linked to the pandemic were lifted. There were also positive developments in the protection of stateless people. Chile and the Netherlands adopted laws to establish statelessness determination procedures to enable stateless persons to have their situation recognized and corresponding rights granted to them, while Chile also introduced procedures for facilitated naturalization.

UNHCR will press for respect in law and practice for the rights of refugees and other people it is

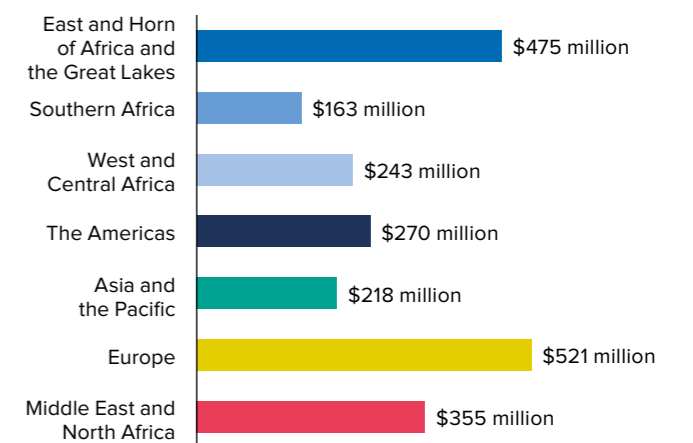
mandated to protect. It will work to protect them by ensuring they have documentation, livelihoods, shelter and a safe environment, and by doing all it can to prevent, mitigate and respond to the dangers they face, from malnutrition and gender-based violence to deaths at sea, detention and other protection risks. It will seek to mobilize international efforts to address situations of displacement and to bring conflicts to a sustainable end. It will create communication channels with and for displaced communities, and will foster their resilience, support civil society efforts to protect the most vulnerable, and help governments to improve their systems for admitting and receiving asylum-seekers, and for processing their claims.

The funding challenge

Protection accounts for almost one quarter of UNHCR’s 2023 budget, with a 19% increase in projected needs compared to 2022, largely due to the war in Ukraine, but also because of increasing displacement and emergencies elsewhere. Protection is central to UNHCR’s mandate. Underfunding of protection means heightened risks for those who have been forced to flee and less chance of asylum for those in need of international protection.

Global needs for Impact Area “Protect” in 2023 **\$2.429 billion**
 +19%
 (vs current 2022 budget)

Regional needs



Core indicators

Among the millions who need international protection, how many are able to seek asylum? Among those who receive it, how many are able to move freely within the countries hosting them? How many who seek international protection do not get it, and are refouled?



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



Proportion of forcibly displaced and stateless people who are able to move freely within the country of habitual residence [GCR 2.1.2]



Number of persons who are reported refouled per 10,000

Impact Area 2



An internally displaced Somali fills up a jerrycan in Kabasa camp in Dollow, Somalia. Many thousands have been forced to flee their homes in search of food, shelter and safe drinking water during the country's worst drought in 40 years.

© UNHCR/Nabil Narch

“In such a complex world, we need to work together. Unfortunately, the international community has become quite unable to do so: unable to make peace, or even prevent predictable catastrophes. To share vaccines. To reduce risks from the climate emergency. To spend a little now – money, political capital, or both – to avoid much greater expense in the future. The impact of this inaction on the world’s most vulnerable is grave. COVID, climate, conflict, and now a cost of living crisis are causing ever more hardship and — indeed, and in various ways — compelling people to flee. The demand for UNHCR’s response has never been greater, while its space to find solutions has perhaps never been smaller.”

— UN High Commissioner for Refugees **Filippo Grandi**

RESPOND: Realizing rights in safe environments

Forcibly displaced and stateless people are in a situation that makes them vulnerable. They need to be resilient and self-reliant. This requires – at a minimum – a sustainable physical and social environment with food, housing, water, sanitation, education, energy, health care and potential to earn a livelihood.

A decade of unresolved conflicts has created a great need for assistance in these areas. This has increased further due to new displacement crises

such as those in [Ethiopia](#), [Myanmar](#) and [Ukraine](#), as well as climate-related emergencies such as [Pakistan's floods](#) and [Somalia's drought](#). The war in Ukraine drove up assistance needs not only in Europe, it also caused inflation and commodity price spikes that [deepened the poverty](#) of many displaced people around the world. Informal jobs dried up, and the global food crisis deepened the peril of millions already facing hunger, while underfunding forced the World Food Programme to [cut rations](#) for refugees.

UNHCR anticipates more displacement emergencies in 2023-2024, with 18 operations (as of end of October 2022) signalling a high risk of an emergency that could lead to new or escalated displacement requiring urgent proactive steps. UNHCR will be ready to provide protection and basic goods, essential services and cash. The Office will double the number of staff trained on emergency management in 2023 and increase its stockpiles so it can supply 1 million people with relief items in an emergency, up from 600,000 previously.

The most stable support comes from including forcibly displaced and stateless people in the wider community, affording them equal access to health care, bank accounts, education, employment, social protection networks and other vital services. The value of inclusion was made plain by the pandemic, and many countries now allow refugees to access national health services. But many have only partial access and face prohibitive expenses or practical obstacles such as being far from health facilities, not speaking the language or not being accepted by health care providers.

Inclusion and integration of refugees will be a closely-watched priority in 2023, after the welcome accorded to [Ukrainians in Europe](#) reinforced the

win-win advantages of a policy of inclusion, in contrast to the treatment of many others forced to flee around the world. To support them, UNHCR champions the global solidarity of the Global Compact on Refugees, and will seek further international support at the Global Refugee Forum in 2023. UNHCR is also investing deeply in relationships with development actors, to help shift the focus from short-term assistance to longer-term social protection and sustainable growth, which helped reduce UNHCR’s budget for the Respond Impact Area by 15% in 2023 compared to 2022.

The funding challenge

Responding accounts for almost half of UNHCR’s projected global needs in 2023. It covers a vast range of assistance, from the mosquito nets, cooking fuel and tents issued in an emergency, to the schoolbooks, health care and mental health referrals that UNHCR would seek to make available for a displaced family. It also covers cash assistance and UNHCR’s efforts to reduce carbon emissions and its environmental footprint. But perennial underfunding means many of these efforts will not be realized, and tough choices will have to be made about spending priorities.

Core indicators

How many of the people needing UNHCR’s assistance are living below the poverty line? How many live in settlements or accommodation with basic services, and how many have health care?



Proportion of forcibly displaced and stateless people living below the national poverty line [GCR 2.2.2 and SDG 1.2.1]



Proportion of forcibly displaced and stateless people residing in physically safe and secure settlements with access to basic facilities [SDG 1.4.1]

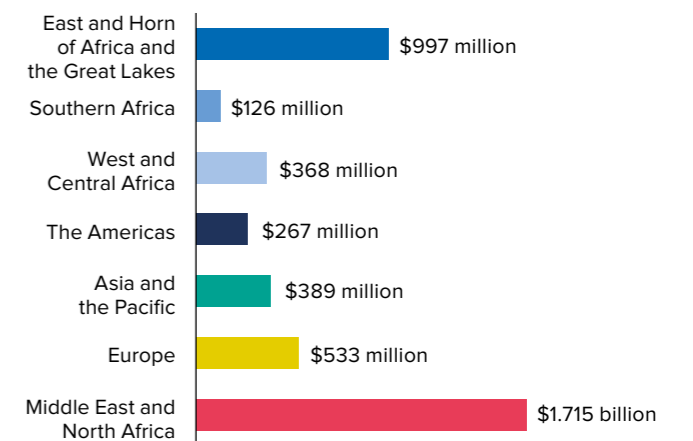


Proportion of forcibly displaced and stateless people with access to health services [SDG 3.8.1]

Global needs for Impact Area “Respond” in 2023

\$4.815 billion
-15%
(vs current 2022 budget)

Regional needs



Impact Area 3



A group of internally displaced Afghan girls learn computer skills at the women's business centre built by UNHCR in Guzara district in Herat province, Afghanistan.

© UNHCR/Chinar Media

“It is our collective job to ensure that those who have made the terrible choice of leaving everything behind and flee; those living with the anguish of exile; those who look at the future with fear, we must ensure that they are protected, helped, and empowered, and that we – working together, and overcoming our differences – can help turn deprivation into opportunity, and despair into hope.”

— UN High Commissioner for Refugees **Filippo Grandi**

EMPOWER: Empowering communities and achieving gender equality

People who are forced to flee from their homes or who are made stateless are instantly more vulnerable, as they need to turn to others for protection and assistance. Their vulnerability can last as long as their situation persists – which is likely to be more than five years for a refugee – or it can be mitigated as they become empowered to take decisions affecting their own future. Poverty adds to vulnerability, as it robs people of opportunities, saps their resilience, and forces them to cope in negative ways, which can result in exploitation and abuse. Opportunities for local integration and socioeconomic inclusion differ substantially between countries. [An estimated 1.2 million Ukrainians](#) who fled westwards will join Europe's labour force in 2022. But most forcibly displaced people have no such opportunity. [74% of refugees](#) are hosted in low

or middle income countries that require international support to integrate and include them. Most refugee children do not go to secondary school and only a fraction reach university. Refugees are [not allowed to work](#) in around 50% of asylum countries, and often face de facto barriers.

Women and girls are almost invariably at an even greater disadvantage than men and boys. In some emergency situations, women and children comprise 90% of those forced to flee. Conflict, the protracted effects of COVID-19, the climate crisis and related food insecurity continue to expose women and girls to protection risks, notably sexual and gender-based violence, abuse and exploitation, including trafficking.

UNHCR seeks to empower the people it serves by ensuring their basic needs are met and that they have the documents and information needed to exercise their rights, and by promoting their inclusion in national social systems. It seeks to place communities at the centre of its responses, and has a five-year plan to strengthen its [Accountability to Affected People](#). By using participatory methodologies, UNHCR's programmes aim to be inclusive and to reflect the needs, capacities and priorities of forcibly displaced and stateless people. In 2023, recommendations from an [evaluation](#) of UNHCR's [“Age, gender and diversity policy”](#) will enhance people's meaningful participation in decisions affecting their lives, families and communities, while UNHCR and stateless communities will jointly establish a Stateless Community Consultation Group to inform efforts to end statelessness and protect stateless persons.

UNHCR will promote gender equality and meaningful participation of women in leadership and management structures; ensure women and girls have the documentation necessary to obtain and maintain control over food, cash transfers and other assistance; and facilitate equal access to livelihood opportunities, education and health services. UNHCR will build on the [Generation Equality](#) commitments and bolster the opportunities open

to women and girls, including by supporting women-led organizations. UNHCR will advocate for the inclusion of displaced women and girls into national social protection systems, and for the funding of displaced women's organizations. It will promote strategic partnerships and train more of its workforce on gender-sensitive and responsive programming. As a signatory to the [“Women, peace & security and humanitarian action compact”](#) and as a board member of the [Women's Peace and Humanitarian Fund](#), UNHCR will contribute to efforts to increase women's participation, engagement and leadership in conflict prevention and peace processes.

The funding challenge

Underfunding will invariably hinder efforts to ensure UNHCR's presence in communities and its outreach work. UNHCR needs funds to improve systems and tools for meaningful engagement with affected people, to build its organizational capacity and achieve more inclusive programmes for persons with disabilities or with other diverse characteristics. Underfunding means that gains made in gender equality and women and girls' empowerment will be compromised, further exacerbating gender gaps and threatening the sustainability of UNHCR's gender-sensitive and responsive programming.

Core indicators

Do forcibly displaced and stateless people have agency, with power over their own futures, and the opportunity to work or study?



Proportion of forcibly displaced and stateless people who have the right to decent work [GCR 2.1.1]



Proportion of forcibly displaced and stateless people enrolled in primary and secondary education [SDG 4.1.1]

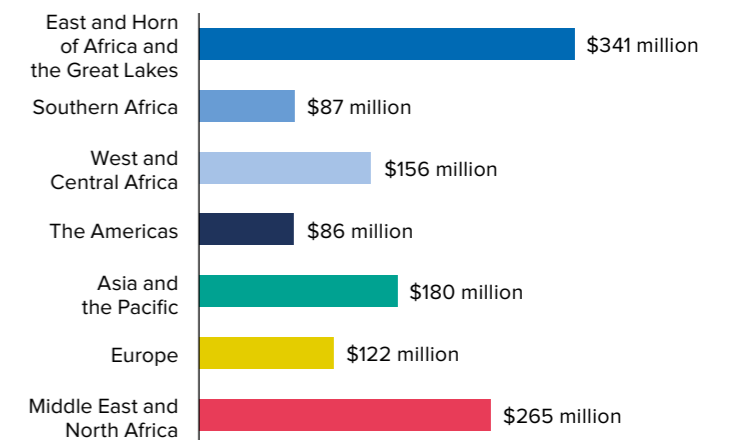


Proportion of forcibly displaced and stateless people feeling safe walking alone in their neighbourhood [SDG 16.1.4]

Global needs for Impact Area “Empower” in 2023

\$1.339 billion
-2%
(vs 2022 current budget)

Regional needs



Impact Area 4



Aisha, a Sudanese refugee, poses for a photograph with her children before an evacuation flight from Mitiga airport near Tripoli in Libya. They were among a group of 29 refugees leaving Libya to be resettled in Canada and Europe.

© UNHCR/Mohamed Alalem

“Refugee flows — which worry so many governments and their leaders — will continue, and become more worrisome, if we do not pursue peace, for real, everywhere, putting aside differences which — allow a simple humanitarian to say it — can be overcome by working together instead of always thinking and saying that “my country comes first.” Petty, aggressive nationalism, in an era of global, shared challenges, is not only irresponsible — it is suicidal.”

— UN High Commissioner for Refugees **Filippo Grandi**

SOLVE: Securing solutions

The goal of bringing situations of forced displacement and statelessness to an end seems ever further out of reach. In 2022, new refugees outnumbered those who went home by 37 to 1. For those who cannot return, the main avenues are local integration or [relocation to a third country](#), either via resettlement or complementary pathways, which include family reunification procedures, employment and education opportunities. Countries that offer these options relieve the strain on host countries and increase refugees’ chances of finding a long-term solution.

More than [2 million people](#) will need resettlement in 2023. The number of available places means only a small percentage will depart, although resettlement remains a critical tool for providing protection and solutions to the most vulnerable refugees. In the past few years, COVID-19 and insufficient pledges for resettlement and complementary pathways meant departures were significantly reduced, but 2022 saw encouraging signs of a gradual upturn, with borders opening and refugees gaining access to vaccinations that allowed them to travel. Recognizing the central role of the private

sector, civil society and diaspora organizations in supporting resettlement and complementary pathways, UNHCR will continue supporting States’ efforts towards advancing third country solutions for refugees in 2023.

With myriad barriers in many countries of origin, voluntary repatriation has tapered since 2015, a trend that is expected to persist with low return numbers. However, throughout 2022, significant progress was made towards facilitating arrangements for burden and responsibility-sharing in the delivery by States of solutions broadly, accomplished mainly through the further engagement of key bilateral and multilateral development and financial actors, civil society networks and local authorities. However, States’ capacity to effectively pursue local integration in the face of formidable funding, policy, regulatory and other barriers hinges on the extent to which commitments by various State and non-State actors materialize.

There has also been only gradual progress on eradicating statelessness. This depends first of all on a better understanding of the scale of the problem. With data on statelessness lacking in many countries, UNHCR’s priorities remain to improve coverage while pressing Governments to resolve known situations by granting or confirming nationality and introducing legal safeguards to prevent statelessness. In 2023, UNHCR projects the number of known stateless people around the world will pass 5 million.

The funding challenge

UNHCR’s ability to help forcibly displaced and stateless people secure solutions depends largely on the availability of the requisite resources. Until significant progress can be made in bucking the upward trends in forced displacement and statelessness, the agency’s solutions programming will also require scaling up, and therefore financing, commensurate with the increasing demand.

Core indicators

What are the prospects for ending situations of forced displacement or statelessness in particular countries in 2023? If people cannot return to their homes, what prospects do they have for other solutions, such as local integration, naturalization, or resettlement?



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



Number of refugees and asylum-seekers departing for resettlement [GCR 3.1.1]



Number of refugees and asylum-seekers departing through complementary pathways [GCR 3.2.1]



Number of stateless persons for whom nationality is granted or confirmed

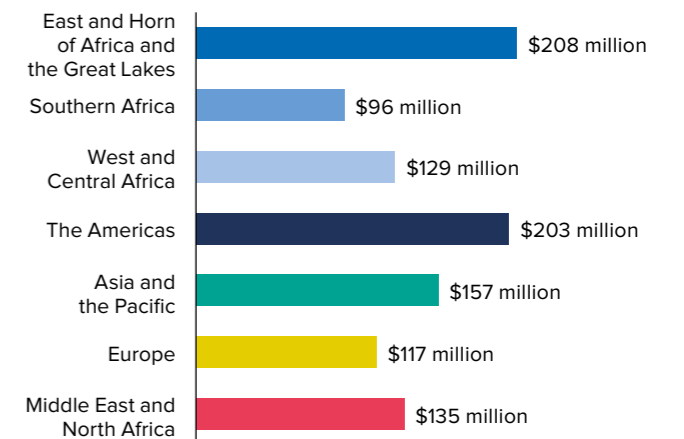


Number of and asylum-seekers for whom residency status is granted or confirmed

Global needs for Impact Area “Solve” in 2023

\$1.131 billion
+9%
(vs 2022 current budget)

Regional needs





Hundreds of refugee returnees queue to apply for their nationality certificates in Raja, South Sudan. They are among a group of 2,000 people with specific needs in Raja who are being supported by UNHCR to acquire vital civil documentation to reduce their risk of statelessness.

© UNHCR/Samuel Osteno

Global Compact on Refugees

Despite a challenging global situation, notable strides have been made at the local, regional and global levels since the affirmation of the Global Compact on Refugees (GCR) in 2018 and the first Global Refugee Forum (GRF) in 2019 towards more predictable and equitable burden- and responsibility-sharing, in the form of a broadened base of support, and in the lives and well-being of both refugees and hosting countries.

The High-Level Officials Meeting (HLOM), convened in December 2021 as a mid-term review of progress, reaffirmed a strong commitment by both States and a wide range of stakeholders to stay the course and continue to engage in advancing the core objectives of the GCR, through comprehensive responses

to refugee situations as well as further financial, technical, material and other pledges and initiatives in support of them.

While tangible progress has been observed, the needs continue to outpace available resources to ensure that refugees are protected and included and that host countries receive the support that they need. The inaugural [2021 GCR Indicator Report](#) showed that much remains to be done to realize the vision agreed under the GCR. National ownership and leadership, including whole-of-government approaches complemented by multi-stakeholder and partnership engagement, are key to the successful implementation of the GCR.

The GCR emphasizes UNHCR’s role in facilitating broader-based responsibility-sharing for refugees. In 2023, UNHCR will ensure that resources are allocated for this facilitation role, that the GCR’s objectives are advanced as a part of operational protection and solutions strategies and that UNHCR’s operational responses align with and complement the activities of other actors.

The next Global Refugee Forum in December 2023 will bring new pledges from governments and

other stakeholders and provide an opportunity to report on progress and share good practices and lessons learned from implementing pledges and initiatives announced since 2019, which can inform future action. UNHCR will work with States and other stakeholders to implement the more than 1,600 pledges already made and develop new ones that are additional, needs-driven and quantifiable, guided by the [20 key recommendations](#) from the HLOM.

A successful forum will demonstrate progress towards the GCR objectives, particularly through financing and development cooperation, inclusive policies translated into practice, expanded opportunities for solutions, and a broadened base of support from governments and other actors. This can be achieved through strengthened comprehensive responses for refugee situations, advancing the arrangements for burden and responsibility sharing set out in the GCR, implementation of current pledges, and development of new ones that are of high quality and impact. As set out in the Global Compact, sharing the burden or responsibility for a specific refugee situation can be achieved by supporting national arrangements, support platforms or regional and sub-regional approaches. Success requires funding, the effective and efficient use of resources, a multi-stakeholder and partnership approach, data and evidence.

Purpose of the Global Refugee Forum

Ease pressures, enhance self-reliance, expand third-country solutions, support conditions for return

Facilitated through comprehensive responses

Stocktaking

Progress towards the GCR objectives assessed through the GCR indicator report and reporting on pledge and initiative implementation

Pledging

High quality, pre-matched, joint pledges and initiatives implemented or announced in support of the 20 key recommendations from the High-Level Officials Meeting

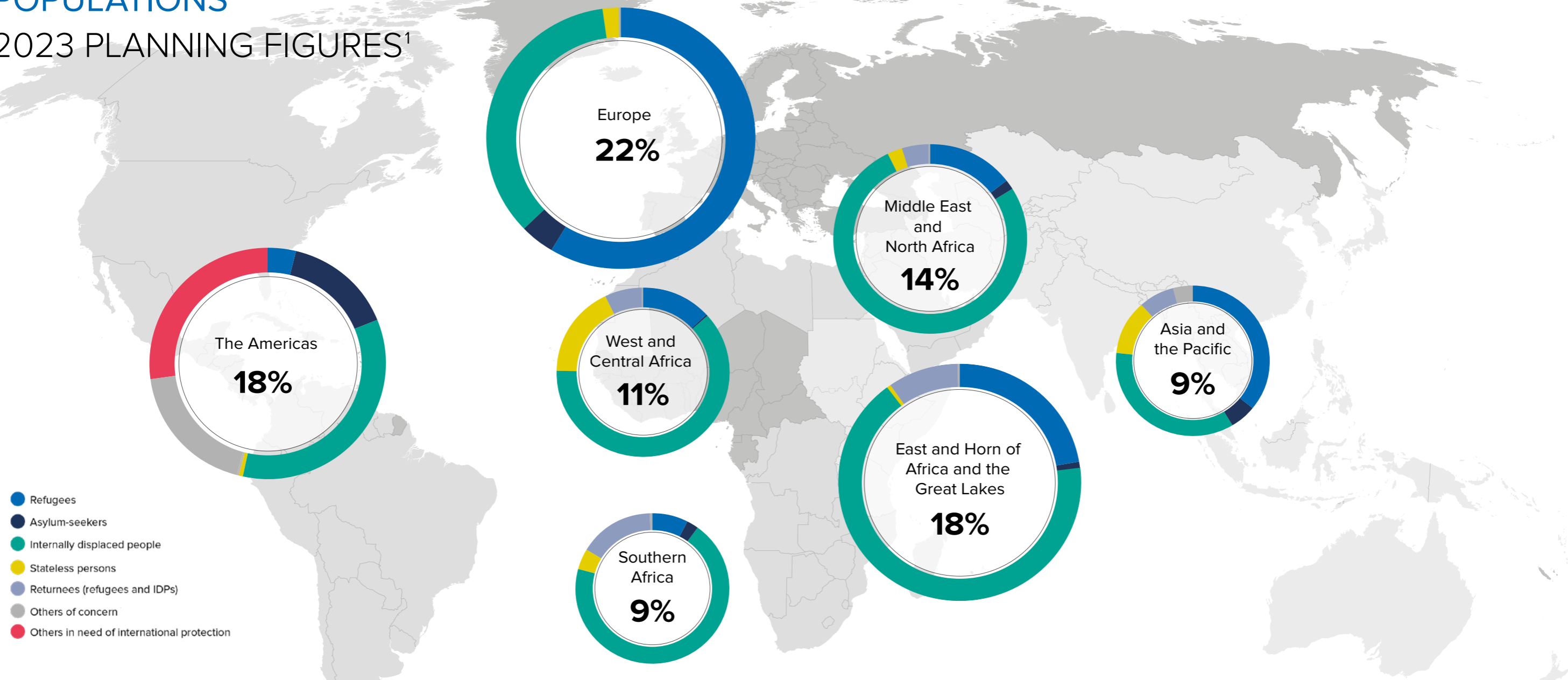
Learning

Good practices, opportunities, challenges, and lessons learned shared to inform future action in support of the GCR objectives

Multi-stakeholder and partnership approach and meaningful refugee participation

FORCIBLY DISPLACED AND STATELESS POPULATIONS

2023 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 forcibly displaced and stateless populations	
Refugees	4,703,863	22% ²	772,004	8%	1,685,385	13%	850,541	4%	3,929,691	36%	15,049,947	59%	2,352,100	15%	29,343,531	25%³
Asylum-seekers	216,515	1%	271,135	3%	16,071	0.1%	3,057,241	15%	637,106	6%	1,123,187	4%	262,005	2%	5,583,260	5%
IDPs	14,056,522	67%	7,024,290	69%	7,907,507	62%	7,089,517	34%	3,842,023	35%	8,964,109	35%	12,270,000	77%	61,153,968	52%
Stateless persons	152,189	1%	447,083	4%	2,224,440	17%	91,091	0.4%	1,297,961	12%	460,370	2%	400,530	3%	5,073,664	4%
Returnees (refugees and IDPs)	1,978,174	9%	1,620,985	16%	880,269	7%	50,100	0.2%	832,087	8%	10,260	0.04%	708,800	4%	6,080,675	5%
Others of concern ⁴	20,033	0.1%	32,803	0.3%	19,600	0.2%	3,830,146	19%	426,698	4%	43,669	0.2%	15,434	0.1%	4,388,383	4%
Others in need of international protection ⁵	-	-	-	-	-	-	5,582,532	27%	-	-	-	-	-	-	5,582,532	5%
Total	21,127,296	18%	10,168,300	9%	12,733,272	11%	20,551,168	18%	10,965,566	9%	25,651,542	22%	16,008,869	14%	117,206,013	100%

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

² Percentages in regional columns represent percentage of each population group against the total in each region.

³ Percentages in total column represent percentage of global total.

⁴ The figure for Others of concern does not include host communities.

⁵ People who are outside their country or territory of origin, typically because they have been forcibly displaced across international borders, who have not been reported under other categories (asylum-seekers, refugees, people in refugee-like situations) but who likely need international protection, including protection against forced return, as well as access to basic services on a temporary or longer-term basis.

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 2023 strategies with the new COMPASS approach, using the new global results framework, and over 70 operations have now prepared multi-year plans, with the majority of the organization expected to transition to multi-year planning by 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:

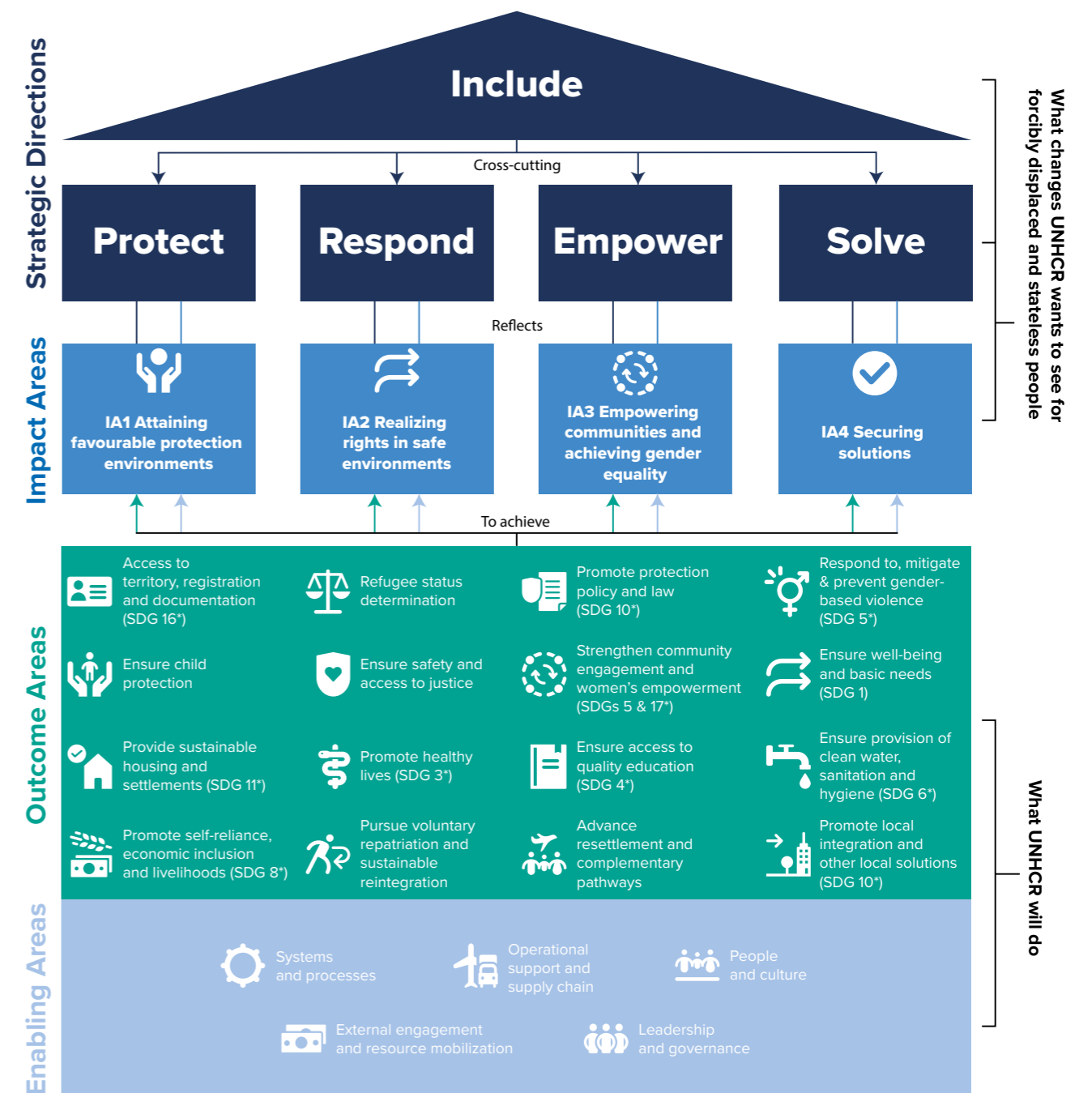
- A new multi-year programming cycle that shifts the focus from “what we do” to “how we contribute to change”.
- An emphasis on the use of data and evidence to set priorities, monitor progress and adjust strategies as necessary.

- 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 2023 financial requirements

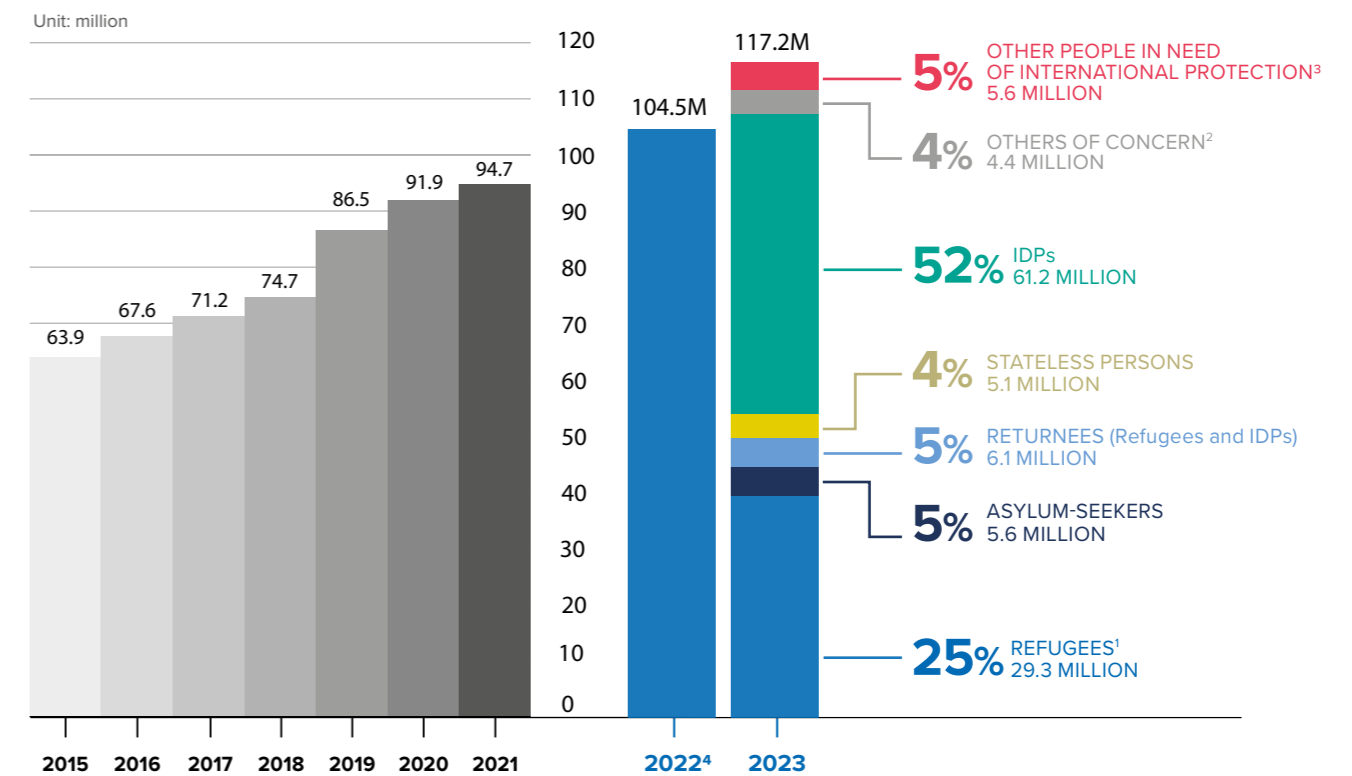
UNHCR’s 2023 budget is designed to respond to unprecedented needs.

assistance of forcibly displaced and stateless people worldwide.

Forced displacement reached the historic but regrettable milestone of over 100 million people in 2022. UNHCR is responding to high-risk and complex emergencies in 27 countries where it was faced with 42 internal emergency declarations, of which 25 were newly declared in 2022. The war in Ukraine ushered in the largest displacement crisis since World War II, with significant implications for Ukraine’s neighbours as well as the country itself. The crisis has had global economic and political repercussions and has inflated the cost of food and fuel, with a deleterious effect on the protection and

For most displacement situations, the gap between needs and available resources has been compounded by the magnitude of the Ukraine crisis (as well as the surrounding media focus), its impact directly on many donor countries and the concomitant earmarking of donor funds. Countries with protracted emergencies or long-standing refugee populations face significant unmet needs, including those with some of the largest UNHCR operations, such as Bangladesh, the Democratic Republic of the Congo, Ethiopia, Jordan, Lebanon, South Sudan, Sudan, Uganda and Yemen.

CHART 1 | PLANNING FIGURES: 117.2 million forcibly displaced and stateless people in 2023



¹ Includes persons in refugee-like situations
² The figure for Others of Concern does not include host communities.
³ People who are outside their country or territory of origin, typically because they have been forcibly displaced across international borders, who have not been reported under other categories (asylum-seekers, refugees, people in refugee-like situations) but who likely need international protection, including protection against forced return, as well as access to basic services on a temporary or longer-term basis.
⁴ Figures for 2022 are based on 2022 Mid-year trends.

Overview of 2022 budget and funding

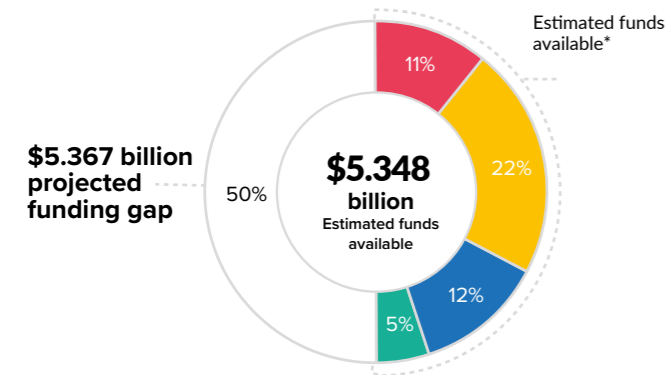
In 2022, UNHCR’s needs-based budget surpassed \$10 billion for the first time. The original approved budget of \$8.994 billion was supplemented by budgets for the [Ukraine crisis](#) (\$1.247 billion), the humanitarian situation in [Afghanistan](#) (\$233.9 million) and the [Cameroon crisis](#) (\$59.6 million), taking the

total budget to \$10.534 billion by mid-year. (This is the figure used for the 2022 “current budget” cited throughout this Global Appeal.) Subsequent appeals for the [Pakistan floods](#) response (\$10 million) and [additional needs in Ukraine](#) raised the total further, to \$10.714 billion by 6 October 2022.

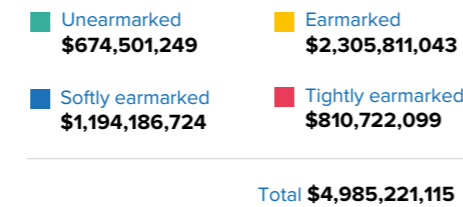
CHART 2 | FUNDING OVERVIEW FOR 2022 (as at 6 October 2022)

CURRENT BUDGET

\$10.714 billion

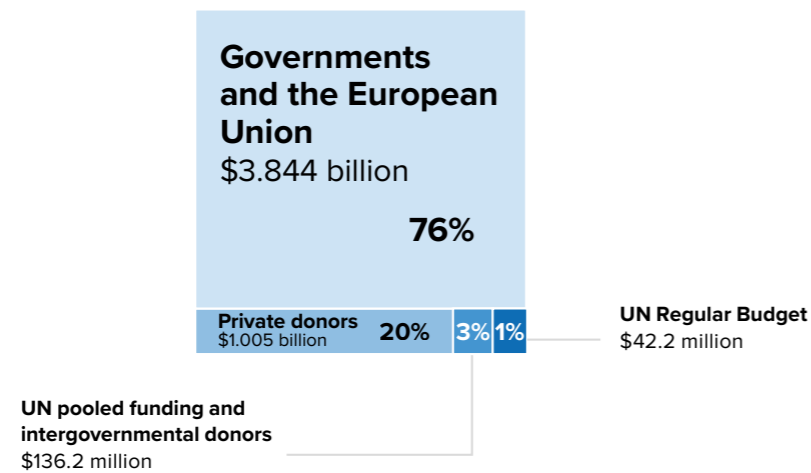


VOLUNTARY CONTRIBUTIONS in 2022 | USD



* Funds available: contributions (voluntary contributions and UN Regular Budget); carry-over; other income and adjustments.

DONORS



Funds available as of 6 October came to \$5.348 billion, meaning that – more than nine months into the year – global needs for 2022 were less than half funded, with a shortfall of \$5.367 billion. Although the 50% funding level was only slightly below the 52% recorded at a similar stage of 2021, in absolute terms the funding gap had grown drastically: the 2022 shortfall was almost \$1 billion more than at the same point in 2021.

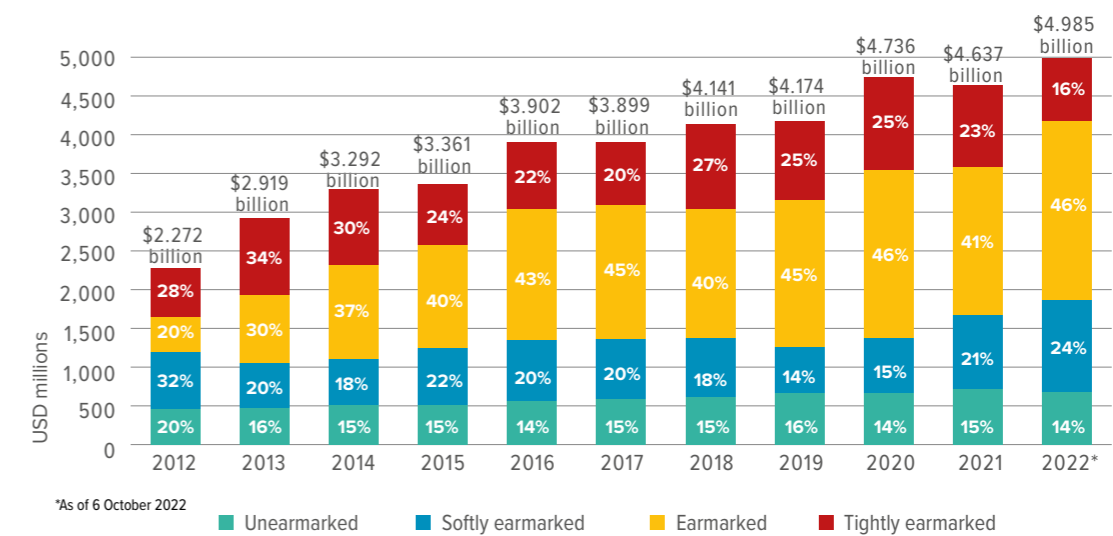
The impact of this huge deficit was felt unequally around the world. The [pressure of underfunding](#) fell harder on people affected by forgotten crises and protracted displacement. UNHCR was particularly concerned about the funding gaps in operations such as Bangladesh, Ethiopia, Jordan, Lebanon, Uganda and Yemen – countries all notable for their generous hosting of refugees. This put a strain on UNHCR’s existing resources and required additional operational capacity to provide a coordinated response and in a spirit of burden-sharing.

In many cases, these neglected populations were enduring a triple hit: while funding for their

protection and assistance was down, prices of food and fuel were up, and the global economic downturn loaded yet more disadvantage onto the backs of the most vulnerable. UNHCR’s ability to bridge the shortfall would determine whether families have enough to eat or can afford warm clothes as cold weather looms in parts of the world.

Nobody should be forced to choose between equally life-saving priorities, and reducing support for such operations would have sent a wrong signal to host governments. In response, UNHCR issued an urgent call for funding to be spread more widely, noting in June that [12 major operations](#) were underfunded by almost \$3 billion. In September, it [appealed](#) for contributions to bring funding levels back to the 2021 mark as a bare minimum – requiring \$1.1 billion across all of UNHCR’s operations. Donors responded and generously contributed a further \$400 million but there remained a [sizeable gap](#) to bridge in the final quarter of the year.

CHART 3 | LEVELS OF EARMARKING | 2012-2022



*As of 6 October 2022

Many donors did respond to UNHCR’s calls to avoid earmarking whenever possible, in order to afford the Office greater discretion and agility in the response to urgent and neglected needs. Flexible funding reached a record \$1.983 billion by early October and increased as a proportion of contributions received for a second year in a row, rising to 38% of contributions received, compared to 36% in 2021 and 29% in 2020.

One third of the flexible funding received was completely unearmarked, the largest contributions being from the Governments of Sweden and Norway, while the remaining two thirds was softly earmarked. Because of the massive interest generated by the Ukraine emergency, 40% of

unearmarked funding in 2022 was from private donors, and the overall share of income from the private sector doubled from about 10% in 2021 to 20% in 2022.

Flexible funding enables UNHCR to plan strategically across its operations and manage its resources efficiently and effectively. Earmarking limits how UNHCR can manage expenditure across the world and means there is a risk that some well-publicized emergencies are well funded while the majority of people in need are starved of resources. UNHCR cannot pay attention only to the latest crisis at the expense of the rest.



Sony Group Corporation steps up with multifaceted support for refugees

Sony Group Corporation (Sony) supports UNHCR’s work with people forced to flee in a number of ways. In April 2020, Sony made a \$3 million donation to UNHCR to help protect refugees from the coronavirus pandemic. In 2022, it was among the first companies to support UNHCR’s emergency response for people fleeing from the war in Ukraine, donating \$1.5 million in much-needed flexible funding. Sony Group companies also conducted an internal campaign to collect further donations and thousands of employees contributed. In addition, Sony donated 500 smartphones for use by UNHCR staff and partners in the emergency response. UNHCR and Sony will continue working together to help refugees worldwide, a great example of multifaceted corporate support.

Multi-year funding, another key marker of the quality of funding, came to 11% of voluntary contributions in 2022 to date, or \$580 million, surpassing the \$575 million in multi-year funding in 2021. Twenty-five government donors and 27 private donors are providing multi-year funding, which is 33% unearmarked and 35% tightly earmarked.

Multi-year contributions from Sweden and Denmark in particular mean that UNHCR already has several hundred million dollars of funding for 2023 and 2024 that will facilitate forward planning and help to underpin needs that go beyond the current calendar year.

CHART 4 | TOP TEN DONORS OF MULTI-YEAR CONTRIBUTIONS | USD

DONOR	2020	2021	2022	2023	2024	Multi-year total by Donor
Sweden	93,664,476	72,359,147	109,332,561	87,429,955	87,429,955	450,216,093
Denmark	75,772,958	74,538,219	88,237,735	82,017,397	80,101,103	400,667,411
Germany	70,239,485	132,717,968	46,689,237	25,647,772	5,724,017	281,018,478
European Union	73,811,973	58,803,920	54,820,758	25,189,833	10,782,364	223,408,849
Netherlands	65,600,927	59,765,445	36,873,537	17,361,667		179,601,576
Canada	31,617,277	27,700,325	66,796,791	41,652,967		167,767,361
Switzerland	31,200,031	32,853,327	35,832,662	1,577,575	1,508,255	102,971,850
United Kingdom of Great Britain and Northern Ireland	65,209,088	11,795,135	8,739,251	5,103,280	1,964,487	92,811,241
Qatar	18,764,474	22,077,897	18,058,419	2,234,502		61,135,291
Belgium	10,657,793	11,947,431	11,947,431	11,947,431		46,500,087
All other donors	81,206,392	70,553,359	103,103,282	67,457,870	30,709,481	353,030,384
TOTAL	617,744,875	575,112,173	580,431,663	367,620,250	218,219,661	

Please note: the shaded bars indicate the share of the total represented by the amount.

UNHCR's budgeted needs in 2023

UNHCR's [budget for 2023](#) is set at \$10.211 billion, based on expectations of new forced displacements, continuing protracted needs and an anticipated increase in protection requirements. However, after the unexpected spike in emergency needs in 2022, mainly related to the Ukraine war, this represents a decline of nearly 5% from the 2022 budget of \$10.714 billion.

The budget for [Impact Area 1: Protect](#) will rise by 19% to \$2.429 billion in 2023, reflecting greater anticipated needs in areas such as gender-based violence prevention and response, child protection, and community-based protection. Operations with notable budget increases in 2023 include Bangladesh, Hungary, Lebanon, Mexico, the Republic of Moldova, Niger, Poland, Romania and Sudan, with notable decreases in Ethiopia, Mali, Nigeria, South Sudan, Uganda and Ukraine.

UNHCR has also budgeted for increases in global needs for education, sustainable housing and settlements, and self-reliance, economic inclusion and livelihoods. However, its overall budget for assistance ([Impact Area 2: Respond](#)) will fall by 15% to \$4.815 billion. A notable reduction of \$564.9 million is planned in Outcome Area 8: well-being and basic needs, which includes cash assistance and core relief items typically distributed in an emergency. Further reductions are expected from the conclusion in 2022 of infrastructure projects and stockpile building, as well as a reduction in COVID-19-related expenses.

At the same time, budgeted needs related to building the resilience, self-sufficiency, gender equality and agency of forcibly displaced and stateless people ([Impact Area 3: Empower](#)) will decline by 2% in 2023, to \$1.339 billion, with increases in countries such as Ethiopia, Nigeria, South Sudan and Yemen roughly balanced with decreases in Bangladesh, Ecuador, Lebanon, Niger and elsewhere.

UNHCR's budgeted needs for solutions in 2023 ([Impact Area 4: Solve](#)) will rise to \$1.131 billion, up 9% from the current 2022 budget. Major increases include operations in Afghanistan, the Democratic Republic of the Congo, Ecuador, Somalia and Ukraine, while budgeted needs for solutions will fall in Côte d'Ivoire, Malawi, Nigeria and Sudan.

Removing the root causes of displacement and statelessness is the only sustainable way to reduce needs – and reliance on donors' generosity. In the meantime, budget reductions can result from resolving individual situations of forced displacement or statelessness or from including affected people in local communities and national systems, as the focus shifts from emergency needs to development opportunities. In 2023, this will translate into lower budgeted needs for some UNHCR operations such as those in Afghanistan, Cameroon, Côte d'Ivoire, Jordan, Iraq and Liberia, as well as in the Republic of Moldova, Poland, Romania and Ukraine. However, the overall dividend from reducing numbers through durable solutions will again be far outweighed by the burden of new and unresolved displacement and statelessness.

CHART 4 | 2023 BUDGET BY REGION AND IMPACT AREAS | USD million

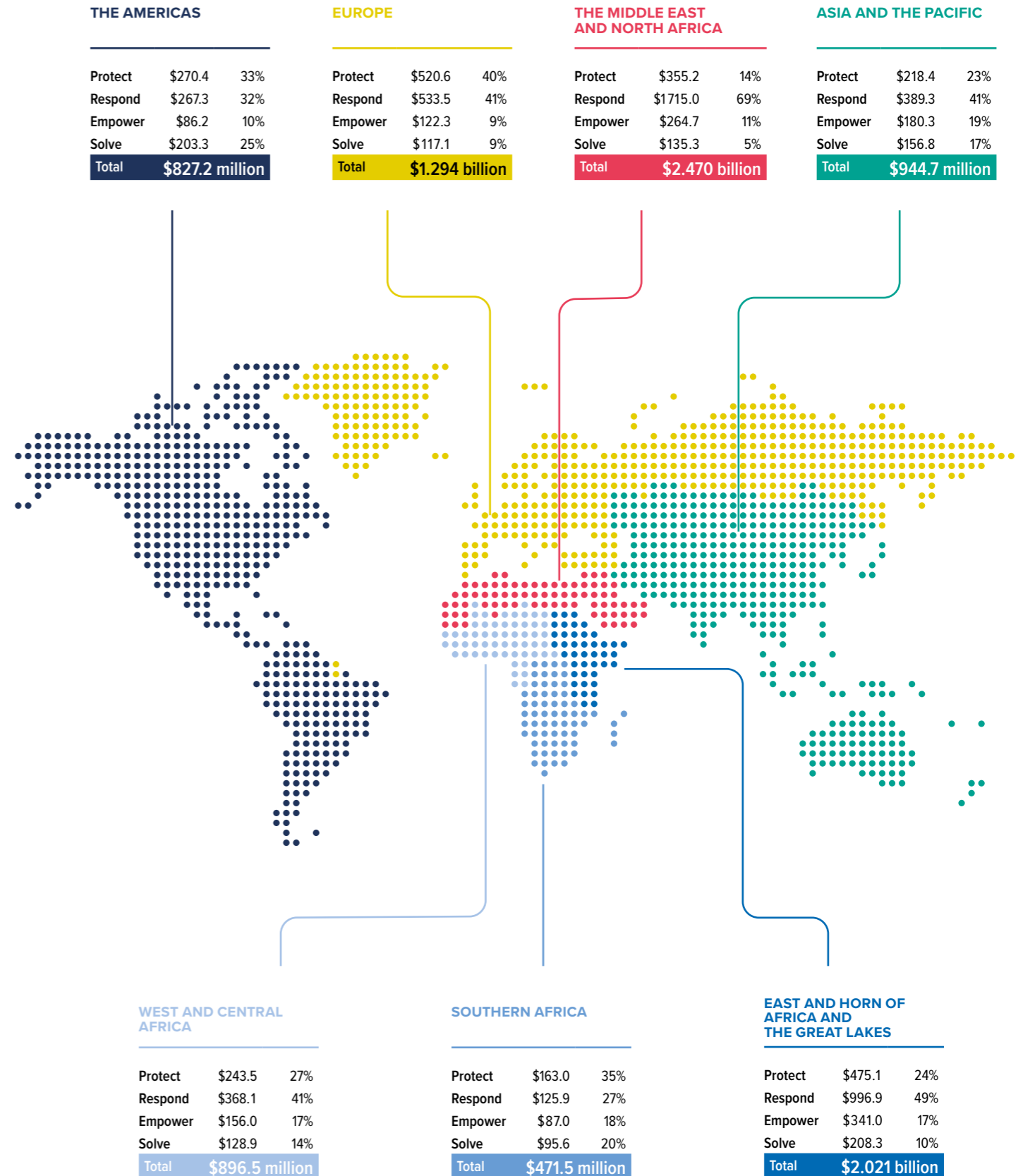


TABLE 2 | 2023 BUDGET BY IMPACT AREAS | USD

IMPACT AREAS	AMOUNT	% of programmed activities	% of total
Attaining favourable protection environments IA 1: Protect	2,429,374,480	25%	24%
Realizing basic rights in safe environments IA 2: Respond	4,815,096,944	50%	47%
Empowering communities and achieving gender equality IA 3: Empower	1,338,557,662	14%	13%
Securing solutions IA 4: Solve	1,130,549,215	12%	11%
SUBTOTAL PROGRAMMED ACTIVITIES	9,713,578,301	100%	95%
Operational reserve (OR)	485,678,915		5%
Junior Professional Officers	12,000,000		0%
TOTAL	10,211,257,216		100%

TABLE 3 | 2023 BUDGET BY OUTCOME AND ENABLING AREAS | USD

OUTCOME AND ENABLING AREAS	AMOUNT	% of programmed activities	% of total
OUTCOME AREAS			
Access to territory, registration and documentation (OA 1)	683,322,152	7%	7%
Refugee status determination (OA 2)	199,955,501	2%	2%
Protection policy and law (OA 3)	275,880,677	3%	3%
Gender-based violence (OA 4)	339,507,501	3%	3%
Child protection (OA 5)	251,870,766	3%	2%
Safety and access to justice (OA 6)	312,256,617	3%	3%
Community engagement and women's empowerment (OA 7)	568,948,270	6%	6%
Well-being and basic needs (OA 8)	2,342,327,688	24%	23%
Sustainable housing and settlements (OA 9)	905,702,675	9%	9%
Healthy lives (OA 10)	558,500,717	6%	5%
Education (OA 11)	466,169,890	5%	5%
Clean water, sanitation and hygiene (OA 12)	235,649,438	2%	2%
Self-reliance, economic inclusion and livelihoods (OA 13)	591,176,329	6%	6%
Voluntary repatriation and sustainable reintegration (OA 14)	251,006,253	3%	2%
Resettlement and complementary pathways (OA 15)	181,589,317	2%	2%
Local integration and other local solutions (OA 16)	441,217,526	5%	4%
SUBTOTAL OUTCOME AREAS	8,605,081,317	89%	84%
ENABLING AREAS			
Systems and processes (EA 17)	197,426,243	2%	2%
Operational support and supply chain (EA 18)	329,584,715	3%	3%
People and culture (EA 19)	136,972,339	1%	1%
External engagement and resource mobilization (EA 20)	423,270,842	4%	4%
Leadership and governance (EA 21)	21,242,846	0%	0%
SUBTOTAL ENABLING AREAS	1,108,496,984	11%	11%
SUBTOTAL PROGRAMMED ACTIVITIES	9,713,578,301	100%	95%
Operational reserve (OR)	485,678,915		5%
Junior Professional Officers	12,000,000		0%
TOTAL	10,211,257,216		100%

UNHCR's budget relates closely to the Sustainable Development Goals. As in the 2022 budget, 77% of the 2023 budget will contribute to 10 of the Goals, with increased contributions for

SDG 4: Quality education, SDG 5: Gender equality, SDG 8: Decent work and economic growth, SDG 10: Reduced inequalities, SDG 11: Sustainable cities and communities, and 17: Partnerships for the goals.

TABLE 4 | MAPPING OF 2023 BUDGET TO THE SUSTAINABLE DEVELOPMENT GOALS | USD

OUTCOME (OA) /ENABLING AREAS (EA)	SUSTAINABLE DEVELOPMENT GOAL	AMOUNT	% of total
Well-being and basic Needs OA 8	SDG 1: No poverty	2,342,327,688	23%
Healthy lives OA 10	SDG 3: Good health and well-being	558,500,717	5%
Education OA 11	SDG 4: Quality education	466,169,890	5%
Gender-based violence OA 4	SDG 5: Gender equality	339,507,501	3%
Community engagement and women's empowerment OA 7	SDG 5: Gender equality	568,948,270	6%
Clean water, sanitation and hygiene OA 12	SDG 6: Clean water and sanitation	235,649,438	2%
Self-reliance, economic inclusion and livelihoods OA 13	SDG 8: Decent work and economic growth	591,176,329	6%
Protection policy and law OA 3	SDG 10: Reduced inequalities	275,880,677	3%
Local integration and other local solutions OA 16	SDG 10: Reduced inequalities	441,217,526	4%
Sustainable housing and settlements OA 9	SDG 11: Sustainable cities and communities	905,702,675	9%
Access to territory, registration and documentation OA 1	SDG 16: Peace, justice and strong institutions	683,322,152	7%
External engagement and resource mobilization EA 20	SDG 17: Partnerships for the goals	423,270,842	4%
SUBTOTAL FOR BUDGETS MAPPED TO SDGs		7,831,673,704	77%
SUBTOTAL FOR BUDGETS UNMAPPED TO SDGs		1,881,904,597	18%
SUBTOTAL PROGRAMMED ACTIVITIES		9,713,578,301	95%
Operational reserve (OR)		485,678,915	5%
Junior Professional Officers		12,000,000	0%
TOTAL		10,211,257,216	100%

2023 resource mobilization

UNHCR's strategy focuses on diversifying its sources of funding but also in promoting measures that maximize the impact of the Office's scarce resources. The unprecedented mandate-related needs faced by UNHCR around the world mean it will require exceptional levels of funding in 2023. Although the private sector will continue to provide much needed diversification, UNHCR will need to continue to rely on the support of governments for the majority of this funding.

In any given year, despite the record contributions of some donors, UNHCR's budget is little more than half funded. Numerous government and private donors recognized the exceptional circumstances faced by the international community in 2022 and stepped up to provide a record level of funding.

Yet the scale of forced displacement around the world means that funding still lags behind the increase in needs. As a result, UNHCR is forced to choose between equally deserving priorities, with negative and sometimes dramatic consequences for forcibly displaced and stateless people. UNHCR anticipates that 2023 will be particularly challenging because needs have increased just as donor governments are themselves under pressure from headwinds in the global economy.

UNHCR's leadership and operations have had to make tough choices regarding the year to come, and for the year just past. This has included difficult prioritization measures to cope with fewer funds, reducing procurement of core relief items, reducing services and goods to forcibly displaced and

stateless people to prioritize winter aid in the coming months, and more. UNHCR is especially concerned about the approaching winter – anticipating an especially difficult one in Ukraine, and in the Middle East and North Africa – and is already preparing and responding, for example repairing housing, providing cash to pay for utilities, and distributing temporary shelters, blankets, and heating appliances.

Interviews with people on the move, including with survivors of smuggler boats which have capsized, indicate that reduced assistance, livelihoods opportunities and protection space, as well as increasing poverty and desperation, are leading more people to take drastic and dangerous measures such as boat journeys and using smugglers in order to seek safety further afield. It is imperative that UNHCR and its partners redouble efforts to address the underlying drivers of onward movements. Robust funding is therefore crucial.

Raising funds from the public sector

Despite record funding raised from the public sector in 2022, and in the absence of peaceful resolutions to some of the most challenging displacement crises, humanitarian needs will remain significant in 2023, pushing UNHCR to deliver in both protracted and emerging crises.

Government donors responded to this dire context in 2022 and provided extraordinary support to UNHCR. 36 public and private donors provided \$20 million or more to UNHCR in 2022. As a consequence, UNHCR’s leadership giving group has almost doubled in size, up from only 22 donors the previous decade. Dependence on the very biggest donors has also lessened: the top 10 donors provided 70% of the voluntary contributions in 2022, down from 76% in 2012. The picture was similar for the top 20 donors, who provided 90% of contributions in 2012 and 84% in 2022. The United States remained UNHCR’s largest donor in 2022, providing a record-breaking near \$2.2 billion, responding not only to emerging crises but also maintaining steadfast support in protracted contexts in Africa and the Middle East. Germany was the second largest donor, with more than \$540 million, the vast majority unearmarked and for underfunded operations in Africa, Asia and the Middle East. At the outset of 2023, UNHCR will once again be

relying heavily on its government donors as the organization intensifies its fundraising.

UNHCR will seek to raise funds through a range of efforts. It will continue to ask large and small donors to provide support in line with the size of their populations and economies. Recent experience has shown that the increase in donations from the general public, foundations and corporations in key donor countries correlates to a rising interest in displacement issues and solidarity with those who have been forced to flee their homes. This has demonstrated to governments that their own funding for the global refugee response can have broad popular support. UNHCR will therefore reinforce efforts to engage more broadly with parliaments and other key stakeholders to explain the immense impact of their support for UNHCR and emphasize this “whole of society” approach.

Leading up to the Global Refugee Forum in December 2023, UNHCR will step up efforts to engage with donors in relation to activities undertaken along the humanitarian-development-peace nexus. Moving forward, UNHCR will redouble its efforts to engage with donors who are focused on issues related to the durable solutions component of UNHCR’s mandate, seeking their support in this critical sector.

The Office will look for opportunities to involve donors in the relationship between conflict, climate change, food insecurity and forced displacement as they frequently intersect with UNHCR’s mandate and operations. The majority of forcibly displaced people come from countries that are highly climate vulnerable (and 40% of refugees are hosted in such countries), therefore UNHCR will also redouble efforts to reduce climate-related risks for these extremely vulnerable communities.

While the main focus is on adaptation, the Office will continue to “green” its operational delivery including energy use in offices and the environmental impact of procurement, and will require continued funding to support this transition. The Office will also scale up its focus on innovative finance, building on successful, though incipient, efforts with the private sector and some international financial institutions.

Fully meeting global needs of more than \$10 billion will be a challenge. UNHCR will therefore seek to

leverage action globally and at the national level to diminish funding needs while continuing to maximize the impact of existing resources through efficiencies and to prioritize use of its own funds for the most urgent life-saving protection and assistance activities (see below for more information on efficiencies). Consistent with the Global Compact on Refugees, the statelessness mandate and policy on internal displacement, UNHCR will continue to promote the inclusion in national programmes of forcibly displaced and stateless people, including for education, health care, social protection, and employment. It will also continue to promote responses by development actors, for example by leveraging responses in support of refugee-hosting States, in particular for protracted situations where development approaches are needed and humanitarian responses have become less relevant.

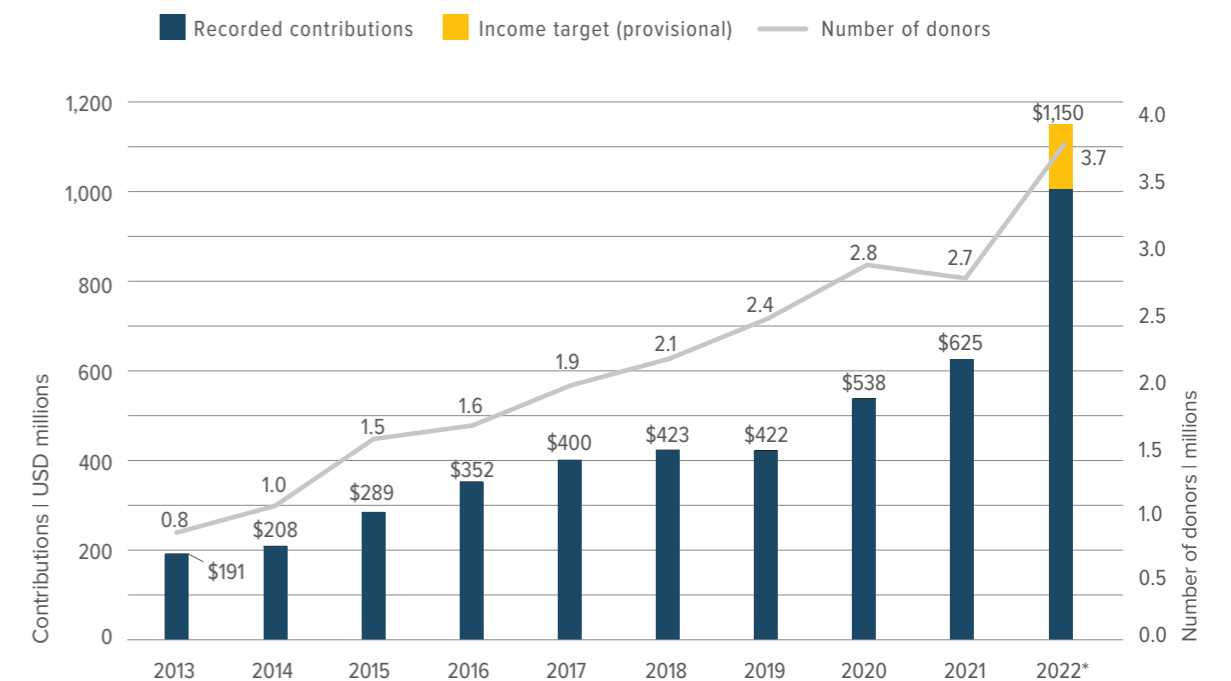
Donors can give UNHCR more options to optimize the use of its resources by providing flexible and multi-year funding – including thematic funding, on which more details can be found below – that allows it to work in a more efficient and effective way. Flexible funding is one of the most important resources at

UNHCR’s disposal, helping it ensure contributions are equitably distributed amongst its operations. As 2022 witnessed a vast disparity amongst donor giving that resulted in massive shortfalls in some regions and operations, providing UNHCR with the flexibility to allocate funding allows it to jump start emergency responses, and ensure predictability in services provided to refugees even in the most forgotten crises. Five of UNHCR’s largest government donors are also the top donors of flexible funding: Germany, the United States, Sweden, Norway and Denmark. Since 2020, Sweden, Denmark, Germany, the European Union and Netherlands were the top donors of multi-year contributions.

Raising funds from the private sector

In 2023, UNHCR will accelerate its push for private sector engagement, which resulted in record private sector contributions in 2022, thanks in large part to the outpouring of support from individuals, foundations and the corporate sector for refugees from Ukraine and other emergencies, a surge in the level of humanitarian support not seen since the Indian Ocean tsunami of 2004.

CHART 5 | CONTRIBUTIONS AND NUMBER OF DONORS FROM THE PRIVATE SECTOR | 2013-2022



*Recorded contributions as of 6 October 2022

UNHCR's top 20 donors included seven of its National Partners in 2022 and its donor base leaped to 3.7 million individual donors, up from 2.7 million in 2021. Private sector funding, which provides high levels of flexible funding, will contribute 20% of overall funding in 2022. That reflects a major drive to diversify UNHCR's income in recent years and marks a tenfold increase since 2006, when the private sector accounted for only 2%.

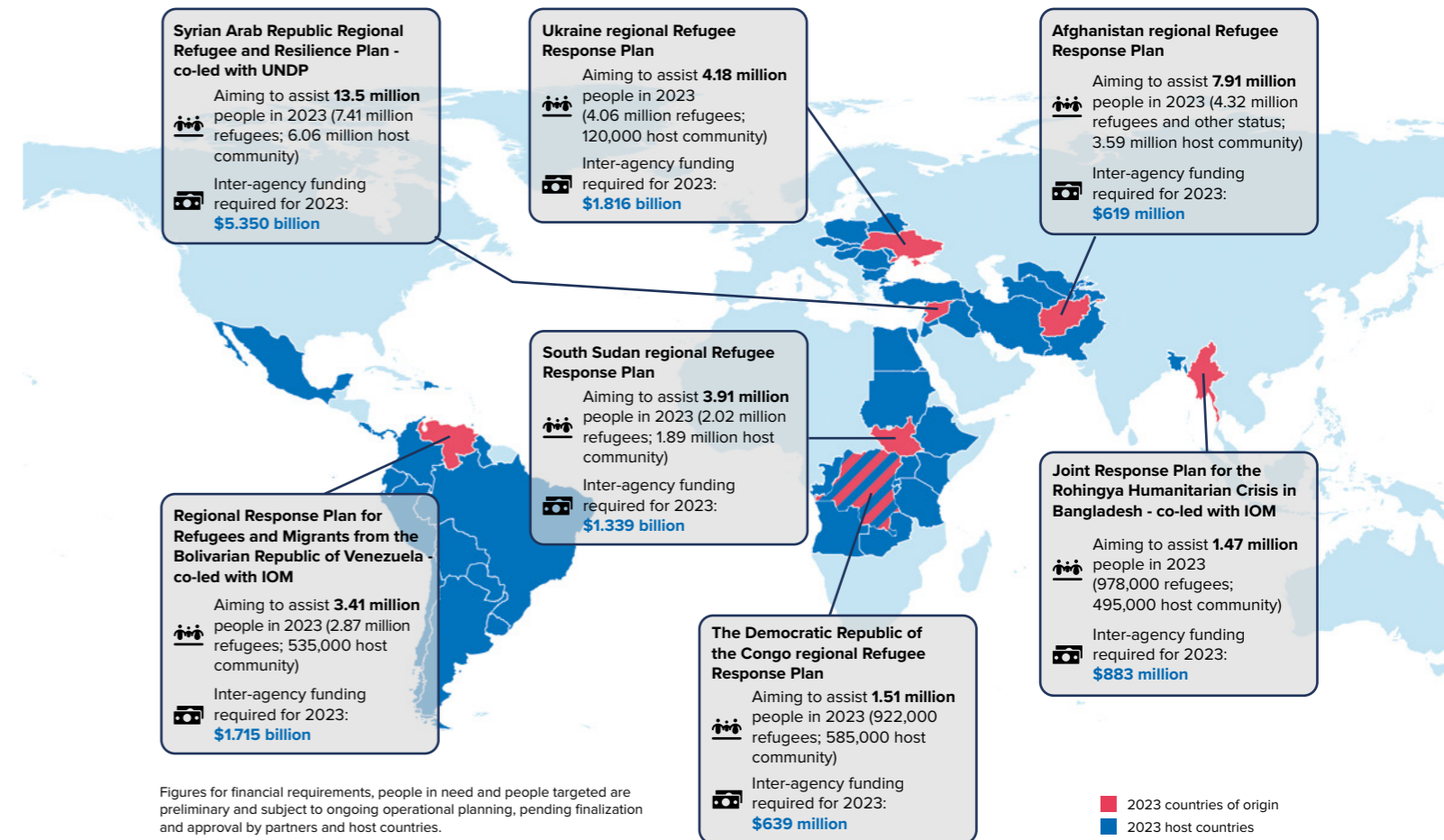
UNHCR aims to raise at least \$1 billion every year from the private sector by mobilizing support from individuals and building partnerships with corporations, private philanthropists and foundations in over 30 countries across the world, in solidarity with people forced to flee.

Partnerships with the private sector are an important part of finding sustainable solutions to refugee situations under the Global Compact on Refugees, which envisages the private sector actively supporting UNHCR with funding and in-kind donations of goods and services, as well as with advocacy and expertise in terms of technology, employment, skills, renewable energy and other areas. UNHCR will strive to develop these partnerships and establish new ones, looking increasingly at managing relationships with private donors locally.

For 2023, UNHCR seeks to consolidate the support it received in 2022 and strengthen existing fundraising programmes, while recognizing that there are headwinds that may impair private sector donors' ability to maintain such levels of generosity in the near term. The priorities are to:

- Develop the potential of the new cohorts of support arising from the Ukraine crisis by showing how UNHCR's work extends beyond the immediate emergency in Ukraine and in other emergencies, including those out of the spotlight, and emergency preparedness.
- Embrace the public as a key stakeholder and scale up communication, public engagement activities and campaigns in support of refugees, such as a joint UNHCR-WFP Food Insecurity Appeal that will raise funds for the food crisis in Yemen.
- Develop partnerships with corporations, philanthropists and foundations, and cultivate new relationships with innovative forms of collaboration, aiming for a strong portfolio of long-term, impact-driven partners providing financial and other forms of support.
- Continue to invest in the best performing fundraising programmes in priority markets, with greater agility in responding to opportunities and a focus on delivering sustainable income.

CHART 6 | 2023 UNHCR-LED/CO-LED INTER-AGENCY REGIONAL RESPONSE PLANS
POPULATION PLANNING FIGURES AND FUNDING REQUIREMENTS
\$12.361 BILLION REQUESTED



Figures for financial requirements, people in need and people targeted are preliminary and subject to ongoing operational planning, pending finalization and approval by partners and host countries.

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Empowering future generations with education and livelihood opportunities

UK for UNHCR is the dedicated international partner for Virgin Atlantic Foundation's Passport to Change programme, working to improve access to education for refugee youth living in Delhi. The support extended by Virgin Atlantic provides essential funding to address inequality in educational learning and has enabled UNHCR

to support over 4,000 refugee children with their education needs since September 2021. Beyond financial support, Virgin Atlantic is working with UNHCR's social enterprise brand, MADE51, which helps refugee artisans access global markets to sell their crafts. MADE51 products are stocked both onboard and online, empowering refugees to harness their talents, succeed and prosper. Furthermore, the partnership is evolving to bring together policy and advocacy support, aligning our shared values for wider impact.

Regional response plans in 2023

UNHCR and its partners will continue implementing seven Regional Response Plans to support host governments to protect and assist refugees as well as migrants and the communities receiving them. In line with the Refugee Coordination Model (RCM), these Plans provide transparent, predictable, and inclusive platforms to develop comprehensive and solutions-driven responses to emergencies and more protracted situations.

Emphasizing that diversity and inclusion are assets to refugee responses, the 2023 Regional Plans will continue promoting the strong engagement of a wide range of partners. These include UN agencies, international and national NGOs, civil society

actors and local organizations – many of which are refugee- and women-led – as well as faith-based organizations. Localizing the response is key to the successful implementation of RRP and aligned with the whole-of-society approach underpinning the Global Compact on Refugees.

Programming will be made through an integrated age, gender and diversity mainstreaming approach. A greater understanding of the dynamics of climate change on displacement will help partners to scale up interventions aimed at reducing the impact of climate change and help governments to protect displaced people who are exposed to climate-induced disasters and to promote environmental sustainability. Measures to prevent, mitigate and respond to the risks of sexual exploitation and abuse as well as sexual harassment will be prioritized and

integrated in all sector programmes, in line with inter-agency commitments. While in-kind assistance will continue where appropriate, cash assistance will be a priority modality across various sectors, allowing refugees to choose how to meet their own needs. Maintaining social cohesion remains an essential part of each regional response.

Thematic fundraising

In 2023, UNHCR will continue to expand efforts to fundraise for four key thematic areas to support people forced to flee, in a more efficient and effective manner. Donors – both public and private, including individuals and private sector partners – are encouraged to donate flexible funds to climate action; education; gender equality and gender-based violence; or to strengthening UNHCR’s emergency preparedness and response, as well as support to silent and underfunded emergencies that would not receive critical support otherwise.

These themes represent key areas where UNHCR is strengthening its response globally, paired with donor interest in contributing toward enacting timely and lasting change for people forced to flee. 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 in need, including those who are hardest to reach or are in forgotten crises around the world.

Emergencies, for instance, have already been driving engagement and donations from public and private donors, with over \$4 billion raised between 2021 and 2022 for breaking as well as protracted, less visible crises. In view of the growing number and complexity of emergencies, coupled with critical underfunding and the ripple effects of the war in Ukraine, in 2023, UNHCR will further develop a donor proposition to advocate for timelier, sustained, flexible funding to position itself as a leading emergency organization, driving donations to support emergency preparedness and response including for heavily underfunded situations which are not in the public eye.

(See as well the Focus Area on *Climate action*; and the Outcome Areas for *Gender-based violence* and *Education*. More information on thematic funding is available from the Spotlight section of the [Global Focus](#) website.)

Efficiency, innovation and budget reductions

With underfunding reaching new heights and donors under pressure from a challenging economic environment, it is crucial that the available funding is used most effectively and efficiently.

The budget for access to territory, registration and documentation (Outcome Area 1) is \$43.8 million or 6% lower in 2023, reflecting completion of the global roll-out of UNHCR’s population registration and identity management ecosystem (PRIMES). A reduction of spending related to COVID-19 means that the budget for supporting healthy lives (Outcome Area 10), will be \$13.4 million or 2% lower, while the completion of work to upgrade water supplies in refugee camps translates into a fall of \$18.9 million or 7% in the budget for clean water, sanitation and hygiene (Outcome Area 12). The scale-up of UNHCR’s presence in Europe means some regional costs will be absorbed into operational budgets, helping to produce a reduction of \$54.9 million, or 29%, in the budget for people and culture (Enabling Area 19). There will also be a lower budget for operational support and supply chain (Enabling Area 18), after the completion of investment in environmentally friendly stockpiles in 2022, resulting in a budget that is \$45.5 million or 12% lower in 2023.

UNHCR is seeking further efficiencies and greater financial discipline with its Business Transformation Programme (BTP), which includes the introduction of cloud-based enterprise resource planning operations (Cloud ERP) and new systems to manage projects and human resources. UNHCR’s supply chain and procurement business processes will be transformed, with better forecasting, vendor management, and price negotiation. UNHCR is moving to leaner, simpler delivery mechanisms. UNHCR has improved the efficiency of its travel management and has [teamed up with the World Food Programme](#) to offer vehicle leasing for

UN agencies worldwide, as well as sharing location-dependent services at country level. UNHCR is taking every opportunity to test its new processes and ground them in the reality of its operations. To avoid adding to demands on donors, UNHCR is

innovating with financing streams where possible, such as in Project Flow, which uses a revolving financing mechanism to fund work to solarize water supplies, and setting up specific funds that aim to spur innovation and drive change.

TABLE 5 | 2023 BUDGET BY IMPACT AREA, REGION AND OPERATION | USD

REGION / OPERATION	2023 approved budget				TOTAL
	Attaining favourable 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	5,084,467	10,077,574	2,801,483	2,366,140	20,329,664
Regional activities for the East and Horn of Africa and the Great lakes ¹	2,318,955	4,596,243	1,277,718	1,079,164	9,272,080
Other operations in Africa ²	1,121,055	2,221,967	617,689	521,701	4,482,412
Burundi	12,964,394	49,224,059	14,783,685	16,384,522	93,356,660
Djibouti	5,770,126	7,820,049	6,395,901	967,374	20,953,450
Eritrea	260,941	970,560	125,751	4,854,489	6,211,741
Ethiopia	83,168,810	220,687,931	52,831,250	13,970,900	370,658,891
Kenya	18,951,023	75,019,284	30,845,588	28,620,011	153,435,906
Rwanda	14,018,081	43,171,296	21,953,524	11,345,980	90,488,881
Somalia	27,575,583	67,199,313	26,600,294	52,799,313	174,174,503
South Sudan	40,772,444	61,811,223	100,444,030	19,339,808	222,367,505
Sudan	128,776,766	208,644,169	32,596,441	26,197,047	396,214,423
Uganda	88,317,069	190,168,219	49,724,099	15,183,612	343,393,000
United Republic of Tanzania	45,979,474	55,246,663	-	14,683,712	115,909,848
SUBTOTAL EAST AND HORN OF AFRICA AND THE GREAT LAKES	475,079,189	996,858,548	340,997,453	208,313,773	2,021,248,963
SOUTHERN AFRICA					
Regional Bureau for Southern Africa ³	3,356,287	6,652,266	1,849,276	1,561,903	13,419,732
Regional activities for Southern Africa ³	4,500,000	-	-	-	4,500,000
Angola	8,746,237	-	-	21,044,835	29,791,072
Congo (Republic of)	24,368,083	-	8,877,341	7,023,525	40,268,949
Democratic Republic of the Congo	51,455,909	93,545,646	35,761,561	51,817,788	232,580,904
Malawi	10,108,442	-	17,112,214	-	27,220,656
Mozambique	15,496,659	14,961,462	11,164,232	5,818,082	47,440,435
South Africa multi-country office ⁴	19,405,570	-	10,138,739	8,350,460	37,894,769
Zambia	25,523,824	-	-	-	25,523,824
Zimbabwe	-	10,701,240	2,120,705	-	12,821,945
SUBTOTAL SOUTHERN AFRICA	162,961,012	125,860,614	87,024,066	95,616,594	471,462,286

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

² Includes Representation to the AU and ECA in Addis Ababa, Ethiopia.

³ Regional Bureau and regional activities cover the whole Southern Africa region.

⁴ Includes activities in Botswana, Namibia and South Africa and also covers without a presence Comoros, Eswatini, Lesotho, Madagascar, Mauritius and Seychelles.

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REGION / OPERATION	2023 approved budget				TOTAL
	Attaining favourable protection environments	Realizing basic rights in safe environments	Empowering communities and achieving gender equality	Securing solutions	
WEST AND CENTRAL AFRICA					
Regional Bureau for West and Central Africa ⁵	4,724,309	9,363,729	2,603,040	2,198,535	18,889,613
Regional activities for West and Central Africa ⁵	1,019,613	2,020,905	561,795	474,494	4,076,807
Burkina Faso	38,782,350	43,886,700	27,750,673	10,451,090	120,870,813
Cameroon multi-country office ⁶	16,055,892	79,922,475	38,707,742	8,089,999	142,776,107
Central African Republic	9,449,424	36,077,736	-	41,157,377	86,684,537
Chad	33,649,576	81,797,045	42,333,677	14,730,430	172,510,728
Côte d'Ivoire	8,436,420	4,358,187	2,346,735	770,898	15,912,240
Ghana	1,551,129	3,396,129	-	1,181,129	6,128,387
Liberia	3,409,883	2,761,372	3,273,745	555,000	10,000,000
Mali	4,553,008	29,501,997	12,741,422	19,613,084	66,409,511
Niger	86,525,698	33,066,950	8,069,248	8,011,141	135,673,037
Nigeria	25,100,119	41,979,634	17,610,455	13,549,167	98,239,376
Senegal multi-country office ⁷	10,238,894	-	-	8,076,382	18,315,276
SUBTOTAL WEST AND CENTRAL AFRICA	243,496,314	368,132,860	155,998,532	128,858,725	896,486,431

THE AMERICAS

Regional Bureau for the Americas ⁸	4,823,544	9,560,413	2,657,717	2,244,714	19,286,389
Regional activities for the Americas ⁸	1,904,073	3,773,931	1,049,122	886,091	7,613,217
Other Operations in the Americas	1,231,867	2,441,598	678,744	573,269	4,925,478
Argentina multi-country office ⁹	17,673,583	23,110,625	-	15,447,147	56,231,356
Brazil	7,677,649	21,828,637	12,574,861	10,392,215	52,473,361
Canada	1,853,980	-	-	1,154,000	3,007,980
Colombia	49,164,910	44,436,861	14,475,000	13,994,674	122,071,445
Costa Rica	6,267,368	15,750,693	4,220,144	10,513,291	36,751,497
Ecuador	25,815,000	20,090,000	-	30,095,000	76,000,000
El Salvador	4,357,437	9,868,125	4,867,056	6,875,272	25,967,891
Guatemala	9,402,640	9,402,640	6,017,689	12,787,590	37,610,558
Honduras	6,017,424	8,626,136	6,417,424	9,026,136	30,087,120
Mexico	72,993,458	-	2,075,157	44,624,006	119,692,622
Panama multi-country office ¹⁰	21,723,194	-	-	33,715,936	55,439,130
Peru	18,201,805	29,743,382	24,432,046	960,678	73,337,910
United States of America multi-country office ¹¹	21,310,792	7,555,409	6,694,766	9,972,766	45,533,733
Venezuela (Bolivarian Republic of)	-	61,158,689	-	-	61,158,689
SUBTOTAL THE AMERICAS	270,418,726	267,347,138	86,159,727	203,262,787	827,188,378

ASIA AND THE PACIFIC

Regional Bureau for Asia and The Pacific ¹²	3,858,902	7,648,462	2,126,210	1,795,802	15,429,376
Regional activities for Asia and The Pacific ¹²	4,024,825	7,977,327	2,217,632	1,873,017	16,092,801
Afghanistan	7,446,112	73,834,950	45,304,448	89,297,964	215,883,473
Australia multi-country office ¹³	2,924,411	-	819,601	2,073,995	5,818,006
Bangladesh	46,823,270	190,827,254	31,314,549	6,034,927	275,000,000
China	2,713,888	1,190,566	-	884,534	4,788,989
India	18,988,580	-	-	2,712,027	21,700,607
Indonesia	2,357,604	6,616,274	2,491,729	1,649,685	13,115,292
Iran (Islamic Republic of)	14,263,129	80,175,854	5,586,129	14,046,702	114,071,814
Japan	4,371,598	-	-	-	4,371,598

⁵ Regional Bureau and regional activities cover the whole West and Central Africa region.⁶ Coordinates activities in Cameroon and Gabon and also covers without a presence Equatorial Guinea and Sao Tome and Principe.⁷ Coordinates activities in Guinea, Senegal and Togo, and also covers without a presence Benin, Cape Verde, Gambia, Guinea Bissau and Sierra Leone.⁸ Regional Bureau and regional activities cover the whole Americas region.⁹ Coordinates activities in Argentina, Chile and Uruguay and covers without a presence Bolivia and Paraguay.¹⁰ Coordinates activities in Aruba, Belize, Cuba, Curaçao, Guyana, Panama, Trinidad and Tobago and also covers Suriname without a presence in the latter.¹¹ Coordinates activities in the Dominican Republic, Haiti and in the United States of America.¹² Regional Bureau and regional activities cover the whole Asia and Pacific region.¹³ Coordinates activities in Australia and Papua New Guinea and also covers without a presence New Zealand and the Pacific Islands.

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REGION / OPERATION	2023 approved budget				TOTAL
	Attaining favourable protection environments	Realizing basic rights in safe environments	Empowering communities and achieving gender equality	Securing solutions	
ASIA AND THE PACIFIC					
Kazakhstan multi-country office ¹⁴	4,192,793	-	-	2,248,555	6,441,349
Malaysia	6,849,995	5,661,888	7,580,500	2,376,794	22,469,176
Myanmar	68,656,980	-	-	-	68,656,980
Nepal	1,116,280	-	-	3,207,812	4,324,093
Pakistan	17,878,158	-	78,296,596	24,033,329	120,208,084
Philippines	368,614	773,714	247,409	499,372	1,889,108
Republic of Korea	2,013,573	-	359,822	349,822	2,723,217
Sri Lanka	384,208	1,306,752	-	583,487	2,274,447
Tajikistan	1,237,636	1,250,005	-	1,125,136	3,612,776
Thailand multi-country office ¹⁵	7,890,713	12,039,292	3,958,596	1,981,264	25,869,865
SUBTOTAL ASIA AND THE PACIFIC	218,361,268	389,302,337	180,303,221	156,774,226	944,741,052

EUROPE

Regional Bureau for Europe ¹⁶	6,210,140	12,308,689	3,421,715	2,889,989	24,830,534
Regional activities for Europe ¹⁶	5,939,898	11,773,060	3,272,815	2,764,228	23,750,000
Other Operations in Europe ¹⁷	5,300,188	-	-	-	5,300,188
Albania	2,011,097	-	-	1,488,903	3,500,000
Armenia	3,853,880	-	-	8,981,686	12,835,565
Azerbaijan	576,254	3,885,117	1,565,930	1,373,291	7,400,591
Belarus	4,325,314	-	-	-	4,325,314
Belgium multi-country office ¹⁸	11,964,393	-	-	-	11,964,393
Bosnia and Herzegovina	5,956,875	-	-	2,749,965	8,706,840
Bulgaria	8,354,342	-	-	-	8,354,342
Croatia	1,458,295	-	-	886,449	2,344,745
Cyprus	3,187,064	-	-	-	3,187,064
France	4,344,986	-	-	-	4,344,986
Georgia	1,841,027	-	5,043,956	-	6,884,984
Germany	2,537,075	-	-	-	2,537,075
Greece	28,232,347	-	-	20,302,791	48,535,139
Hungary multi-country office ¹⁹	42,900,000	-	-	-	42,900,000
Italy multi-country office ²⁰	9,533,179	-	-	12,588,732	22,121,911
Kosovo (S/RES/1244 (1999))	2,622,695	-	-	736,909	3,359,604
Malta	1,157,011	-	927,718	-	2,084,729
Republic of Moldova	85,500,000	-	-	-	85,500,000
Montenegro	2,006,736	-	-	802,251	2,808,988
North Macedonia	3,839,514	-	-	-	3,839,514
Poland	67,900,000	-	-	-	67,900,000
Romania	39,720,584	-	-	9,779,416	49,500,000
Russian Federation	3,927,745	-	-	1,480,000	5,407,745
Serbia	4,914,049	-	4,641,959	-	9,556,008
Spain	5,520,308	-	522,730	762,960	6,805,998
Sweden multi-country office ²¹	7,899,000	-	-	1,146,938	9,045,938
Türkiye	100,013,443	129,875,003	102,934,674	15,676,880	348,500,000
Ukraine	44,141,796	375,644,910	-	32,713,295	452,500,001
United Kingdom of Great Britain and Northern Ireland	2,879,821	-	-	21,000	2,900,821
SUBTOTAL EUROPE	520,569,058	533,486,778	122,331,496	117,145,684	1,293,533,016

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¹⁴ Coordinates activities in Kazakhstan, Kyrgyzstan and Uzbekistan and also covers Turkmenistan without a presence in the latter.¹⁵ Coordinates activities in Singapore and Thailand and also covers without a presence Cambodia, the Lao People's Democratic Republic and Viet Nam.¹⁶ Regional Bureau and regional activities covers the whole Europe region.¹⁷ Other operations in Europe include Austria, Liaison Office in Vienna (OSCE), Portugal, Strasbourg (Representation to the Council of Europe) and the Office for Switzerland and Liechtenstein.¹⁸ Coordinates activities in Belgium, Ireland, Malta (EASO), the Netherlands and Poland (FRONTEX) and also covers Luxembourg without a presence in this country.¹⁹ Coordinates activities in Czechia, Hungary, Slovenia and Slovakia.²⁰ Coordinates activities in Italy and also covers without a presence the Holy See and San Marino.²¹ Coordinates activities in Denmark, Estonia, Latvia, Lithuania and Sweden and also covers without a presence Finland, Iceland and Norway.

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REGION / OPERATION	2023 approved budget				TOTAL
	Attaining favourable 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 ²²	5,659,572	11,217,446	3,118,358	2,633,773	22,629,150
Regional activities for the Middle East and North Africa ²²	30,000,000	-	-	-	30,000,000
Other operations in the Middle East	5,433,909	15,020,000	-	29,000	20,482,909
Algeria	4,712,452	29,684,298	8,930,500	538,000	43,865,251
Egypt	25,862,561	71,654,631	30,220,299	3,474,685	131,212,176
Iraq	48,165,150	184,305,225	12,498,533	94,974,290	339,943,197
Israel	6,487,299	-	-	1,330,222	7,817,521
Jordan	46,278,309	282,212,251	55,643,122	5,976,961	390,110,643
Lebanon	87,717,108	442,337,602	24,203,109	5,927,492	560,185,311
Libya	18,082,468	38,985,925	9,178,222	3,753,385	70,000,000
Mauritania	6,524,783	14,501,842	7,263,437	3,969,053	32,259,115
Morocco	2,788,690	5,145,844	2,465,466	-	10,400,000
Saudi Arabia multi-country office ²³	7,017,598	5,306,442	-	-	12,324,040
Syrian Arab Republic	37,229,028	337,210,119	89,718,694	1,321,845	465,479,685
Tunisia	5,655,485	-	2,882,126	-	8,537,610
Yemen	17,569,056	275,205,158	16,344,528	11,344,528	320,463,271
Western Sahara confidence-building measures	-	2,166,133	2,277,559	-	4,443,692
SUBTOTAL MIDDLE EAST AND NORTH AFRICA	355,183,470	1,714,952,916	264,743,954	135,273,234	2,470,153,574
SUBTOTAL COUNTRY AND REGIONAL PROGRAMMES	2,246,069,036	4,395,941,191	1,237,558,450	1,045,245,023	8,924,813,700
Global programmes	125,431,119	289,201,236	69,111,118	58,371,426	542,114,898
Headquarters	57,874,326	129,954,517	31,888,094	26,932,766	246,649,703
SUBTOTAL PROGRAMMED ACTIVITIES	2,429,374,480	4,815,096,944	1,338,557,662	1,130,549,215	9,713,578,301
Operational reserve (OR)	-	-	-	-	485,678,915
Junior Professional Officers	-	-	-	-	12,000,000
TOTAL	2,429,374,480	4,815,096,944	1,338,557,662	1,130,549,215	10,211,257,216

²²Regional Bureau, regional activities and Other operations in the Middle East cover the whole Middle East and North Africa region.

²³Includes activities in Kuwait, Qatar, Saudi Arabia and the United Arab Emirates.

TABLE 6 | 2022-2023 BUDGETS FOR HEADQUARTERS¹ | USD

DIVISIONS ²	2022	2023
	Current budget	Approved budget
EXECUTIVE DIRECTION AND MANAGEMENT		
Executive Office	6,451,683	6,999,120
New York Liaison Office	4,714,617	4,773,679
Inspector General's Office, including audit services	9,895,644	4,227,106
Legal Affairs Service	5,690,136	4,183,052
Office of the Ombudsman	1,345,830	1,443,051
Ethics Office	2,905,650	2,120,117
Enterprise Risk Management Service	1,735,576	1,961,321
Evaluation Office	2,301,796	2,653,718
Transformation and Change Service	3,361,859	3,689,589
Governance Service	2,744,152	2,884,794
SUBTOTAL EXECUTIVE DIRECTION AND MANAGEMENT	41,146,943	34,935,546
Division of External Relations	31,448,864	31,752,068
Division of International Protection	16,409,984	18,085,378
Division of Resilience and Solutions	3,241,122	3,366,117
Division of Emergency, Security and Supply	12,879,094	15,245,774
Division of Strategic Planning and Results	19,740,207	18,481,426
Division of Information Systems and Telecommunications	42,399,676	39,177,817
Division of Human Resources	37,149,043	43,419,467
Division of Financial and Administrative Management	23,354,152	30,415,450
Global Service Center Management Unit in Budapest	4,228,733	4,330,430
Global Service Center Management Unit in Copenhagen	6,018,557	6,323,748
Staff Council	782,698	1,116,484
TOTAL	238,799,073	246,649,705

¹ The Annual Programme Budget includes allocations from the UN regular budget as follows: \$42.2 million for 2022 and estimated \$42.2 million for 2023. The values for 2023 are provisional, subject to approval of final United Nations Programme Budget and subsequent recosting.

² Division includes all cost centres regardless of location.

TABLE 7 | 2022-2023 BUDGETS FOR GLOBAL PROGRAMMES | USD

ACTIVITIES	2022	2023
	Current budget	Approved budget
OPERATIONAL ACTIVITIES		
Cash-based interventions	600,000	650,000
Durable solutions	9,767,801	6,272,990
Education-related projects	30,402,757	33,810,000
Emergency-related projects	29,582,375	25,446,969
Environment-related projects	750,000	860,000
Global Clusters	956,384	956,384
Health-related projects	1,656,000	1,808,500
Innovation project	7,954,006	8,500,000
Private sector partnerships	145,532,481	157,478,489
Protection-related projects	8,008,411	9,773,396
Public information and media projects	10,759,155	10,301,850
Gender-based violence, children and adolescents	1,447,624	1,670,413
Registration, data and knowledge management	13,371,000	17,216,521
Research, evaluation and documentation	3,403,325	4,246,925
Resettlement	13,717,919	16,521,808
Shelter-related projects	3,255,000	3,324,311
Training-related projects	827,500	747,500
Miscellaneous	3,179,913	1,602,781
SUBTOTAL OPERATIONAL ACTIVITIES	285,171,651	301,188,837
PROGRAMME SUPPORT (BY DIVISION)*		
Executive Direction and Management	34,202,783	37,739,916
Division of External Relations	55,174,320	69,088,339
Division of International Protection	14,745,359	15,937,955
Division of Resilience and Solutions	31,425,936	30,881,699
Division of Emergency, Security and Supply	23,992,107	15,215,827
Division of Strategic Planning and Results	8,977,809	5,276,436
Division of Information Systems and Telecommunications	46,121,244	35,745,053
Division of Human Resources	29,843,351	22,459,374
Division of Financial and Administrative Management	9,845,178	8,581,463
SUBTOTAL PROGRAMME SUPPORT	254,328,085	240,926,061
TOTAL	539,499,737	542,114,898

* Division includes all cost centres regardless of location

CHART 7 | BUDGETS FOR GLOBAL PROGRAMMES AND HEADQUARTERS | 2016-2023

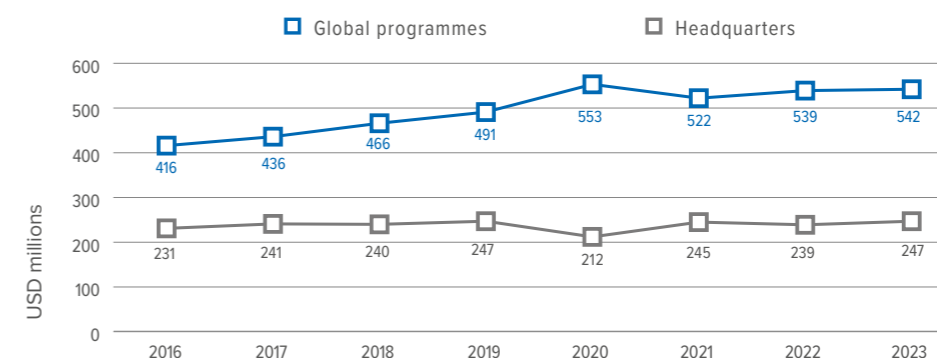


TABLE 8 | 2021-2023 BUDGETS BY POPULATION GROUPS | USD

POPULATION GROUP*	2021		2022		2023	
	Final budget	% of total	Current budget	% of total	Approved budget	% of total
Refugees and asylum-seekers	6,592,429,816	71%	7,215,580,469	68%	6,911,681,462	68%
Stateless persons	78,860,008	1%	112,949,453	1%	136,206,820	1%
Returnees	653,223,022	7%	682,866,664	6%	650,564,340	6%
Internally displaced	1,488,964,089	16%	2,083,103,669	20%	2,015,125,679	20%
SUBTOTAL PROGRAMMED ACTIVITIES	8,813,476,935	95%	10,094,500,255	96%	9,713,578,301	95%
Operational reserve (OR)	402,075,990	4%	427,502,306	4%	485,678,915	5%
"New or additional activities – mandate-related" reserve	20,000,000	0%	-	0%	-	0%
Junior Professional Officers	12,000,000	0%	12,000,000	0%	12,000,000	0%
TOTAL	9,247,552,925	100%	10,534,002,561	100%	10,211,257,216	100%

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

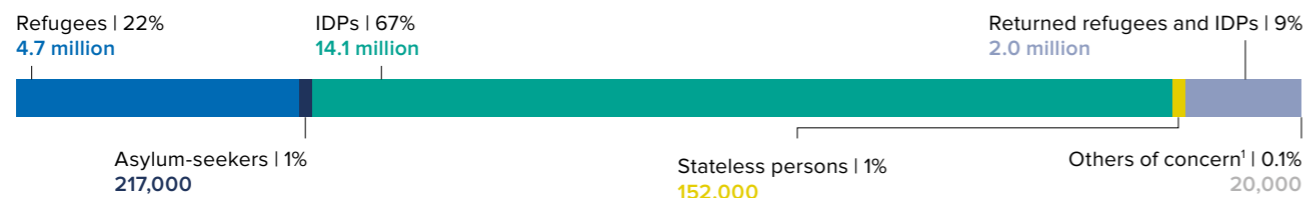
East and Horn of Africa and the Great Lakes



Rose helps her son and niece with their studies at their home in Magwi village, South Sudan. After returning from a decade as a refugee in Uganda, she founded Magwi's Women's Association, which now has 35 members.

© UNHCR/Anthony Karumba

2023 planning figures: 21.1 million forcibly displaced and stateless people 18% of global total



¹ The figure for Others of concern does not include host communities.

Millions of people who have fled their homes in the East and Horn of Africa and the Great Lakes region due to conflict, climate-related events and political violence face worsening prospects in 2023. The global economic downturn, repercussions from the Ukraine war and the pandemic, and floods and droughts stoked by climate change will exacerbate existing difficulties in finding livelihood activities, feeding families and educating children. However, some forcibly displaced people may be able to return home to Burundi and areas of Somalia and South Sudan.

UNHCR will support efforts to keep asylum open throughout the region and will press the international community to take a greater share of the responsibility for protecting and assisting displaced people, as well as helping them to return safely, resettle elsewhere or integrate into the local community. In 2023, 135,000 people in the region are projected to be in need of resettlement. UNHCR will prepare for new emergencies while maintaining basic services for those already displaced or stateless. UNHCR has budgeted \$2.021 billion for the region in 2023, with growing needs in nine of the

region's 11 countries, especially Burundi, Ethiopia, Somalia and Sudan. Low funding would preclude all but the most vital life-saving support, while full funding would mean those forced to flee will not merely survive but have a chance to return to full and productive lives.

In Ethiopia, UNHCR will provide emergency shelter and life-saving support to those newly displaced by conflict and drought, while developing refugee camp capacity. In Sudan, needs may increase due to the conflict in Ethiopia, climate impacts, a weak economy and the political situation following the ousting of the civilian Government in 2021, which reduced foreign support and development funding. UNHCR will require resources to provide emergency assistance to new arrivals and those affected by natural or climate disasters, and to support livelihoods and infrastructure development in reception centres and camps. In South Sudan, UNHCR's "pockets of hope" initiative will help returning refugees have a successful fresh start. UNHCR will aim for a strategic shift towards empowering forcibly displaced people, including self-reliance and gender equality, while maintaining readiness for displacement caused

by floods, intercommunal clashes or linked to the forthcoming general election. In Somalia and across the region, drought is expected to add to needs for basic goods and cash assistance.

In Uganda, a major refugee-hosting country, lack of funding for food supplies is raising the risk of exploitation, including gender-based violence, which UNHCR will work to prevent, mitigate and respond to. An increasing refugee population, putting additional pressure on social services, may strain relations with the host communities, assistance and support for peaceful coexistence.

In Rwanda, UNHCR plans 100% coverage for 186,000 refugees and asylum-seekers in priority services such as primary health care, assisted births and vaccinations, and primary school enrolments for 19,400 refugee children, with an improved pupil-to-teacher ratio.

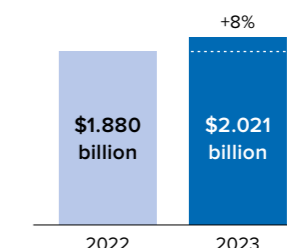
UNHCR will support efforts by Djibouti, Ethiopia, Kenya, Rwanda, Somalia and Uganda, which have piloted the [Comprehensive Refugee Response Framework](#), to incorporate refugees into their national education, health, livelihoods and social protection systems. UNHCR will support the fulfilment of [pledges](#) by Kenya, Somalia, South Sudan and Uganda to accede to one or both statelessness conventions.

UNHCR will seek greater involvement of development actors such as the World Bank, the African Development Bank, the European Commission's Department for International Partnerships, and Germany's Federal Ministry for Economic Cooperation and Development. Together with regional actors – the [Intergovernmental Authority on Development](#), the [East African Community](#), and the [International Conference on the Great Lakes Region](#) – UNHCR will aim to address structural causes of displacement and statelessness, facilitate coordinated regional responses, and advance thematic priorities such as education, livelihoods and health.

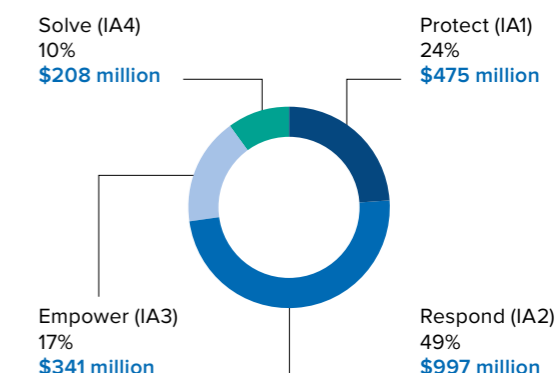
UNHCR will collaborate with the World Bank on more socioeconomic surveys, which are already informing planning in Kenya, to provide data on activities of displaced persons in the region and inform policies, advocacy and programming.

Regional budget 2022/2023

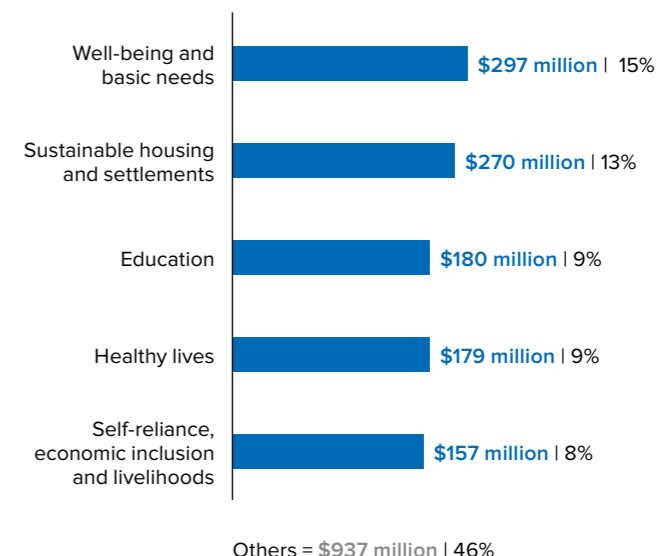
\$2.021 billion required for 2023
20% of the global budget



Budget by Impact Area in 2023



Top five Outcome and Enabling Areas in 2023



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

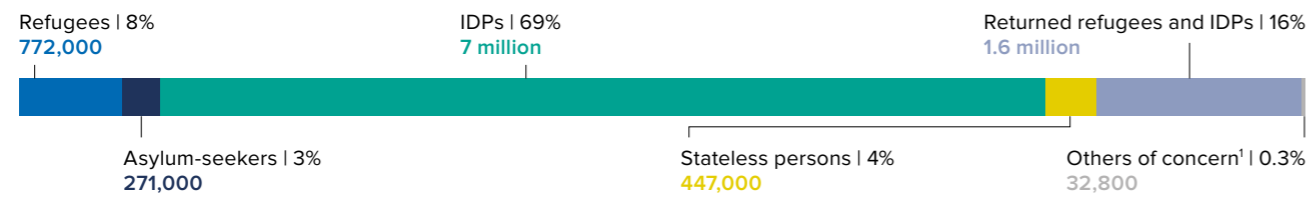
Southern Africa



Emmanuelle walks her children three kilometres to school in Bulé town in the Democratic Republic of the Congo. They fled their home from when armed men attacked. Emmanuelle says her children are hungry and feel humiliated having to go to school barefoot.

© UNHCR/Hélène Caux

2023 planning figures: 10.2 million forcibly displaced and stateless people 9% of global total



¹ The figure for Others of concern does not include host communities.

Southern Africa includes eight of the least developed countries and has long been prey to economic instability, conflict and food insecurity. Most of those displaced in the region fled violence in the Democratic Republic of the Congo (DRC), where the needs for protection and basic services are expected to increase in 2023. Needs will also increase in Mozambique, where the number of displaced is nearing 1 million people.

Climate events and economic pressures from COVID-19 and the war in Ukraine are further complicating forced displacement in the region. In early 2022, four countries were hit by tropical storms or cyclones that displaced over 1 million people. UNHCR has strengthened its emergency preparedness and response, and is implementing innovative projects to reduce the impact of climate change and to improve its own environmental footprint, with investments in reforestation, clean cooking, solar energy and projects to make shelters more resilient. Growing social inequalities in many parts of southern Africa pose a challenge to efforts to entrench stability and democracy. This may increase

movements of people, stoke xenophobia and reduce asylum space. The region continues to experience mixed flows of people fleeing conflict, persecution and natural disasters and searching for economic opportunities.

Political events may add to displacement in 2023, including the presidential election in the DRC and general elections in Zimbabwe. Further uncertainty comes from a potential scale-down of MONUSCO's operations in the DRC and the outcome of stabilization efforts in northern Mozambique. Instability, conflict and drought further north on the continent may also increase refugee arrivals. UNHCR will advocate for improved citizenship laws and reinforced asylum systems and legal protection frameworks, including prevention of gender-based violence prevention and child protection, reinforced by improvements to registration, data, information management and analysis.

Gender inequality and gender-based violence remain serious concerns. UNHCR will strengthen coordination and programming to protect women

and girls from gender-based violence and will systematically integrate gender-based violence risk mitigation into all sectors of its work.

As of August 2022, there were 464,000 child refugees and asylum-seekers in the region. UNHCR will work with UN agencies and partners to mainstream child protection in their response, while supporting governments in strengthening inclusive child protection systems and supporting networks that focus on children in mixed movements.

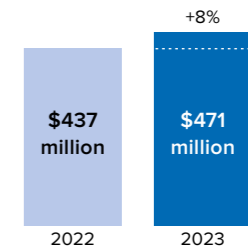
UNHCR will work with States and regional bodies including the Southern African Development Community (SADC) to strengthen national asylum systems. As of August 2022, the region had a backlog of 279,000 people awaiting asylum adjudication. UNHCR will work with governments to advance the implementation of pledges made at the Global Refugee Forum. It will be a priority to implement the Regional Action Plans on asylum and [statelessness](#) that were jointly established with SADC and endorsed by member States in June 2022. All States in the region are addressing statelessness, and most have pledged to undertake a set of actions towards the eradication of statelessness by 2024. The priorities are reliable qualitative and quantitative data; universal, free and accessible birth registration; legislative reform; and the establishment of statelessness determination procedures.

UNHCR will scale up livelihoods, financial inclusion and self-reliance strategies to foster local integration and voluntary repatriation. Places of possible return will require significant funding by both humanitarian and development partners. UNHCR will also enhance efforts to resettle persons at heightened risk, with a 2023 resettlement target of 9,600 from the region, 48% up from 2021.

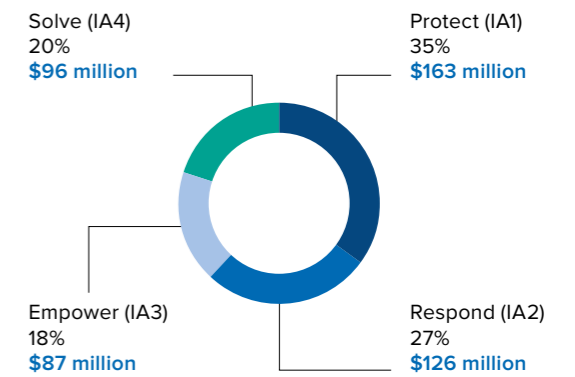
UNHCR will coordinate the [Regional Refugee Response Plan](#) for the DRC situation. Leadership and coordination roles will be reinforced in refugee and IDP response settings in the region. Innovative partnerships will be expanded and strengthened, particularly partnerships with development actors and financial institutions to enhance the complementarity of interventions that aim to benefit refugees, IDPs and host communities.

Regional budget 2022/2023

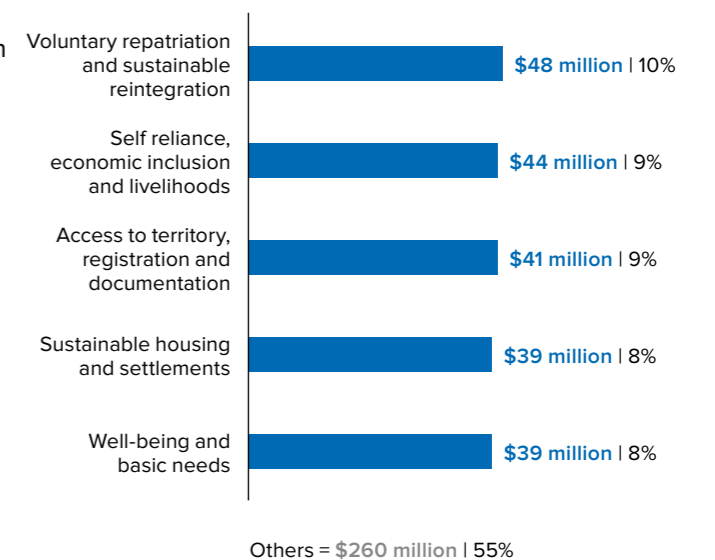
\$471 million required for 2023
5% of the global budget



Budget by Impact Area in 2023



Top five Outcome and Enabling Areas in 2023



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

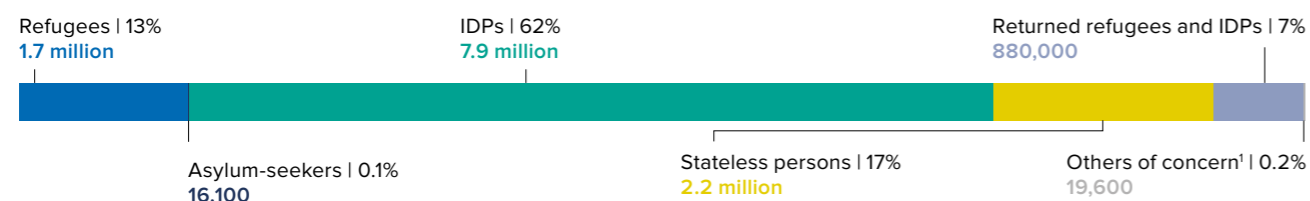


West and Central Africa

Nigerian refugees weave straw mats in Chadakori village, near Maradi in southern Niger.

2023 planning figures: 12.7 million forcibly displaced and stateless people

11% of global total



¹ The figure for Others of concern does not include host communities.

In West and Central Africa, the needs of people displaced by protracted conflicts are growing faster than the humanitarian response can expand. The regional budget for 2023, based on the needs of 12.7 million people, already looked insufficient by late October 2022, repeating a pattern seen in the past three years. The war in Ukraine and resulting worldwide inflation have boosted prices for food, gasoline and other commodities, increasing the burden on displaced and host populations. Humanitarian conditions will continue deteriorating unless peace efforts can contain the region's conflicts, which mainly stem from political instability, intercommunal competition for limited resources and tensions due to the effects of climate change. In this context, UNHCR's efforts in 2023 will focus on better protection monitoring and responding to arising emergencies while simultaneously seeking long-term solutions in partnership with development actors.

UNHCR will bolster its emergency response capacity to reach forcibly displaced people more quickly across the region, particularly in the central Sahel where needs are projected to increase sharply as

violence spreads. Moreover, the spillover of the Sahel conflict is expected to intensify pressure on the coastal countries. In Chad, food insecurity threatens the lives of displaced people and host communities, necessitating urgent efforts to prevent a new humanitarian catastrophe.

In the Sahel, enhanced protection monitoring through [Project 21](#) will inform protection programming and life-saving assistance. UNHCR will work with governments to strengthen asylum, resolve statelessness and reinforce identification and referral mechanisms, providing meaningful alternatives to risky onward movements. Particular attention will be paid to gender-based violence prevention and response. UNHCR will use digital and communication tools to foster dialogue and accountability to affected communities. With nearly 400,000 out-of-school refugee children in the region, access to education will remain a priority.

Almost two thirds of people forced to flee across the region engage in agriculture, leaving them particularly vulnerable to climate change, natural

disasters and economic conditions. From strategic use of data and cash to targeted advocacy and partnerships, UNHCR will use every tool at its disposal to increase the access of forcibly displaced people to economic opportunities, and their self-reliance.

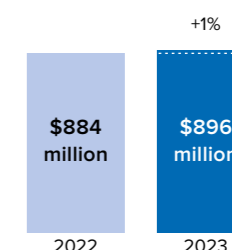
Considering the prolonged nature of asylum throughout the region, the search for solutions will remain a top priority in 2023. The implementation of a solutions strategy for Ivorian refugees in 2022 was a milestone, reducing UNHCR's operational footprint in Côte d'Ivoire, Liberia and other countries that previously hosted Ivorian refugees, allowing it to redirect resources to the most vulnerable people and new emergencies, while working with development actors on long-term investments that unlock sustainable solutions.

To find solutions for people forcibly displaced by the crisis in the Central African Republic, UNHCR will mobilize political, technical and financial support through a Regional Solutions Support Platform for Central Africans, framed around the recommendations of the 2022 [Yaoundé Declaration](#). UNHCR is also working with a broad range of stakeholders towards solutions for displaced people in the Lake Chad Basin, while continuing to promote tripartite frameworks for the voluntary return of refugees with governments. Resettlement and other complementary pathways will be crucial for the region's most vulnerable refugees. UNHCR will work with the [Lake Chad Basin Commission](#) and the Secretariat of the [Regional Strategy for the Stabilization, Recovery and Resilience](#).

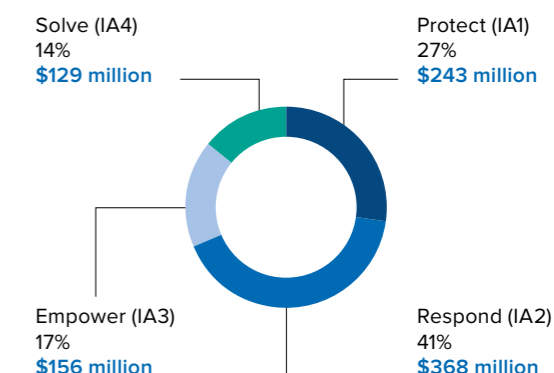
UNHCR will work with governments to improve the protection environment and ensure forcibly displaced and stateless people's inclusion in national systems, while enhancing collaboration with development actors to address the root causes of displacement and foster peaceful coexistence. In the final years of the #IBelong campaign, UNHCR will focus on supporting States to implement their most impactful pledges to resolve statelessness. UNHCR will coordinate with regional institutions and processes, strengthening collaboration with UN inter-agency platforms and regional economic commissions, including [ECOWAS](#) and [ECCAS](#), as well as whole-of-UN processes such as the [UN Integrated Strategy for the Sahel](#) and the [Regional Collaborative Platform](#).

Regional budget 2022/2023

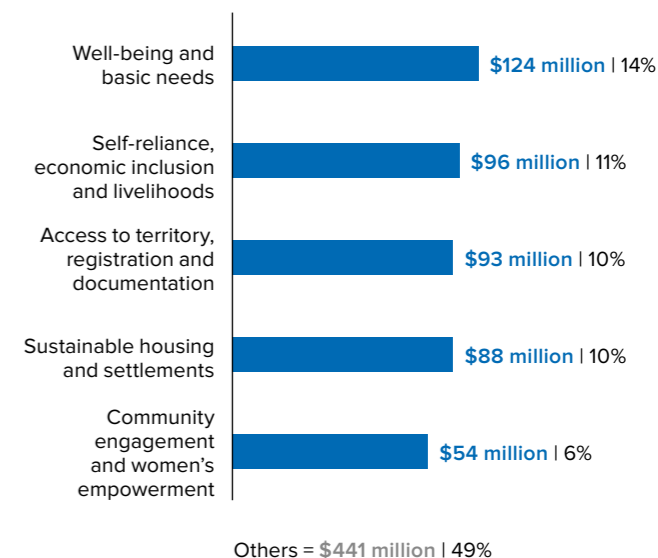
\$896 million required for 2023
9% of the global budget



Budget by Impact Area in 2023



Top five Outcome and Enabling Areas in 2023



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

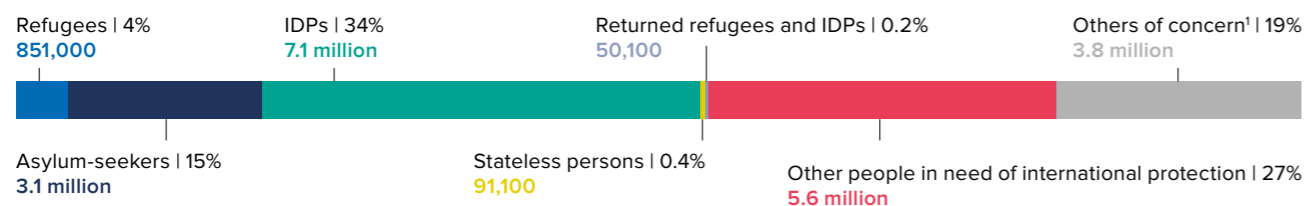
The Americas



In Panama, refugees and migrants brave the hazardous jungles of the Darien Gap on their way north.

© UNHCR/Nicola Filippini/Rosso

2023 planning figures: 20.6 million forcibly displaced and stateless people 18% of global total



¹ The figure for Others of concern does not include host communities.

Forced displacement is expected to rise in the Americas in 2023 as the root causes – violence, insecurity, inequality and human rights violations – persist.

There are increasing mixed and onward movements, with Venezuelans, Cubans, Haitians and others enduring extremely hazardous conditions to find a safe place to stay. These complex movements put a strain on response mechanisms, asylum systems and the services available along the route northwards. A collaborative, hemispheric approach is needed, as endorsed in the 2022 [Los Angeles Declaration](#).

In the Venezuela situation, population movements will increase, including outflows, onward movements and returns. With limited access to registration, documentation, basic services and livelihoods opportunities, and with rising xenophobia, increasing numbers will move onward, including through the Darien Gap. UNHCR will prioritize humanitarian assistance, identification and referral to services for those at heightened risk. It will support national efforts to expand access to asylum, regular stay arrangements and documentation, and will support refugees' and migrants' integration and inclusion in social protection programmes.

The 2023-2024 [Regional Refugee and Migrant Response Plan \(RMRP\)](#), developed through the [Regional Inter-Agency Coordination Platform for Refugees and Migrants from Venezuela \(R4V\)](#), which is co-led by UNHCR and IOM, estimates 4.9 million in-destination Venezuelans will need humanitarian, protection and socioeconomic assistance in 2023. UNHCR and IOM will coordinate more than 200 organizations' efforts to implement the RMRP across 17 countries. UNHCR and IOM will also bolster governmental coordination of the [Quito Process](#), an initiative to harmonize host countries' domestic policies, with the cooperation of the international community.

In Colombia, peace negotiations continue but forced displacement and confinement persist in certain areas controlled or disputed by irregular armed groups. UNHCR will advocate for Government measures to address structural causes of internal displacement. Empowering communities to identify risks, implementing protective measures and arranging actions with competent authorities such as accompanying organized returns will help IDPs and host communities in the search for long-term solutions. UNHCR will take an area-based approach in countries hosting Colombians, such as Argentina,

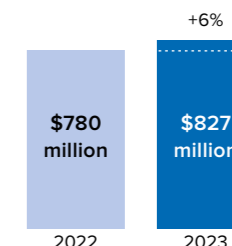
Brazil, Ecuador, Panama and Peru, to maximize efficiency where the refugees' needs coincide with those of Venezuelan refugees and migrants.

Violence, insecurity, fragile institutions, the impact of climate change and deep-rooted inequalities in parts of Central America and the Caribbean continue to undermine rights and basic needs and are likely to drive more internal displacement and mixed cross-border movements, including asylum-seekers, refugees, stateless persons and vulnerable migrants. The number of Nicaraguans seeking protection continues to increase in the sub-region, mainly into Costa Rica. To support implementation of the [Comprehensive Regional Framework for Protection and Solutions \(MIRPS\)](#) and related national policy commitments, UNHCR will back national efforts to strengthen refugee protection, access to asylum, legal stay arrangements, local integration, resettlement and complementary pathways. UNHCR's interventions will aim to enhance national protection systems and community-based protection, with an increased presence in communities at risk of displacement and expanded identification and referral mechanisms for those needing protection. This will require closer collaboration with civil society and a greater presence of State institutions in specific communities. UNHCR will invest in supporting national human rights institutions, gender-based violence prevention, child protection, enrolment in national education systems, temporary protection alternatives, and – where possible – local integration. UNHCR will work with development actors and the private and public sector to foster forcibly displaced people's inclusion in labour markets and entrepreneurship.

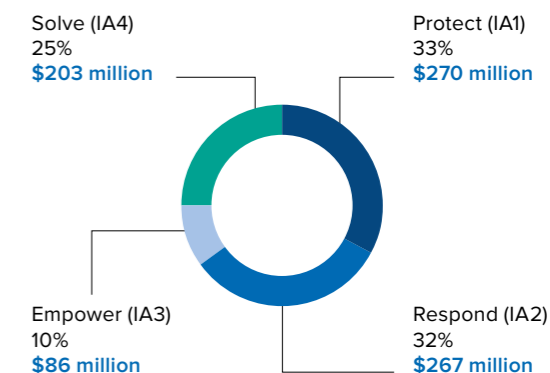
UNHCR will support States to fulfil existing commitments on statelessness and make new commitments at the Global Refugee Forum in 2023. It will offer them technical help on eradicating statelessness and on access to civil documentation, and will strive to ensure legal aid and counselling for people at risk of statelessness. UNHCR will continue advocating for accessions to international conventions, establishing or strengthening status determination procedures, strengthening civil registration systems and adoption of nationality laws in line with international standards, while fostering alliances and partnerships with regional actors and institutions.

Regional budget 2022/2023

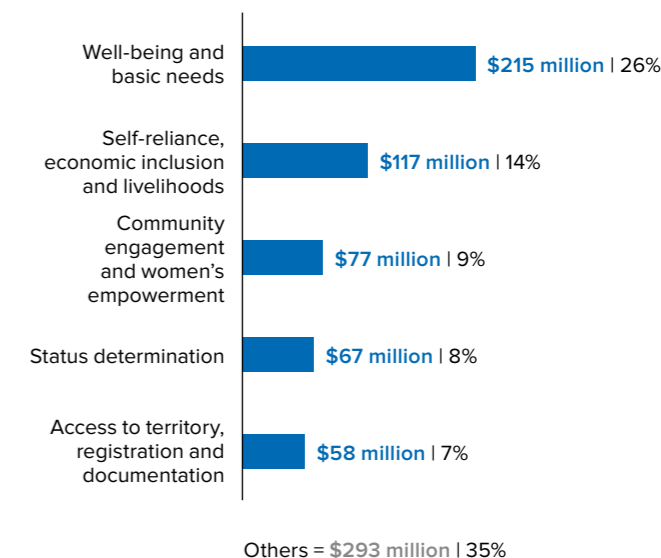
\$827 million required for 2023
8% of the global budget



Budget by Impact Area in 2023



Top five Outcome and Enabling Areas in 2023

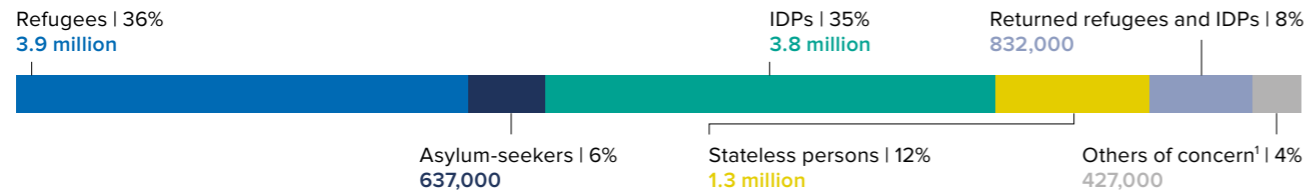


*See [Global Focus page](#) for the full breakdown.

Asia and the Pacific

Makhin Nu, 45, sits in front of her makeshift shelter in Say Tha Mar Gyi, a camp that is home to 16,500 Rohingya internally displaced people in Rakhine state, Myanmar. © UNHCR/Fabien Falve

2023 planning figures: 11 million forcibly displaced and stateless people 9% of global total



¹ The figure for Others of concern does not include host communities.

From emergencies requiring an immediate humanitarian response to contexts needing innovative longer-term and sustainable solutions, the Asia and the Pacific region presents a complex set of situations needing greater burden- and responsibility-sharing and sustained, predictable and flexible funding. As climate-induced disasters intensify and existing humanitarian situations reignite or remain unresolved, UNHCR will redouble its agile, adaptive and strategic efforts to protect, assist and pursue solutions for affected populations in the region in 2023.

Significant internal displacement is expected to continue. In support of the [Secretary-General's Action Agenda on Internal Displacement](#), UNHCR will emphasize durable solutions and seek engagement by others. In Afghanistan, improved security since the end of large-scale conflict in 2021 has allowed UNHCR to expand its presence and 60,000 refugees and 680,000 IDPs could return in 2023. However, many challenges remain, particularly for women and girls, compounded by targeted acts of violence, economic collapse, acute food insecurity and natural disasters. In line with the [Global Compact on Refugees](#) and [Solutions Strategy for Afghan Refugees](#), UNHCR will take an inclusive and collaborative approach to leading and

coordinating the inter-agency Refugee Response Plan, which aims to meet the needs of Afghans and host communities in the Islamic Republics of Iran and Pakistan and in Tajikistan, Turkmenistan and Uzbekistan in 2023.

UNHCR will take a comprehensive approach to finding sustainable solutions for Rohingya refugees and advocate for sustained support to host countries until solutions are achieved. Progress towards the voluntary repatriation of refugees has stalled since the events of February 2021 in Myanmar. UNHCR will continue to request access to expand the implementation of quick impact projects in northern Rakhine state to create conditions conducive for sustainable return and reintegration. In 2023, UNHCR will focus on access to affected populations while investing more in protection, redoubling efforts to support resilience via the provision of core relief items for 145,000 households and cash assistance for 12,500 households in Bangladesh, India and Myanmar. Until conditions allow returns to Myanmar, UNHCR will support the almost 1 million Rohingya refugees in Cox's Bazar and Bhasan Char Island in Bangladesh. It will invest in essential services and promote refugees' education, including through expansion of the Myanmar curriculum to 12,280 children at the pre-primary level, and support

skills development and livelihoods by distributing production kits to 72,000 households.

UNHCR will redouble efforts to facilitate third-country resettlement for 10,500 Afghan and over 16,000 Rohingya refugees and will scale up support for complementary pathways in Bangladesh, India, Indonesia and the Islamic Republics of Iran and Pakistan. It will also seek solutions for more than 90,000 Myanmar refugees in Thailand, for whom voluntary repatriation remains suspended.

UNHCR will work with the relevant national counterparts to promote access to territory, fair asylum procedures and protection-sensitive border controls across the region. UNHCR will bolster engagement with communities and partnerships with refugee-led organizations, particularly on preventing gender-based violence, with services for survivors or those at risk.

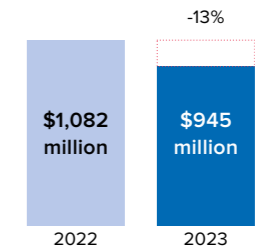
To tackle statelessness, UNHCR will advocate for States to accede to the statelessness conventions and address gaps in birth registration and national legal frameworks for citizenship.

Nearly [80% of the world's climate-induced displacement](#) is reportedly in Asia and the Pacific and, as climate shocks become more frequent and severe, UNHCR aims to better protect and strengthen the resilience of displaced people in climate-vulnerable countries like Afghanistan, Bangladesh and Pakistan. UNHCR will advance legal, policy and practical solutions for the protection of people displaced by the effects of climate change and natural disasters. It will contribute to inter-agency responses to such emergencies and make its own programming more climate-smart, aiming for sustainability and an environmentally sensitive footprint.

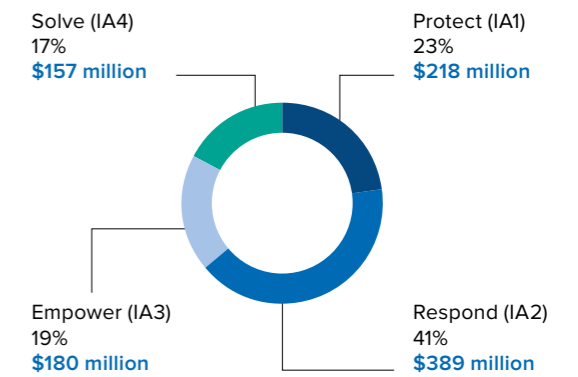
UNHCR will cultivate strategic partnerships with humanitarian, peace and development actors, UN agencies and NGOs, civil society and community-based organisations, as well as international financial institutions. It will leverage the convening power of the [Almaty Process](#), the Association of Southeast Asian Nations, the [Bali Process](#) and the Organisation of Islamic Cooperation to build regional support for the inclusion of displaced and stateless people in national systems, particularly in health and education. It will aim to secure ambitious commitments and realizable outcomes at the 2023 Global Refugee Forum.

Regional budget 2022/2023

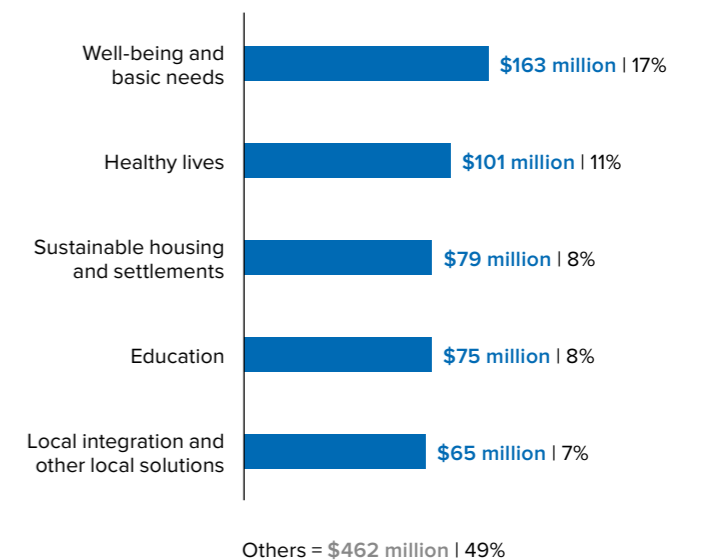
\$945 million required for 2023
9% of the global budget



Budget by Impact Area in 2023



Top five Outcome and Enabling Areas in 2023

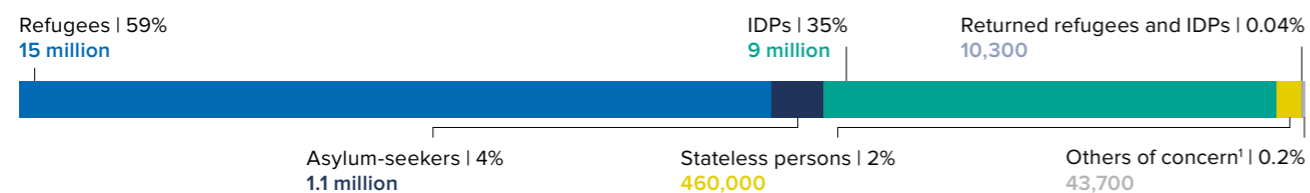


*See [Global Focus page](#) for the full breakdown.

Europe



2023 planning figures: 25.7 million forcibly displaced and stateless people 22% of global total



¹ The figure for Others of concern does not include host communities.

The number of refugees in Europe more than doubled in 2022 and the number who were internally displaced rose to almost 9 million, creating significant humanitarian needs. Millions who fled the international armed conflict in Ukraine will require support in 2023, inside Ukraine, in the Republic of Moldova and across the region. Europe will likely see more mixed movements of people, in addition to further displacement from old and new conflicts. In 2022, Europe showed that fair and fast protection is possible if all actors work together in a whole-of-society approach, fostering inclusion and solidarity from the start. UNHCR will continue supporting governments in this effort in 2023.

Inside Ukraine, needs are likely to grow. UNHCR will distribute cash and relief items as part of a coordinated inter-agency response. Outside Ukraine, UNHCR will support the governments of refugee-hosting countries in coordinating the response, including through the Regional Refugee Response Plan for the Ukraine situation. The focus is expected to transition from emergency response to supporting governments in fostering the inclusion of

refugees in national systems, strengthening access to employment, health, education, accommodation and other services. Some operations, including the Republic of Moldova, will continue small-scale, targeted cash-for-protection programmes for the most vulnerable. Given the [exceptionally high proportion of women and children](#) among the refugees, activities to prevent and respond to gender-based violence, sexual exploitation and abuse and trafficking will remain a priority, as well as child protection activities and two-way communication with communities.

UNHCR will work to sustain widespread European solidarity with refugees from Ukraine and to capitalize on the outpouring of empathy to broaden public support for all refugees. However, policies of deterrence, particularly regarding arrivals and mixed movements, are expected to persist and challenge principles of protection. Drivers of mixed movements, including refugees, towards Europe are likely to be exacerbated by unresolved and new conflicts; the unequal economic impact of COVID-19; global inflationary pressures and increasing poverty; and climate change.

Forging consensus on a regional disembarkation mechanism and the efficient yet protection-sensitive management of borders are key priorities. In 2023, UNHCR will strengthen its advocacy for access to territory and fair and efficient asylum procedures. It will encourage predictable responsibility-sharing among States, building on innovative good practices in registration, reception and differentiated procedures documented throughout the pandemic and in response to the large-scale influx from Ukraine in several countries. In this context, it is essential that an agreement on solidarity is reached to support coastal European Union (EU) States. The proposed [EU Pact on Migration and Asylum](#) presents an opportunity to move from an ad hoc, crisis-driven approach to a better managed and predictable one.

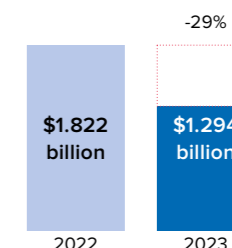
UNHCR will work closely with governments and stakeholders including municipalities, NGO partners and refugee-led organizations to promote socioeconomic inclusion of refugees, including access to legal employment, housing and benefits. The response to gender-based violence will be enhanced by community engagement and more systemic work with relevant State institutions. Engagement with the private sector will be vital for refugees' inclusion in the labour market in these countries.

In Türkiye, UNHCR will work closely with the national authorities and mobilize a wide range of actors to sustain the refugee response, including by supporting implementation of the [Regional Refugee & Resilience Plan](#). This will promote refugees' inclusion in public services and self-reliance and foster social cohesion. UNHCR will pursue resettlement opportunities for 30,000 refugees who are most at risk.

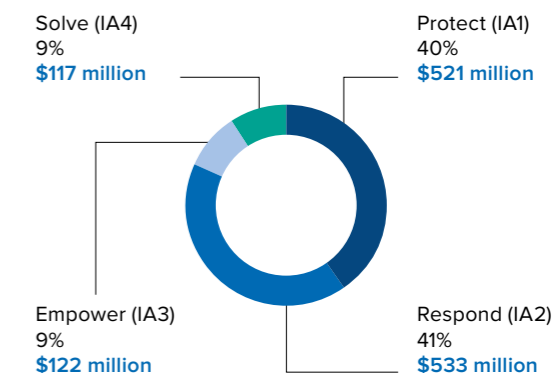
UNHCR will also support States, civil society and UN agencies to deliver on [pledges to eradicate statelessness](#), including by establishing dedicated determination procedures and promoting access to naturalization. Efforts will focus on preventing and reducing childhood statelessness, including by closing gaps in nationality laws and improving access to civil registration and documentation. UNHCR will also actively mobilize relevant stakeholders ahead of the 2023 Global Refugee Forum.

Regional budget 2022/2023

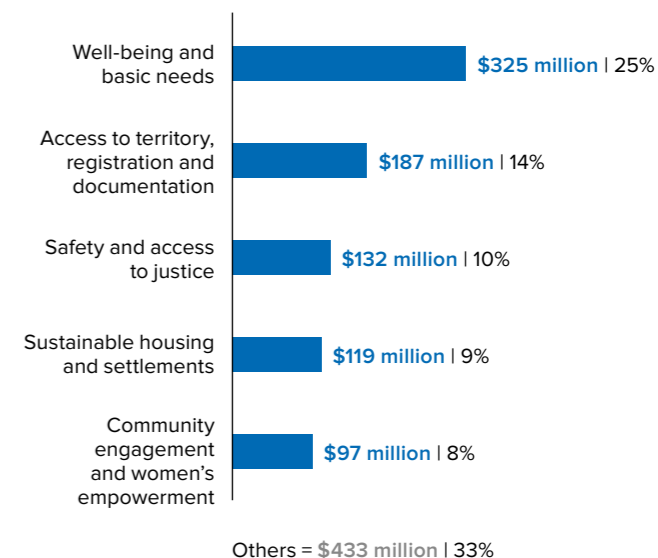
\$1.294 billion required for 2023
13% of the global budget



Budget by Impact Area in 2023



Top five Outcome and Enabling Areas in 2023



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

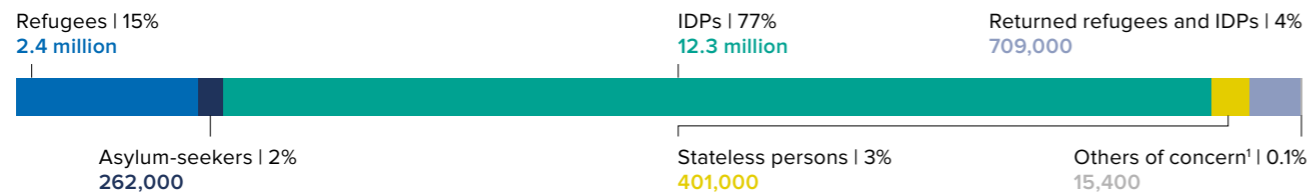
The Middle East and North Africa



Aisha stands in the snow in front of her flooded tent in an informal refugee settlement in Lebanon's Bekaa Valley, which is home to more than 215,000 Syrian refugees.

© UNHCR/Houssam Hariri

2023 planning figures: 16 million forcibly displaced and stateless people 14% of global total



¹ The figure for Others of concern does not include host communities.

The Middle East and North Africa accounts for 24% of UNHCR's budget in 2023, with the majority of funds going towards basic needs, cash assistance and shelter. Although the number of forcibly displaced and stateless people in the region is expected to remain unchanged in 2023, many will experience even greater hardship as food and fuel prices rise, having seen their reserves used up by conflict, COVID-19 and inflation.

In Lebanon, the world's top refugee-hosting country per capita, nine out of 10 refugee households live in extreme poverty, while tensions with host communities are rising over competition for dwindling resources. In 2023, UNHCR will focus on delivering protection and assistance, ensuring refugees' dignified stay, enhancing social cohesion, enabling solutions, ensuring returns are dignified and voluntary in nature, and discouraging unsafe onward movements, often by sea.

In Iraq, more than three quarters of out-of-camp households have high levels of accumulated debt,

with challenges in renting adequate accommodation, purchasing food, ensuring children's school attendance, and receiving health care.

There is no sign of an imminent end to the Syria crisis, which has generated the world's largest refugee outflows and the largest internally displaced population over the last 12 years. The overall intention of refugees to return to the Syrian Arab Republic (Syria) in 2023 is expected to fluctuate but remain low overall, with challenging conditions inside Syria acting as the primary driver in terms of decision-making around return.

UNHCR will assist refugees with cash and support their access to health, education, shelter and livelihoods. UNHCR will innovate to maximize the effectiveness and efficiency of cash assistance, one of the most important tools it has for protecting and assisting people. More area-based programming will help forge stronger complementarities between development and humanitarian actors and support refugee inclusion in national systems in host countries.

UNHCR appreciates the progressive inclusion of refugees in national services in Jordan, but their huge and pressing needs will continue to require international burden-sharing. In Iraq, as the emergency response transitions to recovery and development, UNHCR expects needs to decline slightly. UNHCR will work with WFP on harmonization and targeted food assistance for refugees in camps in Iraq, and cash and food assistance outside camps. UNHCR will also work to align its cash assistance with the Government's social safety net and will support a pilot project between the World Bank and the Ministry of Social Affairs on including refugees in social protection at par with Iraqi nationals.

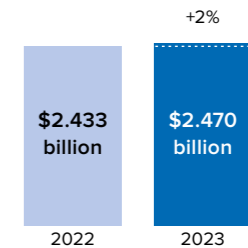
UNHCR will co-lead the protection cluster in Libya, Syria and Yemen, focusing on multisectoral assistance for IDPs, including core relief items and shelter support, while strengthening community-based protection and area-based approaches. An increased number of Syrian and Yemeni IDPs could return to their places of origin in 2023. In Libya, where UNHCR and IOM co-lead the development of durable solutions for IDPs, tens of thousands of IDPs could also return home or integrate locally. By year-end, North Africa is projected to host 458,000 asylum-seekers and refugees, with arrivals expected from countries such as Eritrea, Ethiopia, Guinea, Mali, Sudan and Syria. Protracted camp situations continue in Algeria and Mauritania while a continuing decrease is expected in Yemen in light of an ongoing population review exercise.

Refugee resettlement needs will remain high, with 864,000, including 400,000 Iraqis and Syrians in Türkiye, needing resettlement from the region. UNHCR will advocate for diverse State partners to accept those with compelling protection needs under both resettlement and complementary pathways.

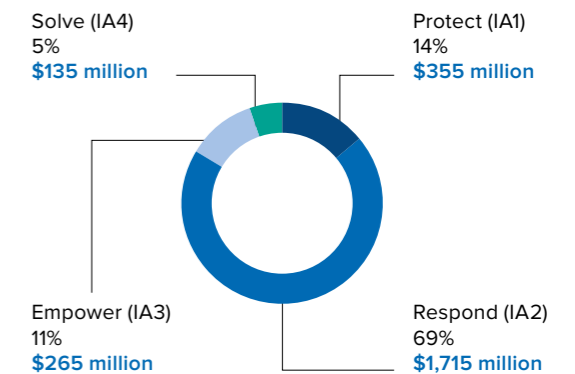
To prevent and reduce statelessness and identify and protect stateless communities, UNHCR will provide legal assistance, seek improved access to civil documentation such as birth registration and nationality documentation, undertake studies that will provide evidence for acting on statelessness, and engage in capacity-building and advocacy, including by promoting every child's right to a nationality and advancing gender-equal nationality rights.

Regional budget 2022/2023

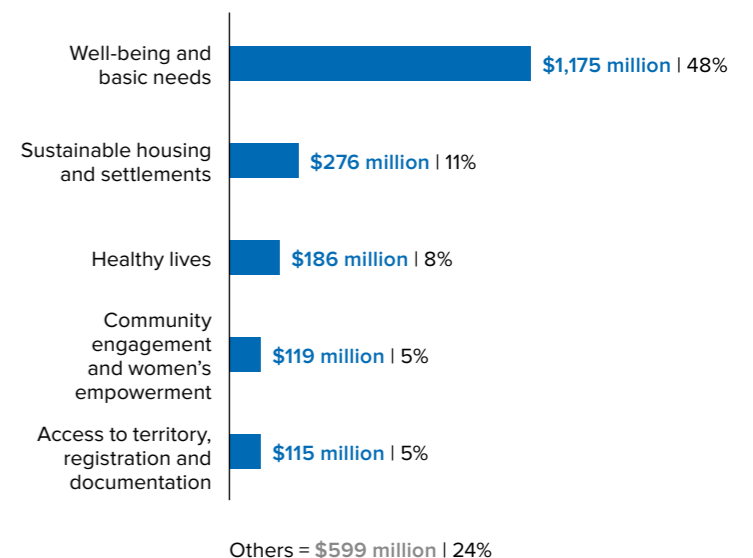
\$2.470 billion required for 2023
24% of the global budget



Budget by Impact Area in 2023



Top five Outcome and Enabling Areas in 2023



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

Focus Area



A child stands in front of a makeshift shelter at the Madhayto camp for internally displaced people in Baidoa, Somalia.

© UNHCR/Nabil Narch

An interview with Sumbul Rizvi, UNHCR’s Principal Adviser on Internal Displacement

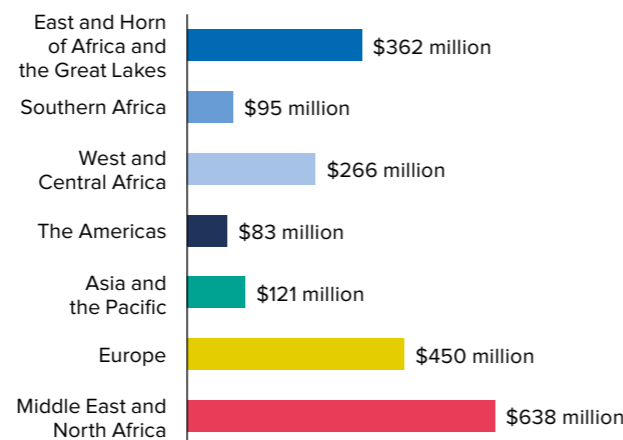
How is UNHCR’s approach to situations of internal displacement evolving?

UNHCR has been stepping up its IDP response in a concerted way since the Strategic Directions were issued in 2017. We had a specific objective of improving IDP national law and policy in 17 countries, as well as doing our own programmes and our coordination work. We have greatly passed this objective. Examples from around the world include Afghanistan, El Salvador, Honduras, Iraq, Mexico, Somalia, South Sudan and many others. We recently published a [report](#) about our work with IDPs in 2019-2021 explaining not only what we have been able to do but also the direction we’re taking. We are definitely doing more on protection and solutions across the IDP spectrum.

Global needs for IDP response in 2023 **\$2.015 billion**

-3%
(vs current 2022 budget)

Regional needs



In 2023, there must be an increasing focus on working with development partners. We can see a lot of that happening. I’ve just come back from Afghanistan, where we are supporting the UN Resident Coordinator to draw together the development actors within the UN country team to collaboratively respond to IDP resilience and solutions needs.

How will IDPs benefit from UNHCR working with development partners?

Internally displaced people need to be “visibilized” and support for them needs to be facilitated, which essentially means unlocking contentious law and policy issues, land tenure issues and access to documents.

I take a big picture perspective and, together with colleagues working in the country operations or who have the technical expertise, we join the dots to make the linkages. We have a significant contribution

to make in drawing the attention of development and State actors to possibilities for sustainable solutions for IDPs. I’m really looking forward to the [High Commissioner’s dialogue](#) with development stakeholders in December 2022.

We have already significantly increased engagement with the World Bank, the African Development Bank, the Inter-American Development Bank and the Asian Development Bank. They see internal displacement as a development – or lack of development – issue. Without their help, I don’t believe that there is much scope for the humanitarian actors to bridge the gap between humanitarian efforts and development. That’s where I think UNHCR must step up. We have very good relations with the international financial institutions and we’ve done a lot together already, especially in establishing the [Joint Data Center](#) with the World Bank, and with the Intergovernmental Authority for Development on its [initiative in the Horn of Africa](#).

UNHCR’s growing engagement in situations of internal displacement

- 1972: The UN Economic and Social Council asks UNHCR to assist “[persons displaced within the country](#)” in southern Sudan.
- 2005: A [reform](#) of the UN humanitarian system extended UNHCR’s role to make it the lead protection agency for IDPs and for camp management and shelter in complex IDP situations.
- The reform also introduced the concept of [clusters](#), groups of humanitarian organizations, both UN and non-UN, that coordinate humanitarian activities. UNHCR leads the [global protection cluster](#) and co-leads the [global shelter cluster](#) (with the International Federation of Red Cross and Red Crescent Societies) and the [global camp coordination/camp management cluster](#) (with the International Organization for Migration).
- 2011: The Inter-Agency Standing Committee’s [Transformative Agenda](#), which aimed to make humanitarian responses more predictable, accountable and responsible, expanded the core functions of the clusters to include informing strategic decision-making by the Humanitarian Coordinator/Country Team and several other activities.
- 2016: The High Commissioner [committed](#) UNHCR to working more systematically across the entire spectrum of displacement, including through a more decisive and predictable engagement with IDPs, as part of UNHCR’s [Strategic Directions 2017-2021](#).
- 2019: Release of a [revised IDP Policy](#), an expression of UNHCR’s commitment to a decisive and predictable engagement in situations of internal displacement, as an integral aspect of UNHCR’s operations worldwide, and of its protection leadership role in humanitarian crises.
- 2022: The UN Secretary-General launches an [Action Agenda on Internal Displacement](#) to better resolve, prevent and address internal displacement crises. By this time, UNHCR is engaging with 37 countries coping with internal displacement.

We are also working directly with Robert Piper, the UN Secretary-General's [Special Adviser on IDP Solutions](#) who is leading the Solutions component of the [Secretary-General's Action Agenda on Internal Displacement](#), which is about prevention, protection and solutions. All of these are linked, but the UN is using the entry point of solutions to also look at protection and prevention. We strongly support his leadership and have been directly involved in the development of the Action Agenda.

What solutions are possible for IDP situations?

Return, local integration and resettlement in other places within the country – especially in protracted situations where people were displaced into what were peri-urban areas 20 or 30 years ago and are now in the heart of a city. Afghanistan is a case in point, but there are many others.

More often than not IDPs find their own solutions. People just walk with their feet, they go to wherever they think they can be safe, sustain their livelihoods and can get access to basic essential services, and so on. But often those locations may not really be ready to receive them.

To support their reintegration, we need to facilitate the engagement of UN-Habitat and State authorities on land allocation schemes, on recognition of IDP sites as settlements, and on facilitating documentation for IDPs.

Let's remember that IDPs are in their own country. There is an assumption that people tend to make, that just because they're in their own country, everything's okay. The fact that they are internally displaced could be due to persecution, or conflict, or violence, and it could also be due to disasters. Either way, the State is unable or unwilling to protect them. So how does the international community come in to support their protection and integration?

Return, of course, should be the major solution. But let's remember that even if IDPs are returning to remote rural areas after a displacement of 20 or 30 years, the younger generation may not find

anything to hold them to those rural locations. So solutions come with their own complexities. That's why we look at solutions from the start, as we made clear in our [IDP policy](#) in 2019.

Are there any opportunities for solutions in 2023?

I see potential in many places, in different ways. The Office of the Secretary-General's Special Advisor on Solutions to Internal Displacement has already targeted several countries, so we are working together with him on that. But the approaches need to be tailored to the country context: Which actors are present? Which actors are interested in funding solutions? Which development actors are ready to step in and join hands with humanitarian actors to form the bridge for solutions? The tenure of the Special Advisor is until May 2024, and we are looking forward to moving in leaps and bounds on this. But each country is unique. My recent extended mission in Afghanistan was to support this inter-agency process.

How much difference can UNHCR make in the life of someone who is internally displaced?

Before the conflict in Ukraine, I would have given you a very, very positive response. But with the pressure on resources, the issues of inflation and food and oil prices, this has essentially skewed our anticipation for 2023. And this year already, we are so underfunded. We absolutely need more funding support. And this is also one of the reasons why we risk losing the opportunities that people do have to find solutions. It will be tragic if solutions are within reach but are not enabled because of basic lack of funding. And we're not asking for enormous funds. We at UNHCR, and others working for IDPs, we are looking at more concerted planned, collaborative, joint funding with the development actors for solutions, but also protection in displacement, the prevention and response to sexual and gender-based violence, and child protection. Families need that support. And especially if you're fleeing conflict, violence and disasters, what you might be subjected to is horrific. You might have to move repeatedly to find protection. And that would be a failure of the international community.

What is at stake if there is a shortfall in funding for IDPs in 2023?

A lot is at stake. We are prioritizing countries where solutions are imminent, where something concrete can actually happen if just a little boost is provided. Look at South Sudan, or at Afghanistan, where 1.5 million people have returned to their places of origin, as per IOM and UNHCR data. If we don't provide that boost, we will miss the point in time, we will miss the opportunity. Once we miss the opportunity and people go into protracted or multiple displacements, all the protection risks that come from such prolonged displacement arise.

So, if the development actors and the international community can actually provide support at this point, especially in the countries where we are together working with Robert Piper and his team, this would be most welcome.

In 2021, more than a quarter of IDP expenditure, \$200 million, went towards cash assistance. And we also invested millions in community-based interventions, including building the capacity of local civil society actors and community groups – localization is our focus. And that's where our area-based approaches are key as well: we look at areas that are in need, where the IDPs are, or are moving back to, or integrating into, and we work together with the development and the other actors to uplift the communities.

So, there's a simple message: if funding is not forthcoming, especially both on the humanitarian and the solutions development side, it will be a tragic loss of opportunity. And people might end up crossing borders and all the risks that come with that. It's not about reducing IDP numbers, it's about giving them an alternative. If protection can be provided where they are, especially inclusion in national social protection services, inclusion in the UN Sustainable Development Cooperation Framework, that would be the most prudent.

UNHCR is engaging with more and more non-traditional donors, especially for the application of the UNSDCF to IDPs, because

protection, humanitarian response and solutions are interlinked. The inclusion of IDPs within protection measures and response measures and solutions measures would be key, but with less and less money, this is a significant risk. We are working very hard to generate funds for this. And I think all of us are in this together as a matter of deep concern.

Do IDPs have a chance to take part in the decisions that affect them?

This is part of our regular mechanism. As UNHCR, we work with communities, we engage with communities, we discuss with communities, and my recommendation is to work with the people. People have to choose what they want to do. So we work with the people; ensure that they are aware of what they're walking into; and protect and support them, if and where possible. If you look at our IDP report, "[UNHCR Engagement in Situations of Internal Displacement 2019-2021](#)", we have consistently talked about the voice of the people. It is the key to everything. And people are not a homogeneous whole, so within groups, within communities and sub-communities, you may have different perspectives, and those have to be respected too. You can't afford to have an impact that is negative for a community that is going to host the returns or the arrivals.

When you have large numbers like in the Ituri region in the Democratic Republic of the Congo, you find that 90% of the IDPs, despite the protracted nature, are hosted by local communities. Those local communities are very limited in their resources, yet they are still hosted. And that's why agencies like UNHCR work closely to support the hosting capacity of the local communities, because that then helps facilitate a dignified existence for people who are resilient – and these people are very, very resilient, and they're happy to find their own resources. But some boost is required, some support is required.

So our bottom line is we start from a very local approach to whatever the situation on the ground is, and support access to local systems, without creating a bubble which then floats off on its own and could give rise to its own challenges.



Outcome Area 1

UNHCR and national partners host a mobile support hub in Independence village, Belize, helping asylum-seekers to get their documents ready to apply for the Government's [amnesty](#) exercise.

© UNHCR/Aida Escobar

Access to territory, registration and documentation



Priorities

While many States are generous in their welcome to refugees, UNHCR has observed numerous instances of asylum-seekers and refugees being denied access to territory, expelled, or pushed back at land and sea borders. In 2023, UNHCR will improve the comprehensiveness, consistency and impact of its data and interventions in cases of threatened and

actual refoulement, based on guidance issued to its operations in 2022. UNHCR will also advocate to ensure that border measures linked to COVID-19 do not prevent asylum-seekers reaching safe territory and claiming protection.

UNHCR will strengthen its work with partners to promote protection-sensitive border management, including where mixed movements of refugees and others move across borders for different reasons. Work is underway on updating UNHCR's 2016 "[10-point plan in action](#)", which compiled good practices on addressing mixed movements. It will reinforce collaboration with partners working on migration, via the new IOM/UNHCR "[Framework of engagement](#)" and with members of the [UN Migration Network](#). UNHCR will advocate for and facilitate States' issuance of documentation to asylum-seekers, refugees, internally displaced and stateless persons, to confirm their legal status and rights to remain in the territory.

UNHCR's population ecosystem, PRIMES, has 24 million people in proGres, its registration and case management platform, across

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 - Tier1]



Proportion of forcibly displaced and stateless people with legally recognized identity documents or credentials [GCR 4.2.2]

122 operations – reflecting an achievement of system implementation across global operations.

Historically, PRIMES has been used to register refugees, but UNHCR began using it to enrol internally displaced people in targeted operations in 2022, including more than 660,000 IDPs enrolled for cash delivery in Ukraine.

UNHCR is dedicated to ensuring it has fit-for-purpose tools for registration, identity management, protection and assistance delivery. To keep pace with technological advances, UNHCR will move proGres to a cloud environment in 2023. Cloud technology will enhance its performance and scalability, strengthen data security and system stability, allow for more flexible functionalities, and improve user experience.

The crisis in Ukraine has shown how a digitally literate and enabled population can be assisted remotely. In 2023, UNHCR will begin developing refugee-centric mobile and online services, offering refugees an avenue to remotely access their own information and services, and to communicate with UNHCR in a timely and secure manner. UNHCR needs to invest to provide services in the digital world while simultaneously ensuring that those who are not yet connected or unwilling to use digital services remain included and are not marginalized.

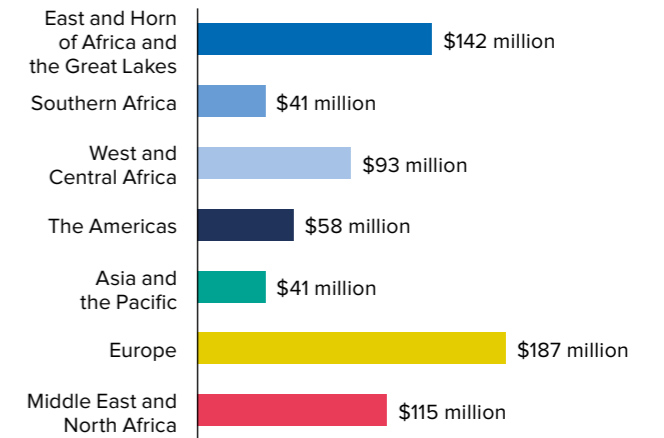
The Ukraine emergency also demonstrated the value of UNHCR's emergency registration roster, which allows for rapid deployment of skilled registration and identity management staff to support operations. 34 registration staff were deployed to five countries to support registration-related activities for the Ukraine response. In 2023, UNHCR plans to conduct two specialized Emergency Registration Learning Programme sessions to ensure sufficient roster capacity across the globe.

Global needs for Access to territory, registration and documentation in 2023

\$683 million

-6% vs 2022 current budget

Regional needs



Challenges

The COVID-19 pandemic created unprecedented strain on UNHCR operations. Physical distancing, lockdowns and travel restrictions made face-to-face registration of refugees difficult or impossible. Together with the Ukraine crisis, which required rapid enrolment for cash distribution to a digitally connected population, this compelled UNHCR to re-examine its registration approaches and strengthen its ability to provide services remotely through digital onboarding and assistance.

The Ukraine emergency also highlighted the potential for duplication when multiple organizations seek to register the same population. UNHCR's partners need either access to PRIMES tools or greater interoperability with their own systems. The vast expansion of users and persons registered in the PRIMES tools also revealed technical limitations, which will be addressed by the move of proGres to the cloud.

Developing digital services for forcibly displaced people

The pandemic and recent emergencies showed the importance of deploying digital channels to provide services to forcibly displaced people. The potential for remote outreach was demonstrated in Poland during the Ukraine response where, within a few days, 355,000 refugee families were able to remotely register for an appointment for cash assistance using a public-facing web application. Similar opportunities will be developed as part of the digital services framework which aims to securely provide a full range of digital services to the communities UNHCR serves, including identity authentication, the provision of appointments, registration, cash delivery and the ability to view and update contact information.



Outcome Area 2

Venezuelan sisters Rosángel and Noemi receive their Temporary Protection Permits in Bogotá, Colombia.

© UNHCR/Daniela Camargo

Status determination

Priorities

Refugee status determination (RSD) helps States and UNHCR determine whether a person is in need of international protection. This legal and/or administrative process is essential to meeting

Core indicators



Average processing time (in days) from registration to first instance asylum decision (disaggregated by individual and group procedures)



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

the needs of refugees in countries of asylum and to repatriate those found not to be in need of international protection, when no other justification for a legal stay arises. In 2023, UNHCR will support strengthening of national asylum systems in all regions and will undertake high-quality case processing in 49 countries where UNHCR conducts RSD under its mandate (mainly in the Middle East and North Africa and Asia and the Pacific). UNHCR will continue to produce and disseminate country-specific guidance and country of origin information (COI) to support States and UNHCR decision-making.

Together with States and other partners, UNHCR will work towards building more adaptable asylum systems that have the ability to manage significant ebbs and flows in the populations seeking international protection and other operational challenges, and to promote fair and efficient asylum processing to tackle existing backlogs, while also responding to new arrivals.

In the lead-up to the 2023 Global Refugee Forum, the Asylum Capacity Support Group (ACSG) established under the Global Compact on Refugees (GCR) will rally support amongst States and other stakeholders to provide assistance to States to improve elements of national asylum systems. The ACSG will promote collaboration and responsibility-sharing with regional mechanisms, such as the Comprehensive Regional Protection and Solution Framework (MIRPS) for the Americas, to address gaps in capacity development efforts of national asylum systems. Through the [ACSG portal](#), UNHCR will share good practices and tools developed by States and other stakeholders with a view to improving asylum systems globally.

UNHCR will support States to strengthen RSD processes in national asylum systems by providing technical, material or financial support, noting in particular the need for asylum capacity support in situations of mixed movements and large-scale arrivals in the Americas. It will address the recommendations of an [independent evaluation](#) of its work to strengthen national asylum systems, including a recommendation to revise and expand UNHCR's strategy for asylum capacity development by enhancing the effectiveness of interventions through guidance, tools, training and partnerships.

UNHCR will undertake mandate RSD as one element within the broader protection strategy in operations where it provides the most effective and efficient protection for individuals. UNHCR's mandate RSD operations, including in Egypt, Jordan, Malaysia and Yemen, will also identify opportunities to facilitate strategic and effective case processing, including through simplified, accelerated and merged RSD processes where appropriate and when integrity safeguards are in place. Wherever possible, UNHCR will seize opportunities for transitioning from mandate RSD to government engagement and implementation of national asylum systems.

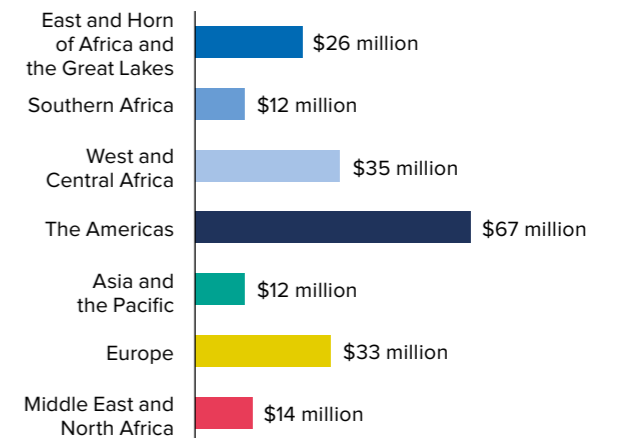
Simultaneously, UNHCR will develop COI and country guidance, which is instrumental for improving the efficiency and quality of asylum decision-making, as well as for supporting case

Global needs for Status determination in 2023

\$200 million

+10% vs 2022 current budget

Regional needs



management tools such as triaging cases into different case processing streams. In 2023, UNHCR will re-launch [Refworld](#) as the primary law and policy database for asylum decision-making, including a global case law database.

Challenges

Delays in the processing of asylum applications can lead to protracted backlogs, erode public confidence in asylum systems and make it more difficult for asylum-seekers to pursue inclusion opportunities and find solutions. Many national asylum systems have strategic planning and managerial problems, which leads to inefficiencies and financial constraints. It is imperative to strengthen national asylum systems and encourage States to take greater ownership in building resilient and adaptable systems, including by investing in innovation and technology.

It will be important to strengthen the role of the ACSG to promote partnerships with States that need to improve their systems. For a greater and more long-lasting impact, it will also be important to build partnerships between the ACSG and regional platforms, such as the MIRPS for the Americas.



Outcome Area 3

Burundian refugee and mother-of-three Evangelina Bukuru benefited from a UNHCR initiative to obtain Tanzanian birth certificates for her children to protect them against statelessness.

© UNHCR/Anthony Karumba

Protection policy and law

10 REDUCED INEQUALITIES

Priorities

To ensure that national legal and policy frameworks provide the widest possible protection for the rights of refugees, asylum-seekers and stateless persons, UNHCR in 2023 will continue to promote accession to the 1951 Convention relating to the Status of Refugees and its 1967 Protocol, the 1954 Convention relating to the Status of Stateless Persons and the 1961 Convention on the Reduction of Statelessness.

At present, 149 States are party to the 1951 Refugee Convention and/or its 1967 Protocol, while there are 96 States party to the 1954 Convention and 78 States party to the 1961 Convention. Over 20 State pledges were made at the 2019 High Level Segment on Statelessness related to accession to the 1961 Convention, with North Macedonia and the Philippines having fulfilled their pledges since. In 2023, UNHCR will continue to advocate with and support States to fulfil these commitments.

UNHCR will assist States to adopt, improve and apply national legal and policy frameworks in line with the 1951 Convention and the statelessness conventions, as well as the guiding principles on internal displacement and other international and regional legal standards. With legislative reform underway or planned in several States in different parts of Africa, UNHCR will provide advice and guidance to engage with legislative, policy and judicial actors and processes.

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

It will also work on supporting the effective application in practice of legal instruments and policies including providing guidance and maintaining substantive dialogue with governments at different levels, and with national, regional and UN human rights institutions, civil society, academia, multilateral and bilateral development partners, UN country teams and other partners.

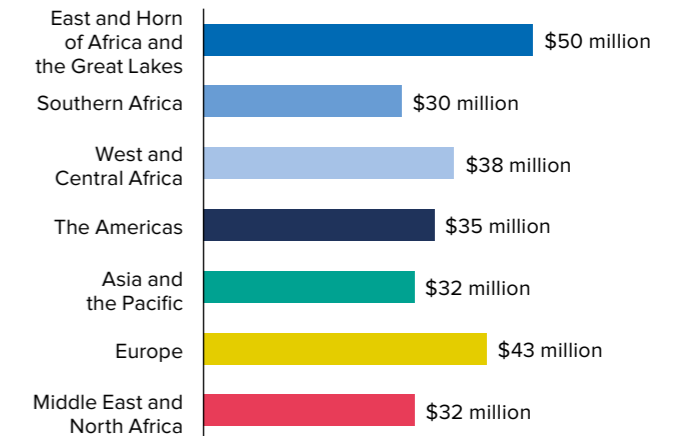
UNHCR will focus on strengthening laws and policies, including supporting fulfilment of pledges in this area in implementation of the Global Compact on Refugees. This includes promoting access to legal rights including access to territory, respect for the principle of non-refoulement and responsibility-sharing and access to socioeconomic rights. UNHCR will further seek to improve institutional and legal frameworks for IDP protection through reinforced legal standards and policies. It will redouble efforts to promote gender-equal nationality laws and policies in the 24 countries which currently still prevent women from passing their nationality to their children on an equal basis as men, and the inclusion of legal safeguards against childhood statelessness and affirming access to civil registry and documentation. It will further advocate for implementation of existing obligations, while strengthening new legal and policy measures, to reinforce protection for displaced and stateless people and host communities affected by climate change and disasters.

Challenges

With displacement figures at historically high levels and limited opportunities for return, resettlement and local integration, reinforced laws and policies are needed more than ever to enable long-term,

Global needs for Protection policy and law in 2023
\$276 million
+0.5% vs 2022 current budget

Regional needs



sustainable and rights-based approaches that governments will implement to foster and support socioeconomic inclusion and solutions. In the spirit of the Global Compact, an increasing number of governments, development and peacebuilding partners are also requesting law and policy information, advice and support from UNHCR. For instance, in more than 18 countries UNHCR is making its legal and policy analysis publicly available on a regular basis to inform support from the World Bank and other development partners. This requires predictable and adequate financing to ensure continuity of protection and legal staff at field, regional and Headquarters level and a better ability to store, collect and package UNHCR's legal and policy data and analysis for publication.

Using tech to protect: the Digital Protection Project

The Digital Protection Project, which began in 2022, will draw on UNHCR's local presence to identify areas where digitization could enhance protection, or threaten it. This includes the digitization of border technology to protect the right to asylum, the digitization of refugee status determination procedures, and the inclusion of protection standards for forcibly displaced and stateless people in national data protection legislation. UNHCR will upgrade its own digital protection guidelines and will strengthen its responses to online hate speech, misinformation, disinformation, abuse and exploitation. It will expand its network of Help websites, with which it reached over 11 million individuals in 2022, and its secure messaging platforms which were set up in 11 countries in 2022.

Focus Area



Meepia Chumee, 34, a formerly stateless person, harvests corn in the fields she rents in Chiang Mai, Thailand. She is one of more than 100,000 people who have received Thai nationality since 2008.

© UNHCR/Rachaphon Riansiri

An interview with Monika Sandvik, UNHCR’s Senior Statelessness Coordinator

How does UNHCR persuade governments to act to end statelessness, and what are the obstacles?

Statelessness has an enormous impact on the individuals affected by it. It can lead to a devastating cycle of deprivation of rights and vulnerability, with severe knock-on effects for society as a whole. Excluding certain groups can give rise to tensions, fuel conflict and even lead to displacement. We always stress to governments that statelessness is a solvable problem, and we have many good practices to draw on. What is most important is political will.

We’ve seen significant progress since 2014, when UNHCR set a 10-year goal to end statelessness. Yet the goal will not be met by 2024 and progress has not been equal in all areas. For example, only three States have removed gender discrimination from their nationality laws so that women can confer nationality on their children in the same way as men. There are still 24 countries that don’t allow women to confer nationality on their children.

There are only two years left for the [#IBelong Campaign](#), and UNHCR is giving it a final push,

with 28 UNHCR operations refining their actionable goals and concrete targets.

What I think is really compelling about statelessness is that in many cases it is really an anomaly, a mistake in our governance systems, where people fall through the cracks. It’s not that it could never end – we know what safeguards can be put in place to prevent it and how it can be addressed. And this thought that you can stop something that has been going on for generations is quite compelling. But for some stateless people it’s like a Kafka novel – they are just stuck in the system.

What progress do you see in 2023?

In 2023, we’re hoping for at least four States to accede to one of the two statelessness conventions. Many States pledged to do so in 2019, at the High-Level Segment on Statelessness, and some have. But 20 have not, and we are supporting those governments where needed. We know that some of them are very close. This year the [Philippines](#) acceded to the 1961 Convention and it’s still the only State in the region that has adopted the 1954 Convention. We hope others will follow.

Statelessness is a concept that isn’t always known by lawmakers so there is still an element of awareness-raising in many countries. For example, the 1961 Convention has some really important legal safeguards for preventing childhood statelessness. One of the cornerstones of the convention is that children can acquire the nationality of the country

where they are born if they can’t acquire any other nationality.

We also hope at least three States will establish statelessness determination procedures in 2023, and we are giving them technical advice. These procedures allow stateless people to be recognized and have their rights respected. The 1954 Convention grants a stateless person a protection status until they can acquire a nationality.

A priority for UNHCR will also be the work to establish a global Alliance to End Statelessness. This was one of the recommendations from a recent evaluation of our work on statelessness. The Alliance will clearly signal to the global community that following the [#IBelong Campaign](#), UNHCR and its partners intend to scale up and advance progress on statelessness as a “shared commitment”.

Does UNHCR know how many people are stateless?

Our latest estimate, based on statistics from 97 countries, is more than 4.3 million. That includes major populations in Bangladesh, Côte d’Ivoire, Myanmar and Thailand, and about half a million in Europe. But only about half of all countries report data, and the numbers are not always comparable.

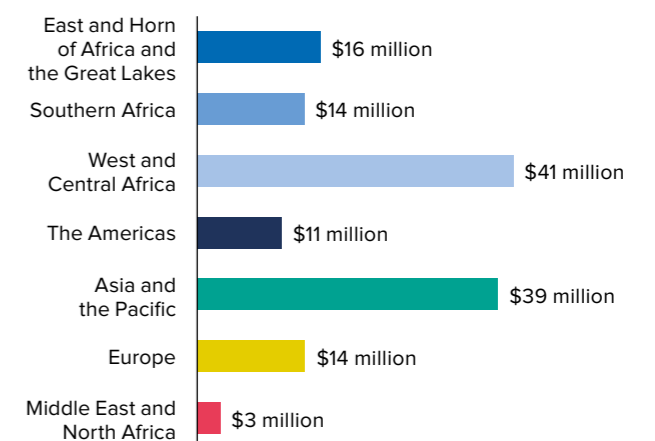
Global needs for Statelessness in 2023

\$136 million
+21%
(vs current 2022 budget)

2023 Targets

-  **90,000** stateless persons will acquire nationality, or have it confirmed.
-  **4** accessions to the UN statelessness conventions
-  **15** States will improve their national laws, policies and procedures in line with international standards on the prevention and reduction of statelessness, and the protection of stateless persons.

Regional needs





Hassinah Begom, a stateless Rohingya midwife, lives in Basara camp for internally displaced people in Sittwe township in Myanmar's Rakhine state. Despite having no formal training, she has successfully delivered more than 500 children during her 20-year career and is often the first person Rohingya mothers call on when they need assistance.

We know that there are stateless populations in many of the countries that don't report data, and that data is partial in some of those that do, so the real total is likely to be much higher. Our estimate has grown steadily in the last decade because more countries are providing figures, and because of changes in reporting – the inclusion of stateless Rohingya refugees for example. There is also natural growth, with children being born stateless, which shows how urgent it is to prevent childhood statelessness and ensure no child is born stateless. At the same time, about 448,000 people have acquired a nationality or had it confirmed since the start of the #IBelong Campaign in 2014, and this is expected to continue in 2023. Overall, we recognize that progress has been too slow, and there has been no progress in some of the major situations, like the Rohingya.

Do you expect the data to improve?

UNHCR has been supporting the [Expert Group](#) developing [International Recommendations on Statelessness Statistics](#) (IROSS), which we hope the UN Statistical Commission will adopt in 2023. We won't see the benefits straightaway, but in the long run, if there is funding to support its implementation, this is going to be a game-changer in terms of making data more robust and comparable.

There are already a lot of efforts underway to improve the available statistics, involving research by governments, UNHCR and our partners. 26 countries have pledged to conduct studies on statelessness by the end of 2024 and nine have pledged to include statelessness-related questions in national censuses.

We are stepping up our efforts to conduct qualitative and quantitative studies. In Iraq, for example, we did a [pilot survey](#) with our partner in 2021, and now we're planning a country-wide mapping of minority groups at risk of statelessness. We're planning a quantitative study in the Central African Republic in 2023, and we will get results from censuses in Tajikistan and Uzbekistan that included questions on statelessness and nationality for the first time. We're also hoping to do more studies with the Joint Data Center, along the lines of the [study of the Shona population](#) in Kenya in 2019. But research and data collection really require funding in a structural way.

Is there a role for development actors in ending statelessness?

Statelessness is a development issue. When thousands of people are stateless, communities risk being alienated and marginalized and their development severely undermined. The promise contained in the 2030 Agenda for Sustainable Development that "no one will be left behind" means recognizing every individual as a full member of society. And SDG 16.9 calls for States to ensure all persons have a legal identity, including birth registration, by 2030. Therefore UNHCR has selected development as the third and final thematic focus for the [#IBelong Campaign](#) in 2022-2023.

The World Bank, regional development banks and bilateral partners have all dedicated significant resources to help States address initiatives relevant to the prevention of statelessness in recent years, especially through the strengthening of systems for civil registration and vital statistics. But further collaboration with development actors is needed. The UNHCR-World Bank Joint Data Center has been investing in research and surveys to better understand the socioeconomic impact of statelessness. We're trying to do more within the UN system – there is more collaboration coming with UNDP, including trying to increase the awareness of statelessness in UNDP country offices, and we've been working with the International Development Law Organization on statelessness as a rule of law issue. Work with UNICEF to address childhood statelessness will also be strengthened.

Are any countries making progress on statelessness?

Kyrgyzstan scored a historic first in 2019 when it became the first country to solve all known cases of statelessness. Kazakhstan, Kyrgyzstan and Tajikistan are actively considering accessions to the statelessness conventions, and if resources continue to be available, statelessness can be solved in Central Asia.

African States' attention to statelessness has drastically increased since the start of the #IBelong Campaign. They made 148 of the 252 State pledges at the 2019 High-Level Segment. Regional frameworks in Africa have been pioneers in taking up leadership roles, through regional declaration and action plans, like the [Abidjan Declaration](#), the [Banjul Plan of Action](#) and the [N'Djamena Initiative](#). Recent engagement of the Southern African Development Community has accelerated activities and cooperation. Studies have been done, or are being finalized, on the extent and causes of statelessness in the Great Lakes Region (covering the Democratic Republic of the Congo, Rwanda and Uganda), and there will be a study in the Central African Republic in 2023. Several States – including Burkina Faso, Mali, Niger and Nigeria – are establishing statelessness determination procedures.

To what extent are conflicts such as the war in Ukraine likely to cause new cases of statelessness?

Refugees are generally at a greater risk of statelessness. They might leave without identity documents, thus making it difficult to later prove their nationality. This also puts their children at risk of statelessness. And many children are born while their parents are fleeing their home country. Under Ukrainian law, a child born abroad to at least one Ukrainian parent automatically acquires nationality at birth, so children born to refugees should automatically acquire Ukrainian nationality. For children born in Ukraine there may be issues related to birth registration that can create a risk of statelessness, especially for ethnic minorities.



Outcome Area 4

A focus group discussion on protection takes place with displaced families returning to Palma, in Cabo Delgado, Mozambique.

© UNHCR/Martin Gray Pereira

Gender-based violence



Priorities

Over 43 million forcibly displaced and stateless women and girls face a heightened risk of gender-based violence. It is [estimated](#) that one in five forcibly displaced women experience sexual violence,

and that displacement may increase the risk of [intimate partner violence](#) by 20%. In 2022, gender-based violence has had devastating consequences on the lives of women and girls in conflict-affected countries, including [Ukraine](#) and countries in the [Horn of Africa](#) and the [Sahel](#). Despite the risks, women and girls are at the forefront of humanitarian responses, bringing forward innovative solutions to support their communities.

Core indicators



Proportion of forcibly displaced and stateless people who know where to access available gender-based violence services



Proportion of forcibly displaced and stateless people who do not accept violence against women



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

UNHCR's [Strategic Directions 2022-2026](#) highlighted the importance of the Office's leadership on addressing gender-based violence and implementing the "[Policy on the prevention of, risk mitigation and response to gender-based violence](#)" across all regions.

In 2023, UNHCR will strengthen national social protection systems and expand access to life-saving gender-based violence prevention and response

services in static and mobile safe spaces across its operations. UNHCR's response will include psychosocial, health, security and legal assistance to survivors, and cash assistance when needed. Cash assistance enables women at risk and survivors to access safe accommodation, food, and non-food items. UNHCR will also focus on innovative gender-transformative programming that empowers women and girls and engages men and boys as allies for change.

The deployment of gender-based violence specialists to countries affected by emergencies at the onset of those emergencies will enhance access to survivor-centred services while upholding UNHCR's accountability towards forcibly displaced and stateless women and girls. As per monitoring and evaluation data available on past deployments, UNHCR operations have on average more than doubled the reach of gender-based violence programmes.

UNHCR will expand partnerships with women-led organizations in 2023, particularly with those led by forcibly displaced and stateless women and girls. This includes innovative gender-based violence prevention and response programmes by women-led organizations, which contribute to strengthening the participation and leadership of women within the humanitarian response.

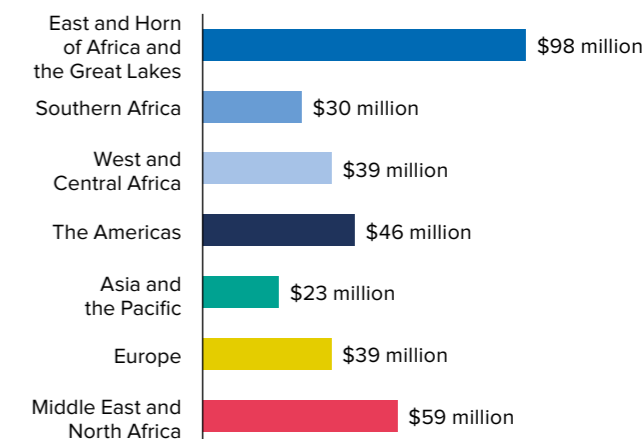
UNHCR will continue to integrate gender-based violence risk mitigation efforts across institutional processes and strengthen the capacities of UNHCR-led clusters (CCCM, Shelter and Protection) in leading efforts to integrate gender-based violence prevention into their respective sectors.

Together with States, UNHCR will convene the second Global Refugee Forum in 2023 – an important opportunity to catalyse support for refugee women and girls and for addressing gender-based violence.

UNHCR will build the skills of its workforce, focusing on prevention, case management and information management as well as risk mitigation, localization, and gender-based violence coordination in refugee settings. A particular focus will be on increasing capacity on adolescent girls' programming, including interventions to prevent child marriage.

Global needs for Gender-based violence in 2023
\$340 million
+7% vs 2022 current budget

Regional needs



Challenges

Forcibly displaced and stateless women and girls face deep-rooted, intersecting forms of discrimination, violations of their human rights, and unequal representation of their voices and needs in humanitarian responses. It is worsened further by rising food insecurity and the [impact of climate change](#).

Challenges to eradicating gender-based violence range from the impunity of perpetrators to the underfunding of emergency responses, which compromise life-saving interventions. Evidence demonstrates that the deployment of dedicated specialists working on gender-based violence prevention and response from the onset of emergencies significantly improves access to services for survivors and reduces risks of gender-based violence. While the need for gender-based violence prevention and response programmes has never been greater, funding has not kept pace with rising needs. Despite efforts in UNHCR to direct resources toward efforts to address gender-based violence, available funding met less than 50% of needs in recent years. Scarcity in resources hampers prevention efforts and thus restrains UNHCR's ability to ensure forcibly displaced women and girls are not subjected to gender-based violence in the first place.



UNHCR engages adolescent girls at a women and girls' safe space in Uganda on the topic of child marriage.

Working with communities to address gender-based violence, by Santa Lamunu

"I grew up in the northern part of Uganda, where we had 20 years of insurgency and war. While growing up and attending primary and secondary education, I experienced war and the sufferings of women and girls. After graduation from university, I started working as a teacher and later shifted to humanitarian work. I first started working as a case worker supporting survivors of gender-based violence.

Through my interaction with those who suffered violence, I saw how I could make a change in people's lives and help empower girls and women.

Now, I am an Assistant Gender-Based Violence Officer based in the UNHCR Office in Kyangwali, in the western part of Uganda. My role includes coordinating the activities of agencies working on gender-based violence prevention and response. I am passionate about engaging the community to address harmful social and gender norms and power imbalance that are the reason why gender-based violence happens. Most refugees we work with come from the Democratic Republic of the Congo or from South Sudan where they suffered violence and war.

I train and mentor partners to implement the [SASA! Together](#) programme developed by an organization called Raising Voices, which aims to address the power imbalance underlying gender-based violence. We ask community members to think about the use of power and realize that everyone has power. It does not tell communities what to do but provokes people to think for themselves and question the norms that perpetuate violence against women and girls. It engages everyone – the leaders, community groups, women and men, the community elders, opinion leaders, partners – and encourages them to question how we use power in our relationships, in our families, in our communities and institutions.

We see people taking gradual but very bold steps in their lives as they start to balance power in their relations.

UNHCR provides a range of support to survivors such as health, mental health and psychosocial support, legal and safety/security support. Psychosocial support activities mean providing a "listening ear" and support for survivors, welcoming them and giving them an opportunity to realize that what happened to them is not their fault. But it goes beyond this. For example, women and girls' centres offer activities that bring survivors and those at risk of gender-based violence together and reduces isolation. They begin to see life in a new, engaging way. Then UNHCR and partners link them to services and support.

UNHCR and partners also provide cash support for survivors and women at risk which has shown very clear benefits to mitigate risks and respond to needs. In one example, a survivor used this support to reinforce her door, which was what she needed to feel safer. Some women have used the cash to start a small household business, to support themselves and their recovery. Others started keeping animals. It has helped in so many ways.

It is important to note that lack of dedicated staffing and resources for prevention and response programming, inadequate women and girls' safe spaces and limited livelihood opportunities due to funding constraints slow the process of healing for survivors and impacts progress on achieving behavioural change in general.

While I love what I am doing, it is also challenging and demanding work. I sometimes fail to separate my work from my life. I may wake at night and think of someone; I call the case manager first thing in the morning to follow up. This line of work is not an 8-to-5 job. It goes beyond that. It requires some passion, some personal connection with the work – and that connection will help you see that every case is a person who needs support."



Santa Lamunu is an Assistant GBV Officer with UNHCR in Kyangwali, Uganda where she trains outreach workers with partner organizations in GBV prevention and troubleshoots on complicated cases of gender-based violence. She has 10 years of experience in GBV and protection programming, including working as a Women Protection and Empowerment Manager with IRC, a Protection Officer with Lutheran World Federation, and GBV caseworker with War Child Holland working on the IDP situation in Northern Uganda.

Call for flexible funding

As the lead agency providing protection for people forced to flee, UNHCR seeks flexible support for gender equality and gender-based violence programmes in 2023.

UNHCR helps reduce the risk of gender-based violence and provides survivors with adequate and timely access to quality services that meet their needs, including psychosocial support, legal aid and medical services, from the very start of emergencies.

Funding requirements in 2023 total \$339.5 million to support safe accommodation, legal assistance, psychosocial support, and cash assistance for survivors of gender-based violence.

Prevention of violence against women and girls requires broader efforts to address gender inequalities and harmful social norms. Please view the chapter on *Outcome Area 7: Community engagement and women's empowerment* for additional information.



Outcome Area 5

Two Ukrainian children play at a “Blue Dot” safe space in Poland after fleeing from Ukraine with their mother.

© UNHCR/Maciej Moskwa

Child protection

Priorities

In 2023, more than 40 million children who have been forced to flee their homes will need and deserve UNHCR’s support. In 2021, children accounted for 41% of those forcibly displaced globally, and the majority in sub-Saharan Africa.

Children who are forced to flee are at greater risk of physical harm, sexual and other forms of abuse, and separation from their families. Lack of education, family separation, and community and economic hardships [all increase the risks forcibly displaced children face](#).

The numbers are already overwhelming child protection systems and making it harder for displaced and stateless families and communities to protect children. UNHCR’s strategy for child protection in 2023 will be shaped by the findings of a UNHCR [evaluation](#) and a UN [audit](#), both issued in late 2021. In 2023, UNHCR will work with communities, authorities, UN agencies, international and national organizations to ensure children can access child protection and child-friendly procedures and services, and provide quality child protection services in line with the [“Minimum standards for child protection in humanitarian action”](#).

Core indicators



Proportion of children at heightened risk who are supported by best interest 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

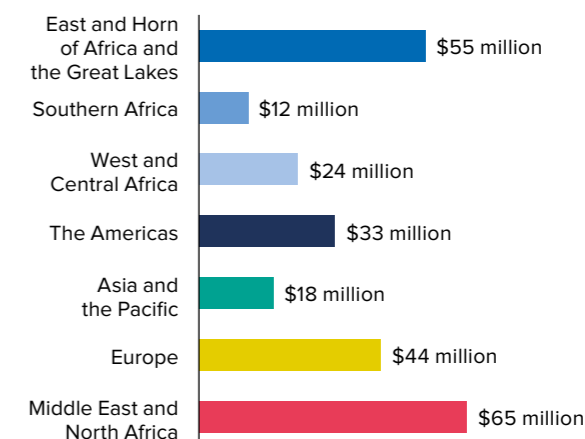
The Office will strengthen the inclusion of forcibly displaced and stateless children in national child protection systems and these systems’ capacity to address their specific needs. This includes supporting legal and policy reform, capacity-building and strengthening procedures to respond to the specific needs of forcibly displaced children and scale up decentralized services. Important steps include the removal of legal, policy or procedural barriers to accessing national child protection systems and services, and building capacity to align with international standards – for instance providing technical and financial support to national child protection actors in refugee-hosting countries to provide care and protection to children without parental care fleeing Ukraine. This builds upon UNHCR’s focus on system strengthening and inclusion – in 2022, 78% of UNHCR operations undertaking child protection programming undertook advocacy with national authorities, 64% invested in training and capacity-building for national child protection authorities and civil society actors and 60% facilitated access to national services by giving information to children and families and providing technical and financial support to child protection services, including birth registration services in areas hosting forcibly displaced children and families.

UNHCR will continue to ensure that children at risk, including victims of violence and unaccompanied and separated children, have their needs assessed and receive multisectoral services in line with their best interests. This involves reinforcing the identification and registration of children at risk, training staff and partners, ensuring referral pathways to existing services are in place and maintaining safe, efficient, and ethical information management. Furthermore, UNHCR will continue to ensure that asylum systems are child-friendly, so that children’s views are given due weight, children and families receive timely, accurate information, and interviews are conducted by skilled staff in a child-friendly manner.

UNHCR will promote the community-based protection of children and increase children’s and adolescents’ participation in their own protection

Global needs for Child protection in 2023
\$252 million
 +9% vs 2022 current budget

Regional needs



by providing recreational and life skills activities, supporting community-led social and behaviour change initiatives, and giving children and families information on their rights and services. UNHCR will integrate child protection throughout UNHCR’s protection, assistance and solutions, including ensuring that UNHCR’s cash-based interventions and education programming contribute to child protection outcomes.

Challenges

The increasing number of forcibly displaced and stateless children, the complexity of child protection risks, limited national capacity, and policy or procedural constraints in many locations all limit children’s access to child protection prevention and response services. For UNHCR operations, underfunding is a persistent challenge, and gaps in other key services such as shelter, education and health services exacerbate child protection risks.

UNHCR is investing heavily in advocacy, training and technical assistance to strengthen the capacity of UNHCR’s workforce, partner staff and government counterparts. UNHCR will need to enhance collaboration across sectors – for example, multisectoral cash assistance, education and shelter – to effectively mitigate child protection risks.



Outcome Area 6

A UNHCR staff member helps a group of refugees carry their bags at the boarding gate of Tripoli airport, Libya. They are among 17 refugees, including many youngsters, leaving Libya on a resettlement flight to Europe, where they will find safety.

© UNHCR/Iham Elayat

Safety and access to justice



Priorities

Fragile rule of law frameworks and limits on judicial independence, the capacity of courts or administrative systems can hinder access to justice, denying displaced and stateless persons their rights and obstructing progress towards [SDG 16](#). Through training, the development of tools, and by facilitating dialogue and exchanges on the interpretation and application of relevant legal standards, UNHCR will develop the capacity of judicial and administrative bodies,

bar associations, legal aid providers, [human rights defenders and human rights institutions](#), and the judiciary, who can play a vital role in enabling people to exercise their rights within the legal system. Work with legal partners to ensure access to legal advice, assistance and representation for displaced and stateless people will be an important priority, including in Europe, the East and Horn of Africa, the Middle East and North Africa, and the Americas. UNHCR will also support the use of innovative approaches and technology, including mobile clinics, helplines and digital legal aid tools. Targeted information and awareness-raising, including for refugee-led organizations and for displaced and stateless women, will also reinforce the enjoyment of legal rights.

UNHCR will continue to intervene as a third party in national and regional court proceedings relevant to its mandate. Having intervened in 14 cases in 10 jurisdictions in 2021, and in 13 cases in 9 jurisdictions

Core indicator



Number of forcibly displaced and stateless people arrested or detained related to immigration control or legal status per 10,000 registered forcibly displaced and stateless people

in January to mid-October 2022, it will seek to further broaden its judicial engagement.

Collecting and analysing data on justice needs and challenges for refugees, IDPs and stateless persons can help ensure advocacy and programming are evidence-based. UNHCR is partnering with [the Hague Institute for Innovation of Law](#) to conduct surveys on justice needs among host communities and displaced persons, including in [Ethiopia](#) in 2020, [Burkina Faso](#) in 2022 and in Iraq in 2023. UNHCR will intensify partnerships with UNDP and other peace and development actors on access to justice, alongside stronger internal coordination and robust global, regional and country-level advocacy, notably in the 2023 Global Refugee Forum (GRF) pledging process. UNHCR will strongly encourage new pledges, as well as the implementation of existing pledges – including the 2019 GRF commitment by lawyers, bar associations and law firms to provide 127,000 hours per year of free legal assistance (which was exceeded by 30% in [2020](#)) and to support training in refugee law for decision-makers.

Many States detain asylum-seekers for reasons of immigration control or legal status. Based on its 2012 [“Detention guidelines”](#), UNHCR will work in 2023 to ensure that detention of asylum-seekers is a measure of last resort and that, where detention is unavoidable, conditions of detention meet international standards.

UNHCR will also promote alternatives to detention in law and practice, taking account of States’ concerns about the irregular movement of foreign nationals. Alternatives have been piloted in recent years in Belgium, Canada, Colombia, Portugal, Thailand and the United Kingdom, based on UNHCR’s guidance outlined in [“Global strategy: Beyond detention \(2014-19\)”](#).

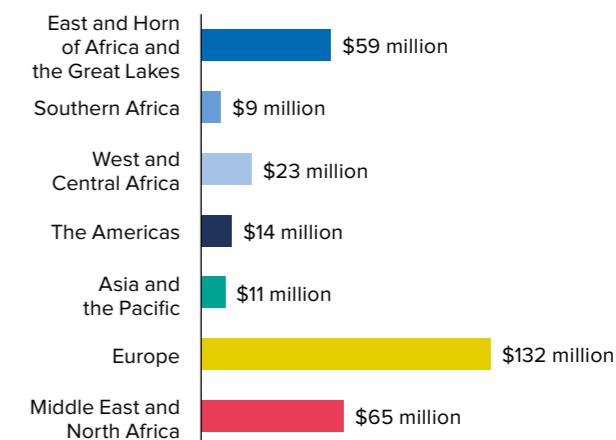
UNHCR and partners will carry out detention monitoring, advocacy and other interventions, including strategic litigation, to promote respect for the rights of detained asylum-seekers who are in particularly vulnerable situations, held for lengthy periods or in inadequate conditions.

Global needs for Safety and Access to justice in 2023

\$312 million

-1% vs 2022 current budget

Regional needs



Challenges

Multiple states still detain children as part of immigration review procedures. Detention profoundly and negatively impacts the health and well-being of children, fundamentally affecting their development. UNHCR will continue to advocate for an end to this practice.

In some countries, restrictions to access places of administrative detention impair UNHCR’s ability to monitor and provide necessary protection services to detained asylum-seekers. Through its work in the UN Network on Migration, UNHCR will contribute to building evidence, policy guidance and advocacy with States and stakeholders with expertise on alternatives to detention.

There is a perception that non-custodial alternatives to detention do not address absconding risks, and there is limited will to commit resources to support their use, such as reporting arrangements and open reception facilities. The Office will continue to provide evidence to counter this perception and will urge governments to address gaps in legislation relating to non-custodial alternatives.



Outcome Area 7

A grinding mill being used in North Jebel Marra in Sudan's Darfur region, one of seven mills installed in local villages as part of a project to enhance reintegration of IDPs, peace-building and social cohesion by addressing priorities identified by the community. © UNHCR/Modesta Ndubi

Community engagement and women's empowerment

5 GENDER EQUALITY

Priorities

Forcibly displaced and stateless people have a right to participate in decision-making about assistance and services

that affect them directly. Engaging with communities and promoting gender equality remains at the core of UNHCR's operational engagement, to ensure that the needs, capacities, knowledge and views

of communities and individuals of different age gender and diversity characteristics inform UNHCR's programmes.

To achieve this, UNHCR and partners will strengthen relationships with community-based organizations, particularly those led by displaced and stateless persons. UNHCR will conduct continuous outreach and mapping of community-based structures and organizations, including those led by women, persons with disabilities, youth and persons with diverse sexual orientation, gender identity and expression and sex characteristics.

Initiatives such as UNHCR's [grant agreements](#) and the Refugee-Led Innovation Fund allow for flexible budgetary support and reduce administrative barriers to meaningful participation. UNHCR will aim to increase the number of grant agreements by 10% in 2023, and will continue supporting community and women leadership structures, consulting communities on their priorities and involving youth groups in community support.

Core indicators

Proportion of forcibly displaced and stateless people who have access to meaningful participation across all phases of the operation

Proportion of forcibly displaced and stateless people who have access to effective feedback and response mechanisms

Proportion (and number) of active female participants on leadership/management structures

UNHCR's [Inter-Divisional Task Team](#) and a new Advisory Board of organizations led by displaced and stateless people will advance the meaningful participation agenda at the Global Refugee Forum, shaping the debate with the lived experience of displaced and stateless people.

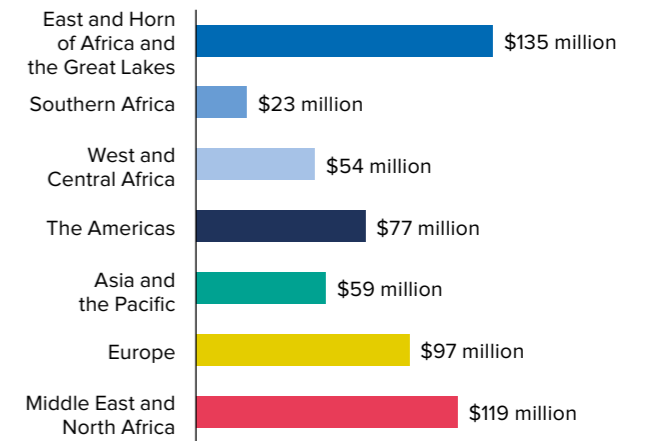
Community-based protection interventions are just one aspect of UNHCR's overall accountability to affected people (AAP). Access to information, communication and feedback mechanisms are vital to the organization's protection mandate. As part of the five-year AAP plan (see highlight box), UNHCR will strengthen local digital ownership, ensuring that technology works for affected communities and is not imposed inflexibly from outside. UNHCR will enhance safe and accessible feedback and response mechanisms, both digital and non-digital, including for sensitive complaints such as sexual exploitation and abuse. UNHCR will also expand its "toolbox" for operations to set up contact centres and communication channels.

UNHCR is firmly committed to integrating gender into all areas of its work and collaborates widely to advance women and girls' meaningful participation. It is targeting 50% female representation in the management and leadership of its community-based projects and will advocate for partners to match that goal. Gender analysis and age/gender disaggregated data will inform UNHCR's programmes and help design gender-transformative targeted actions.

UNHCR's results-based management will incorporate gender-sensitive indicators and gender markers, enabling operations to gauge advances in gender equality. UNHCR will support training for women-led organizations. As a signatory to the Compact on Women, Peace, Security and Humanitarian Action, UNHCR supports the meaningful inclusion of forcibly displaced and stateless women and girls in peace processes. UNHCR will advance the UN Disability Inclusion Strategy by building the capacity of its workforce and partners to ensure disability inclusion in all activities; enhancing capacities of organizations of persons with disabilities in collaboration with the [International Disability Alliance](#) to engage in situations of displacement and statelessness; and strengthening digital, physical and information accessibility in UNHCR premises.

Global needs for Community engagement and women's empowerment in 2023
\$569 million
+4% vs 2022 current budget

Regional needs



UNHCR will pilot a Safety and Accessibility Audit in Hungary and Poland to identify barriers that persons with diverse age, gender and diversity characteristics encounter in accessing safety and protection, especially persons with disabilities. UNHCR will build staff and partners' capacity to identify and mitigate risks and barriers to the assistance and protection of older persons, while expanding engagement with civil society organizations working on their rights and needs.

UNHCR's guidance, tools and learning opportunities will improve its and partners' protection of LGBTIQ+ persons, and it will expand efforts to collaborate with LGBTIQ+ civil society organisations to increase access to safe spaces, inclusive services and solutions.

Challenges

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, while digital engagement requires careful compliance with data protection and respect for privacy. UNHCR seeks to assess the risks and mitigate them by training, monitoring, evaluation, information sharing and designing solutions with privacy in mind from the start.



© UNHCR/Agence France Presse

Accountability to Affected People

Being accountable means listening to the voices of forcibly displaced and stateless people, recognizing their central role in decision-making and engaging them in meaningful dialogue. As communities diversify and change the way that they communicate, UNHCR also needs to evolve, even transform. UNHCR needs to identify the opportunities and manage the risks of adopting new communication channels; it needs to reinforce its capacity to listen, understand and use feedback data from different sources; and it needs to better engage with community members of all ages, genders and diverse characteristics.

To address these challenges, UNHCR has developed [an ambitious five-year plan to strengthen Accountability to Affected People](#), which will mark its second year in 2023. The plan is built around four pillars:

Pillar 1: Operational and regional support – This focuses on UNHCR having the resources in the right places to ensure that community voices are used to improve the effectiveness of UNHCR’s programmes, and that communities’ satisfaction with services improve. For example, UNHCR continues to expand contact centres. This includes strengthening data analysis of the Uganda contact centre ([FRRM](#)) which has received over 20,000 calls in 2022.

Pillar 2: Capacity-building and tools – This means boosting UNHCR’s capacity to safely adopt new channels – both online and offline – to communicate with individuals and receive feedback; examples include expanding the use of social media and messaging apps to provide essential information and link people to services. For example, further expansion of UNHCR’s pilot with WhatsApp which has already supported conversations with over 50,000 unique users.

Pillar 3: Research – UNHCR aims to ensure that it is cutting-edge in its approaches to engaging and listening, and that it understands the potential risks of new technologies. For example, engaging with academia to review UNHCR’s work adopting messaging and launching UNHCR’s “Social media for community-based protection” guide.

Pillar 4: Protection leadership and coordination – This means ensuring that UNHCR plays an active role in establishing or supporting inter-agency approaches to engaging with communities and seeking feedback. In the Ukraine response, UNHCR has established working groups to strengthen the interagency AAP response – standardizing approaches, tools and pooling resources.

These four pillars aim to make the organization as a whole better at listening, better at engaging, and better at responding.

© UNHCR/Reuters/Nur



Far from being passive beneficiaries of aid, refugees often see answers to their communities’ problems and are keen to put their ideas into action. The [Refugee-Led Innovation Fund](#) empowers them to design and lead humanitarian and development projects that have a lasting positive impact on the community.

The Fund was launched in 18 pilot countries in 2022 and received 1,820 applications. Innovation projects proposed by forcibly displaced people this year include strengthening food security and livelihoods for women through aquaponics in Malawi, and reusing plastic waste for artwork and paving stones in Mali.

If an annual financing goal of \$2 million is achieved, up to 40 projects led by forcibly displaced people will receive up to \$45,000 in funding and technical support in 2023.

Focus Area



Afghan refugee children play close to the water supply pump at Khesghi refugee village, Nowshera district, in Pakistan's north-western Khyber Pakhtunkhwa province. UNHCR is supporting refugees and host community members affected by the monsoon flooding with tents, sleeping mats, blankets, plastic sheeting, buckets and kitchen sets.

© UNHCR/Qaiser Khan Afridi

An interview with Andrew Harper, UNHCR's Special Adviser on Climate Action

What is UNHCR's approach to climate action and how is it changing?

The science is telling us weather extremes are going to become more frequent and more violent. Those most at risk are those least able to adapt. People who are displaced often don't have the resources to adapt or prepare, and they are often displaced to the margins of society, to areas that are going to be hit the hardest. The impact of climate is going to ratchet up, and the resilience of populations is going to be worn down. We already see it in every refugee location, from Bangladesh to Pakistan, to the Sahel, to Mozambique, even just at 1.2 degrees of warming. They're being impacted, whether by storms in the

Americas, or droughts like in the Horn of Africa, or flooding in South Sudan and Nigeria. It's here and now.

We have to move away from a reactive approach to something more proactive, where we understand where the threats are and we do something about it. In 2021 alone, some 23 million people were displaced within 137 countries and territories by extreme weather. Those in countries with armed conflict are among the most affected. As the UN Secretary-General said recently, "If we are unable to reverse the present trend that's leading to catastrophe in the world, we will be doomed."

How does this translate into UNHCR doing things differently?

One of the key elements has been to build the basis for why UNHCR has engaged in climate action. We've been able to demonstrate that 80% of refugees and displaced people come from the most climate vulnerable countries. So we created the "[Strategic framework for climate action](#)", outlining UNHCR's key priorities, everything from law and policy, to operational guidance for supporting resilience, to reducing UNHCR's overall environmental impact. This has to become part of UNHCR's DNA, so we start seeing everything through a green lens. We're seeing success with solarizing water pumps, and with greening UNHCR's offices – 90% of those eligible have already installed "Green box" automated energy meters. But it's not so easy to fund climate adaptation for refugee or host communities.

What is UNHCR looking for in its climate action partnerships?

One of the big challenges for 2023 is to bring climate adaptation and funding together. We need to identify suitable projects that can run at scale, that are locally owned, and that can be funded by donors. We need to be doing this in a much more collaborative manner than ever before, and with partners that we may have never even dreamed of before.

What we are seeking to do is to identify urgent needs for action and match them up with potential climate financing opportunities. We need to be partnering with those entities that are serious about making a difference, not about grandstanding or greenwashing. We want to be working with partners who are working with communities on the ground, again, at scale, in a sustainable manner; who are accountable; and who are focused on impact on the protection and human dignity. And it's not that simple to find. One of the challenges is that the vast majority of climate financing is north-north rather than north-south and it's fixated on mitigation, such as providing solar energy or reducing carbon emissions. But the vast majority of populations that we serve don't even have power, meaning their environmental footprint is almost zero. So we're not looking necessarily to mitigate the impact of these populations. We're looking to enhance the provision

of renewable energy so that we empower people in a way that is environmentally sensitive. This is a challenge facing host governments who are being impacted by climate change. They hear plenty of rhetoric and they see commitments, but the money's not reaching the communities on the ground. So how can we as an organization facilitate that, either as a catalyst, or help with the implementation, or partner with governments and communities to make that difference? So that's one of the things which we're focusing on now: what's the impediment to climate financing reaching the communities that need it?

Is UNHCR in a position to make the deals happen?

We're in a position to identify the needs because we've got offices on the front lines having to deal with a situation which is beyond their control, and who are asking for people to help to unlock those funds. This year, our operations have been forced to cut life-saving programmes because of underfunding. The only way in which they can manage that is by accessing non-traditional financing streams. Many countries, foundations, funds and private sector partners have committed to making their investments climate-friendly. We need to tell them: let us help you meet your targets. We are working with populations that need this type of support to adapt to the climate emergency. How do we bring their needs together with your aspirations and commitments? I believe there are funds out there that can make a difference in terms of climate, and we must encourage them to do so, both by removing any bureaucratic impediments and by challenging risk averse attitudes towards countries that have been stepping up to the plate for decades to protect and assist refugees. It cannot make sense to provide only 4% of global climate financing to Africa.

We don't want to go to the Global Refugee Forum at the end of 2023 and still be talking about plans and frameworks. People are relying upon us and our partners to be making a difference, including hosting states and communities. We've got an obligation to be accelerating our advocacy, accelerating our demands, accelerating our implementation. We want to be accountable for making a difference for refugees, displaced and stateless people, and we want to be able to demonstrate the differences being made by the people who are supporting us.



South Sudanese refugee and climate activist [Opira Bosco Okot](#) teaches students and camp residents about environmental protection and how to plant trees at Palabek refugee settlement in Lamwo district, northern Uganda.

What kind of activities is UNHCR thinking of?

On the operational side, there are some things which we've already started: [Project Flow](#) is converting diesel-generated water pumps to solar or hybrid-solar systems, and there are at least 4,000 diesel generators being used across the world by UNHCR or refugee settlements. So that's just a very clear objective for UNHCR: how do we phase out diesel generators or increase the use of solar systems? Something else that needs to be done across the board is improving sustainable housing and making settlements much more climate resilient. The resources and materials available differ between countries, but it is going to be super important.

Reafforestation gets a lot of interest. But an easier win is just preservation: how do we preserve the natural environment? It's not just planting a tree, you have to manage it, you have to ensure that the local communities feel that these forestry projects are an asset for them. LPG gets mixed reviews. But in

Bangladesh, a key priority was to protect the forest, so we provided LPG and that reduced firewood consumption from surrounding forests, with the added benefit that women, boys and girls no longer run the risk of being assaulted or raped because they have to go and fetch firewood.

What can be done to reduce the risk of climate-related displacement?

If you can protect and preserve the environment, then you're in a situation where you're more likely to have an environment which can sustain populations. The reality is that we're creating a world in which people are fleeing violence to uninhabitable places.

We need to anticipate how the climate will exacerbate underlying grievances and weaknesses and vulnerabilities, and how this could lead to increased violence. Like in Cameroon's Far North where herders, fishermen and farmers clashed after Lake Chad tributaries dried up. Dozens were killed, villages were razed, and tens of thousands

fled, mostly to Chad. If we know that there is a risk of conflicts occurring in the future, what can we do about it now? When I was in South Sudan, some tribes couldn't get their cattle to the river because they had to cross an area where they would be attacked by another tribe. So our team there built some water reservoirs where they could feed and water their cattle. If we don't support adaptation and preparedness, if we don't work in a much more, cohesive, holistic manner, then we are going to fail, because we're already seeing that the vast majority of conflicts at the moment are being driven by competition over resources.

Is UNHCR doing research on this?

We've had more discussions with scientists and data analysts and universities than we have ever had before. We have to look longer-term: what kind of the world will we be living in, and that these refugees will be hosted in, in 2030, 2040, 2050? So, this research engagement is super important. Currently we are collaborating with UNITAR to map climate-related risks in the 30 most at-risk refugee settlements and IDP camps. Last year we looked

at [scenarios for the Sahel](#), together with more than 20 think tanks and centres of excellence. We can already anticipate that temperatures will increase by 2-3 degrees by 2050 in some areas, and surface water will reduce by 30-40%. The heat threshold of crops will fall by 30-40%. So, what is the long-term capacity for these areas to not only host refugees, but host their existing population? All these elements can sometimes give you a fairly good indicator of the likelihood of conflict, in addition to past conflict, which is the best indicator of future conflict, but we don't do this across the board.

Climate needs in 2023

With one of the largest field presences of any humanitarian agency, 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. More information is available at UNHCR's [spotlight page on climate action](#).

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The [Innovation, Environment and Resilience Fund](#) supports creative ideas that promote environmental sustainability and enhance the resilience of forcibly displaced people and host communities. The Fund supports improved solutions for settlements, shelter, water, sanitation and hygiene facilities, and affordable sustainable energy. It emphasizes the use of nature-based solutions, local and indigenous practices, and technologies that enhance natural resource management.

The Fund was launched in 2022 and received 140 applications, including a scalable circular economy approach in Chile, hydroponic gardens in Colombia, and tackling e-waste in Bangladesh.

If an annual financing goal of \$2 million is achieved, up to 20 projects led by UNHCR teams in collaboration with forcibly displaced people and host communities will receive up to \$100,000 in funding and technical support in 2023.



Outcome Area 8

The first thing this displaced Yemeni mother bought after receiving cash assistance from UNHCR was fruit for her family for iftar. © UNHCR/yaf

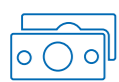
Well-being and basic needs



Priorities

UNHCR will roll out its “[Policy on cash-based interventions 2022-2026](#)” to expand the systematic and rapid use of cash assistance, following its distribution of \$3.7 billion to 34 million recipients in 100 countries between 2015-2021. UNHCR will seek to maximize the impact of cash-based interventions on people’s well-being and protection, and on opportunities for their inclusion in national systems. Cash is UNHCR’s preferred channel to meet protection and basic needs outcomes. It empowers people to access local services and decide how to meet their own needs. UNHCR will continue to involve forcibly displaced and stateless people as participating partners in the design, delivery and monitoring of cash assistance. It will further expand access to digital payments, bank cards and mobile money,

Core indicators



Proportion of forcibly displaced and stateless people in need who receive cash transfers or in-kind assistance



Proportion of forcibly displaced and stateless people with primary reliance on clean (cooking) fuels and technology [SDG 7.1.2 Tier 1]

with 80% of UNHCR operations already using digital cash delivery solutions.

UNHCR will work in partnerships with governments, UN sister agencies, NGOs and above all local partners on a collaborative approach that does not duplicate efforts, making it as simple as possible for the intended beneficiaries to receive cash assistance. This will build on the outcomes of the [Grand Bargain Cash Caucus](#), under which UNHCR is accountable worldwide for cash coordination in refugee settings. UNHCR will strengthen cash coordination through the promotion and use of common cash transfer mechanisms, systems and assessments, and protection mainstreaming, to ensure an inclusive and efficient cash response.

Building on the rapid emergency response to the Ukraine crisis, where UNHCR delivered cash within a week of displacement, investments in emergency preparedness for cash assistance will continue with a view to delivering cash even faster while increasing the inclusion of refugees in national social protection systems.

UNHCR will strengthen monitoring, financial management and accountability of cash assistance with a global roll-out of its cash management system [CashAssist](#) – going from 40 to 80 countries, and the

corporate [post-distribution monitoring \(PDM\) system](#) reaching some 75 countries.

In line with its “[Global strategy for sustainable energy](#)” and the “[Operational strategy for climate resilience and environmental sustainability](#)”, UNHCR will strive to improve access to affordable, sustainable and clean fuels and technologies for displaced populations and host communities. Meeting basic energy needs to ensure clean and sustainable cooking will provide significant benefits in terms of health, protection, gender equality, food security, education, livelihoods, and environmental protection.

In 2023, UNHCR will strengthen collaborations on energy, including with development and technical cooperation agencies and other UN agencies, to meet refugees’ cooking needs and minimize their environmental impact. “[Energy solutions for displacement settings](#)”, a multi-year collaboration with GIZ started in 2018 and extended until 2024, aims to improve cooking options for refugees and the host communities in Ethiopia, Kenya and Uganda.

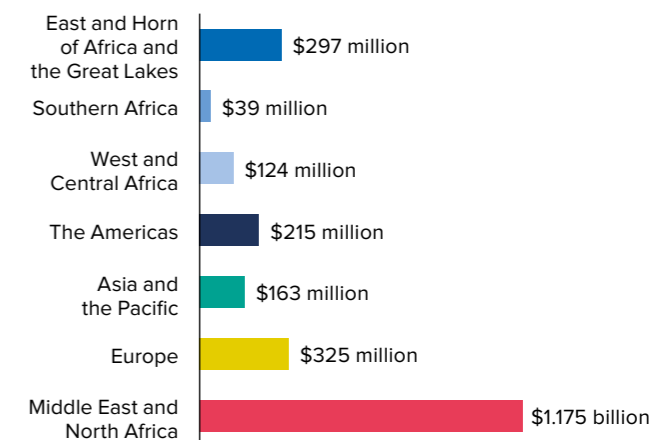
UNHCR’s [Refugee Environmental Protection Fund](#) will invest in reforestation and clean cooking programmes in climate-vulnerable refugee situations, linking them to the global carbon market and contributing to the global movement to combat climate change. In 2023, the feasibility study for this innovative project will be completed, informing the scale-up of clean cooking and reforestation in four countries.

Challenges

Many social protection systems have limited capacity to include non-nationals in the countries where UNHCR works. With the support and collaboration of a wide range of stakeholders, including development partners, UNHCR will seek to align its own cash

Global needs for Well-being and basic needs in 2023
\$2.342 billion
-19% vs 2022 current budget

Regional needs



assistance, where appropriate, to that provided by governments, thereby using cash to advance refugee inclusion in national systems and services.

Forcibly displaced and stateless people face a significant barrier when proof of identity is required to activate a mobile connection, open a bank account or access a mobile money wallet. Working with regulators, particularly central banks, UNHCR will advocate for such challenges to be addressed.

UNHCR estimates more than 20 million trees are cut down in and around displacement settlements each year, mainly for cooking fuel. But systematic reforestation needs long-term support, clean technology may be unaffordable, and efforts to green the fuel supply chain may not reach remote areas hosting refugees. This means subsidies and support will be required to ensure sustainability of such programmes for displaced populations.

UNHCR/REUTERS/SHANE



UNHCR’s partnership with Mohammed Bin Rashid Al Maktoum Global Initiatives

(MBRGI) was established in November 2021. Since then, MBRGI has contributed over \$14.7 million for food and winter cash assistance for 370,000 beneficiaries globally. MBRGI also plays a vital role by spreading awareness about the refugee cause. Its 2022 Warm Winter campaign was [led by famous YouTuber Abo Flah](#), who raised more than \$11 million in 10 days by live streaming from a glass room in front of Burj Khalifa. With every \$2 million raised, the monumental building was lit up with UNHCR’s logo in celebration.



Outcome Area 9

Ethiopian refugees Azmera and Medhn supervise the construction of new tukuls (durable shelters) in Tunaydbah refugee camp in Sudan. They worked in construction in Tigray, Ethiopia, until the outbreak of conflict in November 2020 forced them to flee with their families to eastern Sudan.

© UNHCR/Afarin Dadkhah Tehrani

Sustainable housing and settlements



11 SUSTAINABLE CITIES AND COMMUNITIES Priorities

In 2023, UNHCR will support forcibly displaced people in attaining their right to safe, dignified and sustainable settlement and housing. Innovation and best practices will drive the development and improvement of UNHCR's settlement and housing programmes, with an emphasis on climate-smart features.

Core indicators



Proportion of forcibly displaced and stateless people living in habitable and affordable housing



Proportion of forcibly displaced and stateless people who have energy to ensure lighting

UNHCR will reinforce efforts to rethink settlement planning in a way that contributes to long-term area-based development priorities and aligns with national development plans and policies. Building on the “master plan approach” to settlement planning and the UNHCR and UN-Habitat [Settlement profiling tool](#), UNHCR will boost the spatial design and development of forward-thinking settlements that promote both local development and the integration of forcibly displaced people. In line with its “[Operational strategy for climate resilience and environmental sustainability](#)”, UNHCR will enhance the technical integrity of settlement planning approaches to better prepare for and mitigate the devastating impacts of climate change including flooding and landslides in displacement settlements that are most at risk.

UNHCR will also include environmental assessments across integrated settlement planning initiatives, by developing national capacity and leveraging key strategic partnerships that result in protected environmental outcomes.

In the area of housing, UNHCR will strive to enhance and advance on the recycling of emergency and transitional shelter materials, by promoting the use of local sustainable approaches and components. Housing designs will also maximize the use of passive energy, so as to reduce to the extent possible the dependency on fossil fuel for lighting, heating and cooling. The same construction concepts will be applied to communal facilities such as health centres and schools.

UNHCR will pursue opportunities to use cash assistance, where appropriate, for urban housing, which will support social inclusion by enabling forcibly displaced and stateless people to participate in rental market systems.

UNHCR will assess opportunities from the public, development and private sectors to ensure sustainable lighting for refugees' homes and community facilities such as health centres and schools. It will give priority to renewable energy to phase out the use of fossil fuel, in line with UNHCR's “[Global strategy for sustainable energy](#)”.

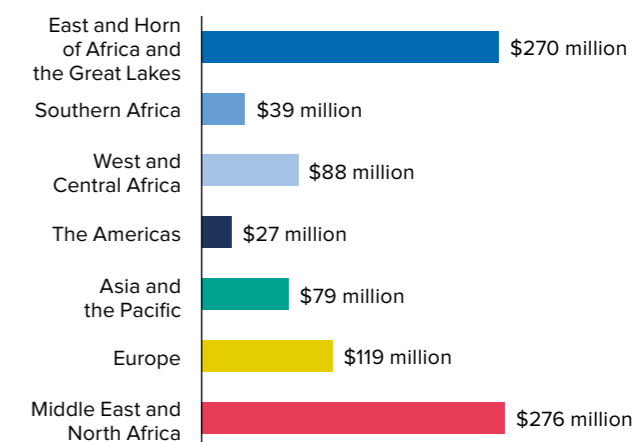
Challenges

With growing forced displacement, there is high and rising demand for sustainable housing. As affordability is the main barrier for many displaced people, they tend to settle in congested, underdeveloped urban areas, where houses offer substandard living conditions. Uncontrolled growth of settlements to accommodate this increasing trend will pose many challenges from a settlement and housing perspective.

The overarching challenge in providing adequate living solutions to displaced persons is the scale

Global needs for Sustainable housing and settlements in 2023
\$906 million
+14% vs 2022 current budget

Regional needs



of financial investment required. The escalating numbers of people who have been forced to flee, coupled with limited resources, means emergency shelter needs are prioritized over a progression toward more sustainable housing solutions.

Rural and poor urban areas often lack energy infrastructure. UNHCR plans to collaborate with development actors, hosting governments and other specialized partners to advocate for non-transactional, long-term investments in electricity for refugees and their hosts. In many refugee-hosting settings, access to electricity is mostly limited to small portable solar lanterns that provide only few hours of lighting in the evening, limiting the potential for productive use of energy and hindering the development of livelihoods. Connections to the national grid or local private micro-grids may not be feasible and sustainable due to the limited resources that refugees and the host community have, both to connect to a reliable grid and to pay for regular electricity supplies.



Outcome Area 10

UNHCR's RAHA Initiative helped upgrade Fatima Jinnah General & Chest Hospital's clinical facilities to cater for the increasing health needs of Afghan Refugees and host communities in Quetta, Pakistan.

© UNHCR/Mercury Transformations

Healthy lives



Priorities

UNHCR will press for greater inclusion and integration of refugees in national health systems in 2023. Partnerships

with UN agencies and development actors will help generate support for national health systems in refugee-hosting areas, while academic partnerships will expand the evidence base, as outlined in UNHCR's "[Global strategy for public health 2021-2025](#)". UNHCR will work with governments and the ILO on including refugees in [social health protection schemes](#).

UNHCR will aim to reduce preventable loss of life by strengthening malaria treatment and the use of insecticidal treated nets, and by reaching zero-dose and under-immunized children with routine childhood immunizations. UNHCR will monitor COVID-19 vaccine access and coverage and will support governments and partners in "last mile" activities.

UNHCR will work towards prevention of all forms of malnutrition. To tackle acute malnutrition, UNHCR

will strengthen community and facility-based case finding, enrolment in treatment and follow-up. In Uganda, UNHCR will pilot an app that uses photos to diagnose severe acute malnutrition.

To help integrate non-communicable disease care into primary health care, UNHCR will provide equipment and supplies and continue building the knowledge and skills of government and partner staff, including community health workers, through on-site training and supervision. Health providers will be [trained](#) to identify and manage mental health disorders, with regular supervision and support from mental health professionals to manage people with complex conditions. UNHCR will provide mental health and psychosocial support as part of its public health and protection programmes, including for gender-based violence survivors, and will seek to increase country-level capacity to deliver brief psychological interventions such as [Problem Management Plus](#). UNHCR will conduct field testing of a toolkit for multisectoral action on suicide prevention.

UNHCR's personnel, guidance and tools, including the "Public health emergency toolkit", will provide rapid and effective emergency public health responses, enhanced by strengthened internal capacity and expanded partnerships, including with NGOs.

UNHCR launched a database to improve monitoring of medical referrals to secondary and tertiary level in three countries in 2022, and will roll it out globally in 2023.

Core indicators



Proportion of children aged 9 months to five years who have received measles vaccine



Proportion of births attended by skilled health personnel [SDG 3.1.2 Tier 1]

After UNHCR's efforts [reduced neonatal deaths among refugees by 25%](#) in Cameroon, Chad and Niger, it plans more evidence-based, low-cost, high-impact interventions, such as emergency measures to [help babies breathe](#) at birth and simple, affordable, life-affirming practices such as "[Kangaroo mother care](#)". Having supported over 123,000 women to give birth safely in 2021, UNHCR will strive to enable all pregnant refugees to have a safe and healthy childbirth.

UNHCR will enhance its adolescent sexual and reproductive health programming for refugees in sub-Saharan Africa and beyond, including training health care providers and community outreach workers on [holistic adolescent-friendly approaches](#) and wellness promotion.

UNHCR, WHO and UNFPA will continue in-person training, supported by e-learning, on developing protocols for "[Clinical management of rape and intimate partner violence survivors](#)".

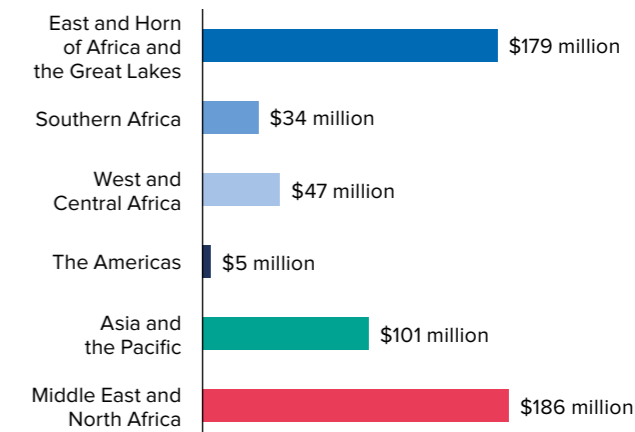
Challenges

Sustaining progress on including and integrating refugees in national health systems is difficult. Total health expenditure has fallen in many refugee-hosting countries over recent years and falls far short of the WHO's recommended annual \$86 per capita for a minimum set of cost-effective health interventions in low-income countries.

Many opportunities to save the lives of mothers and children in refugee settings are being missed. Substantially increased investment, efforts and

Global needs for Healthy lives in 2023
\$559 million
-2% vs 2022 current budget

Regional needs



commitment are needed to ensure that all refugee mothers and babies can receive the life-saving health care they need and deserve.

Funding shortfalls mean that general distribution of long-lasting insecticidal nets and indoor residual spraying are not conducted in all camps and settlements where malaria is endemic, fuelling a high incidence of malaria morbidity and mortality in some locations.

Solar power, water, sanitation and hygiene are significant gaps in health facilities, incurring environmental and operational costs and affecting dignity and privacy.

© UNHCR/Janine/Ona



World Diabetes Foundation partnership improves health services for refugees living with non-communicable diseases

Non-communicable diseases (NCDs) such as hypertension, chronic respiratory diseases and diabetes can be life-threatening if not treated and are causing an ever-growing number of deaths globally, including among refugees. A partnership with

the World Diabetes Foundation will ensure better NCD care for up to 1 million refugees, returnees and internally displaced people and at least 500,000 host community members in Burundi, Sudan and the United Republic of Tanzania. The three-year partnership valued at \$6.8 million will train primary health care professionals and community health workers and provide essential equipment and supplies, strengthening NCD awareness raising, diagnosis and continued treatment.



Outcome Area 11

Displaced children study in a school constructed by UNHCR in Al Raqa site in Sana'a, Yemen.

© UNHCR/YPN

Education



Priorities

Access to education remains one of the most effective ways of empowering and protecting refugee communities and building refugees' resilience.

Over the last three years, improvements in UNHCR's [reporting on refugee education data](#) have strengthened evidence-based programming and advocacy for access to quality education for all refugee children and youth. UNHCR remains

Core indicators



Proportion of forcibly displaced and stateless people enrolled in tertiary and higher education



Proportion of forcibly displaced and stateless people enrolled in the national education system [SDG 4.3.1] [GCR 2.2.1]

committed to improving the coverage and quality of country reporting in 2023.

The priority is to put the goals of the Global Compact on Refugees into action by integrating children into national systems and brokering international and (where relevant) domestic finance to support host countries. UNHCR will pursue these goals by building on the 2022 [Transforming Education Summit](#) and working with development actors and governments in the run-up to the 2023 Global Refugee Forum.

Refugees' average gross enrolment rate in primary education was 68% in 2022, unchanged from 2021, and close to half of refugee children were out of school. UNHCR is looking to expand proven successful primary education models such as the programme it runs in partnership with [Education Above All](#), which has to date enrolled over 1.4 million refugee children in primary school. Priority will be given to interventions that create conducive learning environments for the most vulnerable learners and that build support for teachers and school-based staff.

UNHCR calls on donors, the private sector and philanthropists to ensure reliable, multi-year funding of evidence-based secondary education programmes for refugees, including teacher training, school infrastructure, learning materials, connected education investments, scholarships and more. Reliable access to secondary education is critical as it increases the incentive to complete primary school, as it gives a child something more to aim for.

Refugee enrolment in higher education has increased slightly to 6%. UNHCR is aiming for a steady increase towards 15% by 2030 through strategic partnerships that expand access to technical and vocational education and training, enrolment in universities and colleges in host countries, and complementary education pathways. The [DAFI scholarship programme](#) – which enrolled over 8,000 students in 55 countries in 2022 – remains the cornerstone of the “[15by30 roadmap](#)” for higher education.

In line with its Digital Transformation Strategy, UNHCR is seeking to advance the digital inclusion of refugees by expanding [connected education](#) initiatives. In 2023, through the [ProFuturo](#), [Instant Network Schools](#), and [GIGA](#) programmes, an additional 50+ refugee-hosting schools will be equipped with connectivity, digital resources, and skills training.

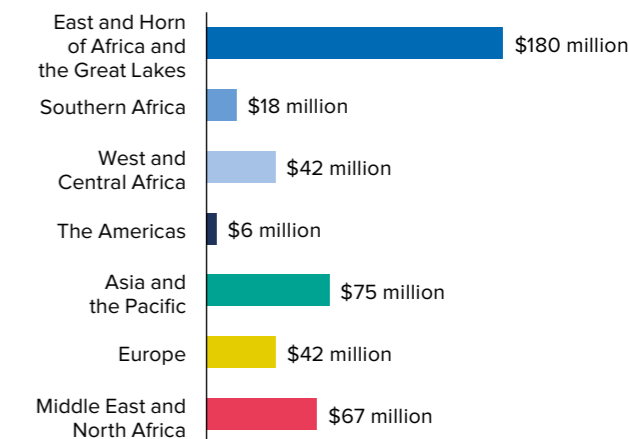
Challenges

Education remains one of the most underfunded sectors in emergency responses, even though school-aged children account for 35-40% of forcibly displaced people. The Global Compact on Refugees aims to minimize children's time out of learning, but this can only be done with funding and coordination. Insufficient funding for education also limits governments' ability to quickly adapt, strengthen systems and put in place services that meet the needs of recently displaced children and youth.

There are many obstacles to quality reporting on refugee education. Even where refugees are included in national schools, the lack of disaggregation by international protection status in education management information systems means there is limited reporting on refugee education indicators.

Global needs for Education in 2023
\$466 million
+4% (vs 2022 current budget)

Regional needs



Teacher gaps and funding requirements remain the major challenges in ensuring quality learning, exacerbated by soaring living costs and challenges in including teachers in national professional development and remuneration plans. This is likely to become increasingly challenging where UNHCR pays recurrent teacher salaries while struggling to maintain budgets.

Secondary education remains the other significant gap, with just one third of refugee children enrolled. Addressing these challenges will require additional resourcing and a concerted effort across global partners.

Higher education institutions in refugee-hosting countries need technical and financial support to include more refugees in degree programmes aligned to national labour market needs and national development objectives.



Primary school learners in Dzaleka refugee camp in Malawi.

Underfunding of education, through a refugee's eyes, by Prince Lokendo

"I was raised in the Dzaleka refugee camp in Malawi, and it has been my home for the past 21 years.

To a refugee parent, education feels as important as food. Many parents believe their children will have a better life, successful careers and become self-reliant if they complete their studies. My parents made our education their number one goal, especially gaining language skills needed for employment opportunities.

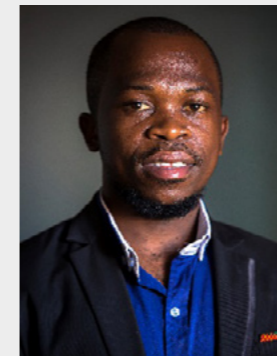
UNHCR helps children receive an education in the Dzaleka refugee camp. They provide money for teaching and learning materials to refugees who otherwise could not afford them.

However, the reality of the refugee situation in the camp is one of an increasing population. It is now home to about 54,000 people (although initially it was built to host 10,000) and every week there are new arrivals of those who have fled conflict and war in their countries (Burundi, the Democratic Republic of the Congo, Ethiopia, Rwanda and Somalia). Most current public facilities and structures – like our schools – are unable to accommodate so many people.

With this greater population, conditions for and quality of education are worsening every day. There are too few resources to keep up with the growing number of students. Two years ago, the teacher-student ratio in the camp was 1:100 in primary school; I remember during my primary and secondary school it was 1:40. Students now study in shifts to ensure access for more children than resources can allow, which has resulted in a shorter learning day for everyone. Instead of the normal six hours, learners now attend classes for only five hours or less per day. Many drop out of school early. When I was at school, the situation was very different, even our passing rate in national exams was high; it has dropped since that time.

There are ways to bring about change to improve education opportunities in the camp, ways UNHCR could work towards. Employing more teachers, for example, or partnering with companies for more resources such as books, pens, and even more classroom buildings.

Education is the cornerstone to empower people, especially to when it comes to job opportunities. Because of my parents' goal in making my education a priority, and because I received the necessary opportunities, I now find myself working for UNHCR. But not many people in the camp share the same experience.



I work for an organization that can bring about change and I can use my voice and experience within the organization to make this change too."

Prince Lokendo is a refugee UN Volunteer with UNHCR's Global Appeals and Reports Section, which produced this Global Appeal. He wrote "Tiliphonsa's Story" featured in the [2021 Global Report](#), narrated "The Future Depends on Us", and helped launch the [LuQuLuQu campaign](#) in solidarity with refugees across Africa.

Call for flexible funding

With current levels of funding available to support education, UNHCR operations focus on the most urgent gaps in basic rights to education, often leaving students at either end of the education spectrum (early childhood as well as tertiary and vocational) with fewer opportunities. Or, as Prince has witnessed, limited resources are stretched to partially meet the

needs of a growing population. This funding scenario recurs year after year, leaving a generation of young people with truncated educational paths and limited future employment prospects. According to UNHCR's latest [Education Report](#), 68% of refugee children attend primary school, and enrolment drops with every grade; only 6% of refugees are able to access tertiary education.

© UNHCR/Sheela Sanyal



From education to emergency support, a multifaceted partnership with the Volkswagen Group

Since 2021, the Volkswagen Group has been supporting the DAFI scholarship programme, enabling 70 refugee students in various countries to complete their university degree or similar higher education. This multi-year commitment was the start of a longer-term partnership with UNO-Flüchtlingshilfe, UNHCR's National Partner in Germany. In response to the emergency in Ukraine, the VW Group, its brands Porsche, Audi and Lamborghini, and multiple other Volkswagen entities, took immediate action to stand with those forced to flee. To raise further support, the VW Group mobilized its employees and launched a successful global employee giving campaign. In May 2022, Audi AG chose UNO-Flüchtlingshilfe as the exclusive beneficiary of an NFT auction, showcasing its continued and multifaceted support for people forced to flee.



Outcome Area 12

A UNHCR solar-powered borehole water storage/distribution site in the Kahdistan Priority Area of Return and Reintegration in Afghanistan's Herat province, which hosts returned refugees, host community and conflict-displaced people.

© UNHCR/Peter Kessler

Clean water, sanitation and hygiene



Priorities

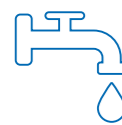
In 2023, over 8 million forcibly displaced people will rely on UNHCR and its partners for access to basic water, sanitation and hygiene services (WASH). UNHCR will provide WASH services, both in new life-saving responses and in protracted situations, and will advocate on behalf of forcibly displaced and their

hosting communities for respect for the human right to water and sanitation. UNHCR will work with all stakeholders in pursuit of the Sustainable Development Goal targets for all, to ensure that no one is left behind.

UNHCR will integrate the need for sustainable WASH services into its responses, starting from the very outset of an emergency and will advocate, in line with the vision articulated in the [Global Compact on Refugees](#), for wider stakeholder support to ease the burden on host governments.

UNHCR will increase efforts to tackle climate-related issues, incorporating climate change mitigation and adaptation considerations and environmental mainstreaming into WASH responses from the earliest stage of preparedness, throughout emergency responses and in protracted situations.

Core indicators



Proportion of forcibly displaced and stateless people using at least basic drinking water services [SDG 6.1.1]



Proportion of forcibly displaced and stateless people with access to a safe household toilet [SDG 6.2.1]

UNHCR will contribute to climate-resilient WASH programmes by managing natural resources sustainably, proactively conserving the environment and reducing carbon emissions.

In Bangladesh, UNHCR and partners will develop a water strategy to ensure safe and sustainable water for the 943,000 refugees and surrounding host communities following the construction of over 125 solarized water networks since 2017. This will include expanding access to water for host communities in the water-stressed area of Teknaf.

UNHCR will focus on improving the understanding of the impact of water resources in refugee camps and settlement areas, with systematic aquifer monitoring, increased use of remote sensing, real-time monitoring and integrated water resource management. UNHCR will begin the roll-out of groundwater monitoring of aquifers used by refugees and host communities in Angola, Bangladesh, Chad, the Democratic Republic of the Congo, Iraq, Kenya, Malawi, Nigeria and Uganda.

To accelerate the solarization of boreholes in refugee sites, UNHCR established Project Flow in 2021. It uses a revolving financing mechanism to fund the high upfront capital costs of solarization, thereby enabling sufficient fuel cost savings to cover the initial investment within five years on average, and cutting greenhouse gas emissions. By mid-2023, feasibility studies and detailed design work will be completed in Ethiopia, Mauritania, Rwanda, South Sudan, Sudan and Zambia, in sites with more than 565,000 potential beneficiaries, allowing the conversion to solar power to begin.

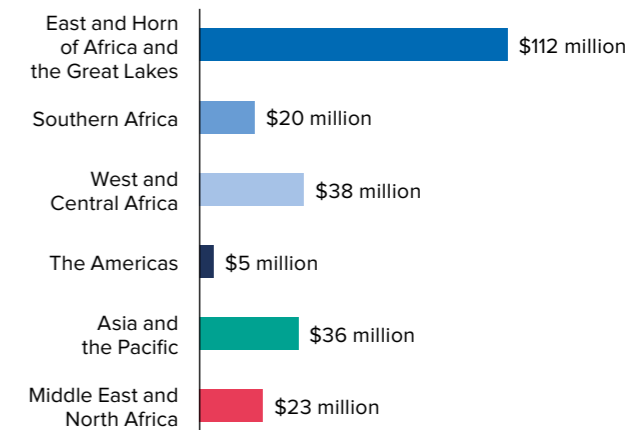
As part of its continual efforts to innovate and deliver more efficiently, UNHCR is rolling out real-time monitoring of WASH infrastructure and services, to improve data on potential efficiencies and the scope for optimization of strategic infrastructure, such as water supply networks, cutting costs and saving water. In 2023, 13 UNHCR operations in Africa, Asia and the Middle East will be able to monitor water networks, groundwater levels and energy consumption, and ultimately reduce their operating and maintenance costs, while carefully monitoring the responsible use of natural resources for over 1 million people.

Global needs for Water, sanitation and hygiene in 2023

\$236 million

-7% (vs 2022 current budget)

Regional needs



Challenges

UNHCR strives to meet basic WASH needs, but it faces challenges in the speed and size of displacement in remote and insecure settings, technical and environmental constraints, and difficulties in scaling up and coordinating WASH activities.

Shifting towards long-term programming is context-dependent and complex. Emergencies limit the capacity to plan for the long term and uncertainty about the planning timeframe makes it hard for stakeholders to plan, budget and programme sustainable WASH responses, with more costs than returns in the short term.

The increasing length of refugee displacements often means UNHCR and the host government are the last stakeholders remaining to provide basic WASH services. UNHCR is acutely aware of the limits of short-term responses and the need for comprehensive and forward-looking responses that include development actors and international financial institutions, to target and meet long-term WASH outcomes, including the Sustainable Development Goals.

Focus Area



Congolese refugee Ortense Nyambongo receives cash to carry out income-generating activities from [Lisungi](#), a social safety net project co-financed by the World Bank in the Republic of the Congo. The Government launched the project in 2014 and expanded it in 2019 to include refugees and host communities in Likouala, Brazzaville and Pointe-Noire, with technical assistance from UNHCR.

© UNHCR/Ibrahima Diane

An interview with Sajjad Malik, Director of UNHCR's Division of Resilience and Solutions

How do UNHCR's partnerships with development actors improve the lives of forcibly displaced and stateless people?

There are now more than 100 million forcibly displaced people. This number is massive. 74% are in low- and middle-income countries, which are confronted with their own economic challenges – the impact of COVID-19, inflation, the debt burden, food insecurity, drought, the impact of conflicts. Most displacement situations last for many years. You cannot keep people on humanitarian assistance only for decades. The situation in Afghanistan is already in its fifth decade, Somalia is in the third or fourth decade. Humanitarian assistance can keep

people alive and meet basic needs. But how long would I like my children to just get their basic needs addressed, for example, without going beyond primary school? Refugees' primary enrolment is around 68%. This drops to 37% for secondary, and 6% at tertiary. Education empowers people to contribute to the development of their communities. You cannot isolate and ignore refugees' human development needs. When it comes to jobs, having bank accounts, having a driving licence, many don't have those opportunities. Forced displacement cannot be tackled by humanitarian interventions alone. Refugees, internally displaced and stateless populations have specific and higher vulnerabilities

compared to hosting communities, which risk being amplified by economic shocks and other disruptive events. But they are invisible in socioeconomic data which development actors rely on for programming.

That's where the Global Compact on Refugees and the Global Refugee Forum come in, saying: let's have a long-term perspective and more predictable burden- and responsibility-sharing. Our development partners and financial institutions bring development support to refugee hosting countries and have started discussing policy reforms with governments to allow refugees to have access to markets, to till their land and sell their produce, to have education. The World Bank-UNHCR Joint Data Center supports the production of much needed socioeconomic data in over 30 countries – representative and comparable to that of national data on the hosts – for development programming and policy making. That is opening up opportunities. It doesn't happen overnight. But the partnerships are expanding.

Where does UNHCR hope to get to in 2023?

2023 will be another challenging year, largely because of the impact of the war in Ukraine on fuel and grain prices and the impact of climate change. But it will also be a year of hope for – hopefully – many. We'll increase our own programmes where we can. More importantly, we will also support "inclusion", which has become the mainstay in the engagement of development partners. With the Joint Data Center we will also have dramatically increased the quality, quantity and availability of socioeconomic data and evidence on the forcibly displaced, enabling inclusive policies and programming at country level.

Supporting the inclusion of refugees in national and development programmes is a pragmatic way to overcome some economic and social vulnerabilities associated with forced displacement. Inclusion builds the resilience of forcibly displaced people, an important milestone in access to durable solutions and implementation of the Global Compact on Refugees. In the COVID-19 response, the World Bank, bilateral development actors and regional development banks included refugees and IDPs in their COVID responses.

That helped us also pursue the inclusion discussion on jobs, health, education and social protection. Now the discussion is to get forcibly displaced and stateless people into their wider planning, so they are not an afterthought. Equally important is that refugee-hosting countries are supported with refugees' inclusion in development plans.

Does the example of Ukrainians' inclusion in Europe help to make the case?

Inclusion is the most effective way forward to address forced displacement challenges, rather than setting up parallel systems. But it requires a policy and a legal framework with explicit rights for refugees and it requires resources. In the EU countries there was a Temporary Protection Directive and there were resources available to include Ukrainians in national health and education systems and opportunities in the labour market for employment. Keep in mind that countries like Pakistan, Kenya, Bangladesh, Djibouti, Ethiopia, the United Republic of Tanzania and many more low-income countries have been generously hosting refugees for decades now. We cannot just ask them to "include refugees in your development programming" without support. There has to be burden- and responsibility-sharing.

What motivates UNHCR's development partners?

There is greater understanding now that forced displacement is not just a humanitarian challenge, and that development can play a significant role in responding to this challenge. Also, there is more evidence, data and analytics available, which UNHCR, the World Bank, Joint Data Center, OECD and other partners are generating, making the strong case that development partners need to engage in forced displacement. High-frequency phone surveys with the World Bank during the COVID-19 pandemic and many other assessments confirm that refugees can be more vulnerable than their hosts. Many do not have civil documents or access to markets and cannot open bank accounts. If they work, they work in informal sectors. It's not always safe and secure. When refugees are allowed to work, to use their skills, capacity, knowledge and know-how, they become productive members of hosting communities.

Development partners are working with many refugee-hosting countries and communities to mitigate the social, economic and environmental impacts of protracted refugee presence. It is also about poverty reduction: a fragile State can produce displacement, and displacement can create fragility. The International Monetary Fund (IMF) is now also looking at this from the fragility point of view. We are encouraging host countries to connect with development partners to bring in development assistance, go for inclusion, change policies where necessary, and have programmes that benefit both refugees and their hosts. In some countries, we have good results. In others, we are making slow progress. But that's the way forward.

Are there any other new collaborations in 2023?

We will have a new partnership with the International Finance Corporation to bring the private sector to refugee-hosting areas, with a joint UNHCR-IFC centre established in Istanbul. It will bring opportunities for refugees to use their skills, and upskill them in certain places. Work on this could be launched in a number of countries in 2023. It's a collaboration which is going to help refugees, their hosts and the communities quite a bit.

UNHCR is also stepping up its engagement with the IMF, where we are building on the Fund's "[Strategy for fragile and conflict-affected States](#)" to provide tailored, robust and longer-term support to the Fund's most vulnerable member countries. Our engagement with the IMF will revolve around data and analytics to determine the macroeconomic impact of forced displacement in affected countries. This will help to make socioeconomic inclusion effective and it will ensure that the surveillance and fiscal consolidations under IMF-supported lending programmes do not add to the pressure on forcibly displaced people.

What else might we see in 2023?

At the Global Refugee Forum (GRF), I think we will see more partners with more concrete pledges and reports. Development partners are already looking at the pledges that they've achieved and who they should be partnering with next.

We are doing a lot of research with the OECD. We have a senior UNHCR staff member seconded there. A new OECD tracking mechanism will help to look at how much development cooperation goes into refugee-hosting countries, and policy research pieces will shine a light on refugee and IDP inclusion in development programmes and national statistics. If people are statistically invisible, they can also be invisible in development plans.

We will keep strengthening our collaboration with the World Bank, one of our major partners. We work together at global, regional, and country levels, on policy and programming, data and analytics, and technical assistance. We will do more regional and thematic deep dives with the World Bank. This will help identify key priorities more concretely, and help countries with implementing their GRF pledges and with preparedness for forced displacement, inclusion and solutions. When the Bank provides dedicated financing for low- and middle-income countries that host refugees, UNHCR provides systematic assessments of the refugee protection and policy frameworks, highlighting the key priorities that will support the Bank's policy dialogue and the projects' design and implementation. The World Bank is also introducing innovations in agriculture, to see if we can bring hydroponics and insect-farming and these kind of technologies to refugee-hosting countries.

Another field of engagement with development actors is climate resilience, with some very interesting initiatives emerging such as the [Refugee Environmental Protection Fund](#) and [Project Flow](#). The energy needs of a large number of displaced people can put pressure on the local environment. We therefore look at innovative ways to address energy needs in cooperation with development partners. We already have a very concrete start.

The Joint Data Center will be completing its first [Strategy](#) by the end of 2023, coinciding with the GRF. Most of the Center's socioeconomic data collection activities and analytics – covering 30-plus countries – will have been completed, with dissemination well underway for uptake by

practitioners. We will also be taking stock and preparing for an extension of the Center's efforts for another four years with a view to filling the remaining data and evidence gaps and consolidating the gains from this partnership.

We can still see gaps we need to fill, on statelessness for example. Development partners operate on the basis of data, evidence and analytics, and UNHCR now has a team of economists and development officers to make a stronger case that forced displacement cannot be tackled alone by humanitarians. We will continue focusing on humanitarian work, but we see that development partners need to be engaged from day one of a displacement crisis right up front.

Will development partners be involved in solutions in 2023?

We definitely see it, in Burundi for example, where engagement of development actors will continue to be critical to rebuild infrastructure and to ensure adequate access to government services (education, health, etc.). It will also help to open economic opportunities. When people return to an area

with a lot of poverty and a lack of infrastructure, development partners can help those areas recover. Some places in Ukraine, for example, will require total reconstruction of electricity, heating, sanitation, water, and more. Humanitarian assistance won't be enough. In Afghanistan, the Priority Areas of Return and Reintegration is an initiative that aims to strengthen the resilience of communities in areas of return by linking humanitarian and development investments in critical services such as education, health, and livelihoods and it would also benefit from the engagement of development actors. In South Sudan, another possibility for engagement is the "[Pockets of hope](#)", a joint initiative between UNHCR and the Government aimed at sustainable reintegration.

So, as part of our broader solutions vision and, of course in the context of UNHCR's [Strategic Directions](#), the Global Compact on Refugees, and UNHCR's commitment to the Secretary-General's [Action Agenda on Internal Displacement](#), we will continue to mobilize and engage development actors, including to strengthen government leadership and ownership to achieve solutions.

© UNHCR/Andreas Tardif



As articulated in UNHCR's Digital Transformation strategy, [the Digital Inclusion Fund](#) explores new ways to bridge the digital divide and empower refugees by providing affordable access to technology, building digital skills, and ensuring accessibility for refugees with disabilities. It also explores avenues for participation and feedback so that refugees can engage with humanitarian organizations and have their voices heard.

In 2022, the Fund received 70 applications. One project underway in Dzaleka refugee camp, Malawi, will provide mentorship to refugees to develop digital skills and access to digital labour platforms – a pragmatic solution in response to limited socioeconomic opportunities.

If an annual financing goal of \$1 million is achieved, up to 20 projects will receive up to \$100,000 in funding and technical support in 2023.

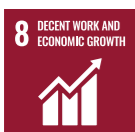


Outcome Area 13

David Pereda, 29, is a Venezuelan computer engineer working as a carpenter in Cuenca, Ecuador. Lack of documentation prevented him getting a job related to his profession.

© UNHCR/Jaime Giménez

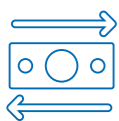
Self-reliance, economic inclusion and livelihoods



8 DECENT WORK AND ECONOMIC GROWTH Priorities

UNHCR aims to boost food security, economic participation and inclusion of displaced populations in 2023 by advocating for access to land, decent work, business opportunities and financial services. Legal frameworks are showing [positive signs](#):

Core indicators



Proportion of forcibly displaced and stateless people with an account at a bank or other financial institution or with a mobile-money-service provider [SDG 8.10.2 Tier 1]



Proportion of forcibly displaced and stateless people who self-report positive changes in their income compared to previous year



Proportion of forcibly displaced and stateless people (of working age) who are unemployed

62% put practical restrictions on formal employment in 2021, down from 82% in 2019, while 60% restricted access to land and natural resources, down from 74%.

UNHCR will develop a global roadmap on agriculture in 2023 to support market-based and climate-smart interventions, encourage investment and increase refugee farmers' and pastoralists' inclusion and climate resilience. UNHCR and the World Bank initiated [insect farming](#) in 2022 and will scale it up in 2023, creating green jobs and producing food, feed and fertilizers.

UNHCR and WFP will collaborate on meeting food needs and developing the self-reliance of forcibly displaced people. The [UNHCR-WFP Joint Hub](#) will help countries assess and analyse vulnerabilities and inform protection-sensitive targeting/prioritization of food and basic assistance.

UNHCR will collect data on the enabling environment in refugee-hosting countries and the role of UNHCR and partners in facilitating economic

inclusion. Data from the [Livelihoods Information System](#), COMPASS and partners will help evaluate regional and global trends and provide a foundation for evidence-based advocacy, strategic programme design and focused partnerships.

Building on its [work with ILO on market systems analysis](#), UNHCR will roll out a market system development approach in four countries, aiming to demonstrate the benefits of whole-of-society, market-based approaches.

UNHCR will mobilize strategic partnerships towards implementation of the "[Global roadmap for refugee entrepreneurship](#)" launched in 2022, which calls for refugee entrepreneurs' inclusion and better access to finance, markets, information and digital opportunities, in addition to policy support and the monitoring of inclusive practices.

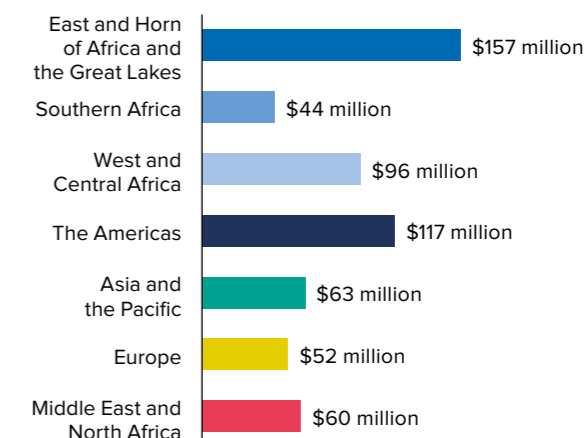
UNHCR will push for access to financial services for refugees, most of whom do not have legal rights to open a bank account, mobile money or digital payment systems. UNHCR will partner with international financial institutions, impact investors, financial service providers, development agencies and research organizations to identify and seize opportunities for blended finance that can accelerate access to deposits, transborder payments, credit and insurance. UNHCR's data collection and market research will make the business case for regulators and financial service providers to consider displaced populations as part of their target market and national financial inclusion strategies.

The [Poverty Alleviation Coalition](#) (PAC), will support 67,000 households in 21 countries to "graduate out of poverty", up from 40,000 in 2022. In advance of the 2023 Global Refugee Forum, the PAC will assess the fulfilment of pledges made at the 2019 Forum, and back a multi-stakeholder drive to enrol almost 100,000 additional households in graduation programmes. This will involve mobilizing funding to scale up existing programmes and launch new ones, bringing national and international NGOs in target countries into the PAC, and sharing evidence-based success stories to help replicate successful programmes.

As part of UNHCR's Digital Transformation Strategy, UNHCR and partners will look to break down

Global needs for Self-reliance, economic inclusion and livelihoods in 2023
\$591 million
+3% (vs 2022 current budget)

Regional needs



structural and policy barriers to the digital inclusion of forcibly displaced communities and to advance digital work opportunities. UNHCR will seek to build skills with networks of partners and the private sector to streamline complex "learning to earning" journeys.

UNHCR's [MADE51](#) initiative, bringing refugee-made products to global markets, is positioned for new opportunities for 2023. UNHCR will seek engagement with companies that are keen to include displaced artisans in their supply chains. Scaling up MADE51 requires funding to support artisan identification, group formation and investment to drive market access.

Challenges

Global economic and food crises reduce political willingness to grant access to labour markets and services, exposing forcibly displaced and stateless people to greater precarity, exploitation and abuse. In extended emergencies, livelihoods and economic inclusion are given less priority than urgent life-saving interventions. UNHCR will seek to engage the private sector directly in investments in refugee-hosting areas, since more risk averse development institutions are sometimes less suited to meeting needs in fragile, poor and politically unstable countries.



Outcome Area 14

Ivorians return after a decade in Liberia, crossing the Cestos River (called the Nuon in Liberia) that marks the border between Liberia and Cote d'Ivoire.

© UNHCR/Colin Delfosse

Voluntary repatriation and sustainable reintegration

Priorities

In 2021, 429,300 refugees returned to their home countries, an increase of 71% compared to 2020 when entry restrictions due the pandemic delayed many returns. Although returns picked up in the first half of 2022, the numbers are expected to remain low in 2023 as conflict and insecurity persist in many countries of origin. UNHCR supports the voluntary return of refugees when the conditions are right but

several factors continue to affect the sustainability of returns. These factors include limited services; damaged or destroyed infrastructure; challenges in recovering housing, land, and property; fragile or faltering peace processes and failure to address the root causes of displacement. While addressing root causes is primarily a State responsibility, the Global Compact on Refugees (GCR) recognizes that the international community has a significant role in helping remove barriers to return. UNHCR supports refugees who express a wish to return even to precarious circumstances by providing up to date and localized information on areas of return as well as assistance through cash and area-based programming. UNHCR promotes support to communities in areas of return and to IDPs as well.

Recognizing and respecting the primacy of national leadership and ownership, UNHCR will advocate for the establishment of multifunctional teams that

Core indicators



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



Proportion of forcibly displaced and stateless people who wants to receive the Country of Origin information actually receives it

support host countries, and where appropriate, countries of origin, in new and protracted situations. To this end, the agency fosters strategic partnerships with UN-Habitat (on housing, land and property rights), ILO (on the economic inclusion of displaced communities), UNDP (in promoting integrated approaches to development), and other key bilateral and multilateral development and financial actors, while preserving partners' support for broader national development objectives.

UNHCR assists the work of three regional support platforms activated under the GCR, and acknowledges the progress made. The [Nairobi Process](#) supports a joint comprehensive plan on solutions in Sudan and South Sudan by the Intergovernmental Authority on Development (IGAD); the Regional Comprehensive Protection and Solutions Framework (MIRPS) addresses the root causes of displacement and achieving solutions in Central America and Mexico; and the Solutions Strategy for Afghan refugees (SSAR) supports priority areas for return and reintegration in Afghanistan. Additionally, UNHCR is supporting the establishment of a regional cooperation framework to support nearly 1.4 million displaced Central Africans, following a regional conference organized by the Government of Cameroon and UNHCR.

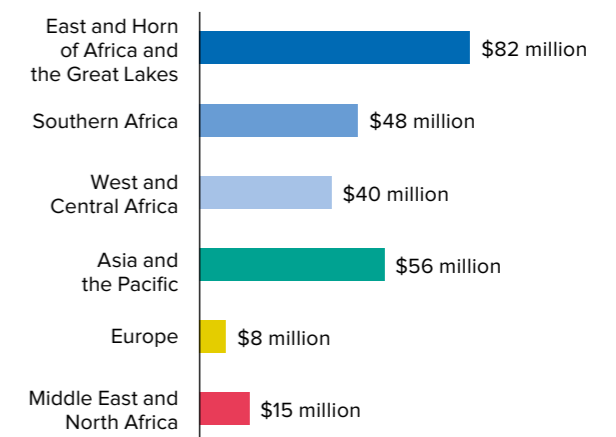
In 2021, UNHCR commissioned a centralized [evaluation](#) of its repatriation activities as a learning exercise. In line with its recommendations, UNHCR will guide and revise forthcoming revisions of key operational guidance, in particular the 1996 Voluntary Repatriation Handbook and the 2004 Handbook for Repatriation and Reintegration Activities.

UNHCR will develop a more predictable operational engagement in repatriation. It will provide more timely and localized information to support informed decision-making and strengthen prospective

Global needs for Voluntary repatriation and sustainable reintegration in 2023

\$251 million
-1% (vs 2022 current budget)

Regional needs



returnees' meaningful participation in repatriation programming, as well as coordination and information-sharing between countries of origin and asylum. UNHCR will also develop appropriate strategies and reinforce advocacy to ensure earlier engagement and participation of governments and development actors in reintegration efforts.

Challenges

Fewer and fewer refugees have been able to exercise their right to return in conditions of safety and dignity and the outlook for returns in 2023 is bleak as the most common obstacles remain. Despite the limited progress in achieving durable solutions in recent years, the 2023 Global Refugee Forum may leverage vital support for returns through principles of burden- and responsibility-sharing and strengthened international cooperation.



Outcome Area 15

UNHCR Goodwill Ambassador Gugu Mbatha-Raw meets Françoise Sabuni, a Congolese refugee resettled in the Netherlands, as she is reunited with her parents.

Resettlement and complementary pathways

Priorities

UNHCR’s strategic direction on expanding third country solutions will be guided in 2023 by “[Third country solutions for refugees: Roadmap 2030](#)”, which was launched in 2022 to follow on from the multi-stakeholder “[Three year strategy \(2019-2021\)](#)”

Core indicators



Number of refugees submitted by UNHCR for resettlement



Average processing time from resettlement submission to departure under normal priority



Number of forcibly displaced and stateless people admitted through complementary pathways from the host country

developed under the mandate of the Global Compact on Refugees.

Over 2 million refugees will need resettlement in 2023, compared to 1.4 million in 2022. To address these needs, UNHCR will focus on five priority areas: [the Central Mediterranean situation](#) and countries hosting [Syrians](#), [Venezuelans](#), [Afghans](#) and [Rohingya](#) refugees. UNHCR upscaled its staffing capacity to ensure timely and efficient processing of resettlement as well as programme integrity and accountability to refugees. The Priority Situations Core Group, set up in 2019, will facilitate knowledge sharing, advocacy, coordination and support to resettlement and complementary pathways. Processing by dossier without interviews by States and remote interviews through video-conference, as well as secure, automated protocols for the transfer of resettlement case data and files, among other innovations, will further enhance programme efficiency, integrity and cybersecurity.

UNHCR has a target for 200,000 refugees to access complementary pathways and family reunification in 2023 – safe and regulated opportunities to support themselves in a third country and potentially reach a sustainable and lasting solution to end their refugee status. To meet this goal, UNHCR will work closely with States and civil society actors to expand education, labour and humanitarian pathways. UNHCR will issue policy and learning tools to define priority concepts on complementary pathways and develop a systematic approach amongst all stakeholders. This will broaden partnerships and lift barriers to independent and safe movement by refugees.

UNHCR will ensure a protection-sensitive approach to developing pathways by engaging directly with the Global Task Forces on [Refugee Labour Mobility](#) and [Third Country Education Pathways](#), whose goal is to level the playing field so that qualified refugees can compete for opportunities. This includes developing a solid evidence base and designing coordinated systems to facilitate access, whilst promoting refugee self-agency. UNHCR’s [Opportunities](#) platform, which helps refugees find accredited higher education and professional development programmes, will be improved to better connect education and labour opportunities. Funding innovations, such as the UNHCR/[Pathway Club](#) project aimed at providing loans to facilitate labour mobility and education, should be expanded to sustain pathway accessibility.

Enhanced partner cooperation through the [Global Family Reunification Network](#) and the [Miles4Migrants](#) project are illustrative of emerging best practices, and will make family reunification easier.

Improving the joint OECD-UNHCR data collection process remains a priority to track the progress of complementary pathways. Monitoring and evaluation frameworks, through updated GCR indicators and targeted work with States and other partners, will continue to be prioritized.

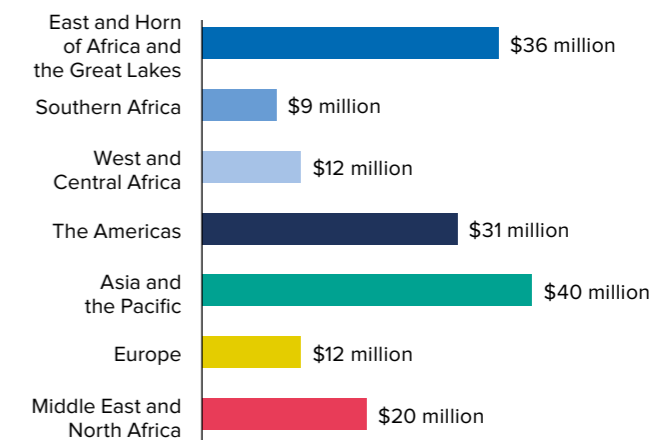
UNHCR will continue supporting community sponsorship, an important tool to increase reception and integration capacity and strengthen welcoming societies.

Global needs for Resettlement and complementary pathways in 2023

\$182 million

+5% (vs 2022 current budget)

Regional needs



Capacity-building packages such as training, tools, and guidance developed under the “[Sustainable resettlement and complementary pathways initiative \(CRISP\)](#)” will be consolidated and delivered to States and relevant actors, including civil society. Innovative financing models to expand third-country solutions, such as the “GROW: Growing Solutions and Support for Refugees” pilot in Argentina and developed under the CRISP, will continue to be pursued.

Challenges

A series of crises has fueled demand for third country solutions, while changing political landscapes make it difficult to access and secure places. The target of 90,000 resettlement departures in 2022 will not be met due to limited reception capacity. The number of States receiving resettlement submissions has steadily declined from 35 in 2019 to 22 in 2022. Third country solutions will only be expanded if there are accessible procedures, progressive and predictable multi-year commitments and effective integration programmes.



Outcome Area 16

People queue outside Poland's national stadium in Warsaw to register for a Polish social security number, part of a Government drive to fast-track Ukrainian refugees into employment.

© UNHCR/Maciej Moskwa

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 and a chance to build a new life, and a way to address protracted refugee situation.

Core indicators



Proportion of forcibly displaced and stateless people with secure tenure rights and/or property rights to housing and/or land [SDG 1.4.2]



Proportion of forcibly displaced and stateless people covered by social protection floors/systems [SDG 1.3.1]

Following the 2019 Global Refugee Forum (GRF), States offered opportunities for local integration and local solutions, and other entities offered support, including intergovernmental organizations, civil society, the private sector, academia and UN agencies. This included legal stay arrangements (interim and permanent residency, settlement on the basis of regional agreements), naturalization, increased social and economic inclusion in labour markets, education, and social cohesion programmes.

Support for local integration is part of several regional drives for solutions: the IGAD Sudan and South Sudan Solutions Initiative, the updated Roadmap for Comprehensive Solutions for Ivorian Refugees, the Comprehensive Regional Protection and Solutions Framework in Latin America (MIRPS), and the European Commission Action Plan for Integration and Inclusion 2021-2027.

In 2023, a regional coordination mechanism for solutions for the Central African Republic situation will offer further opportunities.

UNHCR will use this momentum to mobilize support from development actors, financial institutions, civil society, parliamentarians and mayor's networks and to mobilize new pledges from States at the 2023 GRF, based on data and evidence, as well as advancing on existing pledges.

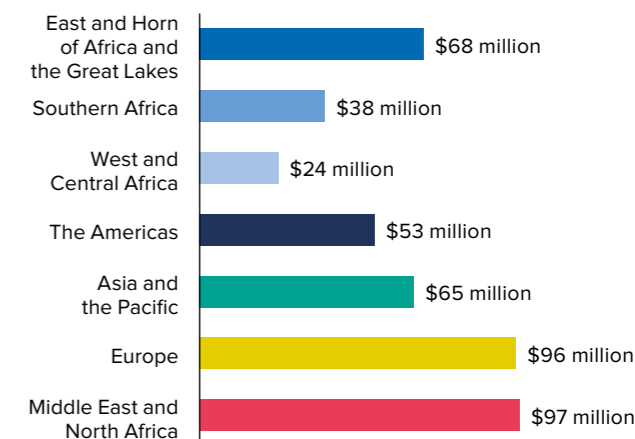
Local integration and other local solutions are one part of UNHCR's comprehensive approach to finding durable solutions. It will advocate for legal, regulatory and policy changes, while pursuing financing and offering technical support on civil documentation, legal residency arrangements, livelihood programming, access to education, local labour market inclusion and social protection schemes.

Solving refugee situations locally remains a State's prerogative. In recent years, with UNHCR's technical and financial support, Albania, Mexico and North Macedonia have granted residency and Albania, Guinea-Bissau, the Republic of Moldova and Senegal have moved to naturalize refugees. Many countries have developed strategies to open up opportunities for self-reliance, including inclusion in social protection systems, housing programmes, the labour market, public services and language courses. Given existing favourable policies, durable solution strategies and GRF pledges, UNHCR sees opportunities in 2023 in different regions, including in the Central African Republic, Colombia, the Democratic Republic of the Congo, Germany, Guinea, Liberia, Malta, Mexico, Mozambique and the Philippines.

A person's ability to enjoy their human rights in a sustainable and dignified manner hinges largely on their legally, informally or customarily defined rights to land or housing being upheld. Therefore, mechanisms that support the efforts of States, such as the GCR and related funding, partnerships and data management, must incorporate customized provisions to improve security of tenure. UNHCR will therefore advocate for housing, land and property (HLP) rights at the local level, while recognizing the myriad policy, legal, regulatory, institutional, technical and technological barriers to forcibly displaced people securing tenure.

Global needs for Local integration and other local solutions in 2023
\$441 million
+22% (vs 2022 current budget)

Regional needs



In 2023, UNHCR will strengthen strategic partnerships that could help expedite the local recordation of land rights. It will also aim to strengthen the arrangements for recognizing and formalizing the rights of individuals and groups to advance local integration and other local solutions for refugees. HLP-related work will therefore continue through 2023 in all the regions.

Challenges

Funding challenges and the repercussions from COVID-19 and the impact of climate change in some contexts may affect infrastructure and limit the ability of governments and other stakeholders to focus on local integration and other local solutions. Issues related to access to documentation, including identity cards and birth registration, and difficulty in obtaining passports and other documents from countries of origin – a prerequisite for residence permits in some countries, also hamper local integration and other local solutions. UNHCR will continue supporting civil registration and documentation and advocate against existing restrictions. Xenophobia towards refugees may be a challenge in some contexts, and UNHCR will continue to work with States and other actors to raise awareness, change perceptions and strengthen social cohesion.



Enabling Areas

Workers offload tents from a UNHCR aid truck for distribution in the Nowshera district of Khyber Pakhtunkhwa province, Pakistan.

© UNHCR

Enabling Areas

The five Enabling Areas cover support and management functions needed to run UNHCR's programmes and help the organization work more efficiently and effectively. They include resource mobilization, supply, oversight, human resources management, policy management, support to governing bodies, information technology, operational support, learning and financial management. The following summarizes plans for the Enabling Areas in 2023.

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

In 2023, UNHCR's transformation will involve optimizing systems and enabling the Office to be more agile, efficient, inclusive and collaborative, and to champion the global solidarity envisaged in the Global Compact on Refugees (GCR). The transformation process includes reforms to systems

and processes, including the way staff work together and with partners and the people UNHCR serves.

Under the Business Transformation Programme, industry best practices will be used to improve key systems and processes. Cloud enterprise resource planning will streamline financial management, contributions management, supply chain management, budget monitoring and reporting, while human resources processes will be upgraded with Workday@UNHCR, which empowers UNHCR's workforce to manage their own careers and everyday processes in a user-friendly way. The Project Reporting Oversight and Monitoring Solution (PROMS) will streamline project design, monitoring, reporting and oversight. 2023 involves extensive testing, data

migration and user training to accompany the launch of some of these systems.

UNHCR has brought together all the transformative initiatives into one framework – Our Transformation – to guide management and communication. UNHCR will also strengthen governance and strategic management and oversight of its transformation and change projects by analysing internal interdependencies and synergies to detect complexity that could be further simplified.

UNHCR will continue to reinforce its ability to take proactive, risk-informed action, in line with the [Risk Management Strategy](#). The annual risk review of every UNHCR entity's operational risk register will help to capture and manage risks and opportunities.

© UNHCR/Photo: Alamy



UNHCR and partners wish to use big data, artificial intelligence (AI) and other exponential technologies to drastically improve humanitarian responses.

The [Data Innovation Impact Fund](#) explores creative and innovative approaches to collect, analyse and visualize data and evidence.

Launched in 2022, with 87 applications, it is currently supporting projects ranging from AI-based text analytics, including detecting hate speech on social media platforms, developing indicators of the effect of climate change on vulnerable people in Jordan, and creating a global early warning system for humanitarian emergencies to save lives when time is of the essence.

If an annual financing goal of \$2 million is achieved, up to 20 projects, led by UNHCR teams in collaboration with forcibly displaced people and host communities, will receive up to \$100,000 in funding and technical support in 2023.

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

In 2023, UNHCR will continue to reinforce country operations' preparedness for possible multiple complex humanitarian emergencies, including those relating to climate change. While working on doubling the numbers of its workforce trained on emergency management, UNHCR will strengthen its Emergency Surge Team and step up the collaboration with emergency standby partners. UNHCR will also continue to foster a culture of security awareness and promote a safe working environment, with the gender perspective

being mainstreamed in all aspects of security management.

Operational response relies on supply chain management. UNHCR will bolster the delivery of required goods and services, including core relief items (CRIs) from its seven strategically located global stockpiles, to respond to urgent needs. In line with its ["Operational strategy for climate resilience and environmental sustainability"](#), UNHCR will enhance an integrated supply chain management and proactively consider sustainable approaches, including transportation of goods, warehousing, manufacturing and packaging of CRIs, and for waste management.

UNHCR will further streamline travel and provide the most efficient routing options. As the largest operator of light vehicles in the UN Common System, UNHCR is committed to reducing its running costs and carbon footprint, without compromising safety. In 2023, UNHCR will introduce more fuel-efficient vehicles, begin the roll-out of ride sharing, and

ensure that it has a young and well-maintained fleet by further optimizing the timely replacement of aged vehicles and the regular service of its existing fleet. UNHCR will also focus on its global community of drivers to ensure they have the right tools and training to work safely and efficiently, while minimizing the impact on the environment.



Delivering hope to those who have left everything behind

For more than 10 years, the [UPS Foundation](#) has committed its resources and expertise to help people forced to flee. In times of emergency, the partnership allows UNHCR to quickly and efficiently deliver critical humanitarian support to the most vulnerable communities. From cash support for child protection in Ethiopia, to the COVID-19 response in the United Republic of

Tanzania, to transporting life-sustaining relief supplies in Afghanistan, to logistical training for UNHCR and its partners, UPS continues to deliver what matters to support forcibly displaced people.

Enabling Area 19: Strengthened human resources and improved organizational culture

The roll-out and stabilization of Workday@UNHCR in 2023 will hone the potential of the current workforce and ensure the rapid deployment of people with the requisite capabilities. A new performance management model, “Evolve”, will help put UNHCR’s Strategic Directions into action, and is expected to improve relationships between managers and employees. UNHCR will invest in training regional HR teams and the wider community of HR practitioners on race equality, gender parity, disability inclusion and other aspects of diversity. Operations will be increasingly involved in the development and implementation of new HR policies, and a key feature will be the deployment of an occupational health and safety framework.

UNHCR is committed to continued growth in its effort to tackle sexual misconduct, both in the workplace and against forcibly displaced or stateless people, in line with the [“Tackling sexual exploitation and abuse and sexual harassment 2020-2022 strategy and action plan”](#). Expansion of the Victim Care Officer function will increase support for victims of sexual harassment and sexual exploitation and abuse. The Office will also provide innovative and experiential learning to UNHCR and partner workforce on detecting, preventing and responding to sexual misconduct. UNHCR will actively contribute to joint work by UN agencies to streamline and coordinate efforts in this regard, driving the integration of protection from sexual exploitation and abuse into emergency response mechanisms.

Efficiency enhancements

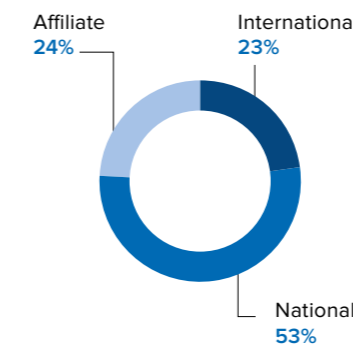
UNHCR’s Digital Strategy will include multiple steps to boost efficiency in 2023. A relaunch of UNHCR’s global web presence will bring 80 websites onto one common platform, with better accessibility for those with disabilities. A new common publishing system will reduce duplication. New digital applications will simplify planning, HR and finance processes and enhance mobile working. A digital skills project, stretching from digital literacy to advanced skills, will support a “digital first” culture where technology is exploited to improve processes and maximize efficiency. UNHCR will benchmark its digital culture against best practices to prioritize interventions that support digital objectives.

Global presence (as of 30 September 2022)

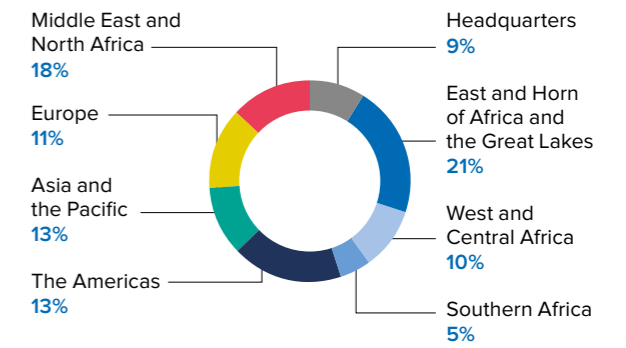
UNHCR is present in **134 countries** and **territories** with offices in **527 locations**



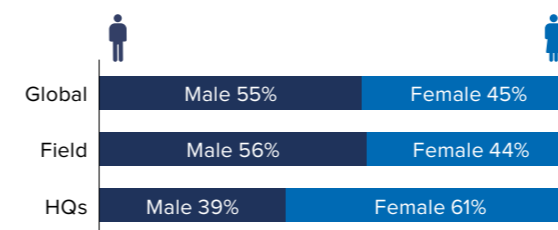
Global workforce by category



Global workforce by region



Global workforce by gender



Global workforce by location



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



Representatives of UN agencies and humanitarian partners, working together under the UN Peacebuilding Fund, speak to members of the refugee community at the Assalaya refugee settlement in East Darfur, Sudan. The fund has made possible various activities designed to enhance social cohesion and build peace in three localities in East Darfur. © UNHCR/Saima Hassan

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

UNHCR will enhance its communication to foster solidarity with refugees, advocate for their inclusion and right to safety, and combat the politicization of their displacement. It will also diversify and strengthen partnerships at the global and regional levels in support of people forced to flee and stateless persons. Efforts will continue to strengthen the implementation and operationalization of the Digital Transformation Strategy, which was launched in 2022. These will focus on country and regional levels to enhance knowledge-sharing and collaboration, better mobilize resources, and ensure the communities UNHCR serves have the digital skills and tools to safely access inclusive services, achieve greater self-reliance and protection, and have a greater voice in the decisions that impact their lives.

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 continue to exercise effective field leadership and coordination in line with agreed Inter-Agency Standing Committee frameworks. This includes training and support to operations on inter-agency issues, maintaining of a roster of inter-agency experts, and furthering the inclusion of forcibly displaced and stateless people in inter-agency documents.

UNHCR will strengthen strategic partnerships with media organizations, youth groups, key players in public advocacy, academia and civil society through better identification and inclusion of civil society actors in strategic processes. It will ensure key policy and operational concerns are taken into account in

regional mechanisms and inter-agency processes, while advocating to increase the inclusion and participation of forcibly displaced and stateless people. For sustainable and effective responses, UNHCR will strengthen strategic partnerships with NGOs and civil society, especially with local actors such as organizations led by forcibly

displaced and stateless people at global, regional and country level.

For details on UNHCR’s resource mobilization strategy, including private sector fundraising, please see the chapter on *Funding UNHCR’s programmes*.



FC Barcelona and UNHCR kick off a new partnership in support of refugee children

FC Barcelona and Barça Foundation have partnered with UNHCR and its National Partner in Spain, España con ACNUR, to send the world a message of solidarity towards those who have been forced to flee. The partnership will run for the next four football seasons and use the power of sport to help displaced children and refugees on four continents. The partnership will work with children and young people to deliver innovative “sports for protection” projects in support of refugee and host community youth in Colombia, Malaysia, Türkiye and Uganda.

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

In 2023, UNHCR will 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. Here, the UNHCR [Strategic Directions](#) will continue to guide UNHCR’s approach and advocacy efforts globally.

Evaluations will continue to inform choices made in planning, programming, and management decision-making, ensuring that priorities are based on timely,

credible and impartial evidence. Independent evaluations will distil good practices that can be replicated and learned from. The [“Policy for evaluation”](#), launched in 2022, will guide the vision and framework for evaluation in UNHCR in 2023 and beyond.

UNHCR will subject itself to effective and independent oversight, anchored by the [“Policy on independent oversight”](#). The Inspector General’s Office will coordinate the work of independent oversight providers, investigate reported integrity breaches, analyse risk and control gaps and weaknesses in UNHCR and partner operations, and advise management on actions required to strengthen systems and processes.

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 73rd session took place from 10 to 14 October 2022. 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 2022, 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	2022
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
Türkiye	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	78

In 2022, the Philippines acceded to the 1961 Convention on the reduction of statelessness.

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)

CRIs Core relief items (UNHCR)

DAFI German Albert Einstein Academic Scholarship Programme for Refugees

DRC the Democratic Republic of the Congo

ECCAS Economic Community of Central African States

ECOSOC Economic and Social Council (UN)

ECOWAS Economic Community of West African States

EU European Union

ExCom Executive Committee of the High Commissioner's Programme

GCR Global Compact on Refugees

GIZ German Agency for International Cooperation

GRF Global Refugee Forum

HLOM High-Level Officials Meeting

HLP Housing, Land and Property

HR Human Resources

IA Impact Area (for UNHCR)

IDP Internally displaced person

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

MIRPS Comprehensive Regional Protection and Solutions Framework in Latin America

MONUSCO United Nations Organization Stabilization Mission in the Democratic Republic of the Congo

NGO Non-governmental organization

OA Outcome Area (for UNHCR)

OECD Organization for Economic Cooperation and Development

PARRs Priority Areas of Return and Reintegration (in Afghanistan)

PRIMES Population registration and identity management ecosystem (UNHCR)

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

RMRP Regional Refugee and Migrant Response Plan

RSD Refugee status determination

SADC Southern African Development Community

SDG(s) Sustainable Development Goal(s)

SSAR Solutions strategy for Afghan refugees

UNDP United Nations Development Programme

UNFPA United Nations Population Fund

UN-Habitat United Nations Human Settlements Programme

UNICEF United Nations Children's Fund

UNITAR United Nations Institute for Training and Research

UNOPS United Nations Office for Project Services

UNSDCF United Nations Sustainable Development Cooperation Framework

UNVs United Nations Volunteers

WASH Water, sanitation and hygiene

WFP World Food Programme

WHO World Health Organization

Nationality.

It's not a privilege.
It's a human right.



#IBelong



UNITED NATIONS
HUMAN RIGHTS
OFFICE OF THE HIGH COMMISSIONER

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Cover photo:

An elderly resident of Warah village, Barmal District, Paktika Province, Afghanistan. After losing seven family members in the devastating earthquake that hit the region in June this year, he is now solely responsible for his nine grandchildren.

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