



**UNHCR**  
The UN Refugee Agency

# GLOBAL APPEAL

2020-2021



FINANCIAL | OPERATIONAL | STATISTICAL

GLOBAL  
APPEAL  
2020-2021

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

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



# UNHCR IN 2020

## Mission

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

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

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

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

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

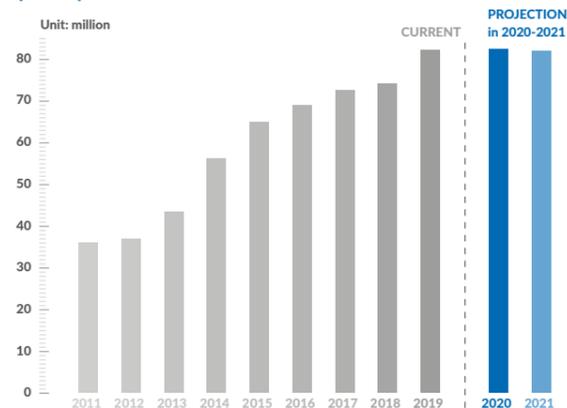
The Office carries out its work in collaboration with many partners, including governments, regional organizations, and international and non-governmental organizations. It is committed to the principle of participation, believing that refugees and others who benefit from the Office's activities should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

## Global presence (as of 31 October 2019)

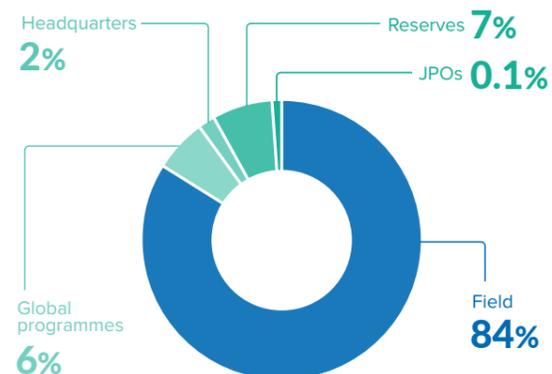
UNHCR is present in **134 countries** with offices in **546 locations**



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



## \$8.668 billion global budget



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



## Registration

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



## Statelessness

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



## Child protection

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



## Emergency and core relief items

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



## Cash-based interventions

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



## Health

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



## Food security and nutrition

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



## Water, hygiene and sanitation

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



## Shelter

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



## Education

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



## Resettlement

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



## Energy and environmental protection

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

# The High Commissioner's Foreword



© UNHCR/Will Swanson

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

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

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

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

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

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

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

step up our work towards solutions for the displaced accordingly.

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

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

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

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

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

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

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

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

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

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



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

## The Special Envoy

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

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

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

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

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

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

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

—Angelina Jolie, UNHCR Special Envoy



# Transformative Initiatives

© UNHCR/John Wessels

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

## THE EIGHT PILLARS OF UNHCR'S TRANSFORMATION

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

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

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

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

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



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

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



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

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



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

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



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

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





## THE GLOBAL REFUGEE FORUM

### Every One Counts

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

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

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

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

### Every Action Counts

To provide a strategic focus and maximize

The Global Refugee Forum will be convened every four years with States and other stakeholders. It will make commitments for action to support host countries with strong humanitarian action centred on protection; complement these

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



预览已结束，完整报告链接和二维码如下：

[https://www.yunbaogao.cn/report/index/report?reportId=5\\_17825](https://www.yunbaogao.cn/report/index/report?reportId=5_17825)



## Areas of focus of the Global Refugee Forum



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

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



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



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

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

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



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



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

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

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



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