UNHCR
The UN Refugee Agency

GLOBAL APPEAL
2026

A guide to UNHCR's Global Appeal 2026

The Global Appeal provides information about UNHCR's plans for the coming year and the funding it needs to protect, assist and empower a record number of forcibly displaced and stateless people, and to help them find solutions to their situations. The elements of the Global Appeal 2026 are as follows:

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Credits:

UNHCR wishes to acknowledge the contributions of all staff and consultants at Headquarters and in the field who have participated in the preparation of this Global Appeal.

Concept and layout design: UNHCR

The maps in this publication do not imply the expression of any opinion on the part of UNHCR concerning the legal status of any country or territory or area, of its authorities, or the delimitation of frontiers or boundaries.

Data in this report are drawn from the most recent statistics available to UNHCR, and from other United Nations agencies. For any corrigenda found subsequent to publication, please visit the Global Appeal section of the UNHCR website on planning, funding and results (https://www.unhcr.org/about-unhcr/planning-funding-and-results).

All amounts are in US dollars unless otherwise specified.

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Cover photo:

Sudanese refugees gather together, sheltering from the sun under trees and building makeshift shelters, at a temporary site in Koulbous, Chad, on the border with Sudan, after fleeing the conflict that erupted in Sudan in April 2023. © UNHCR/Ala Kheir

UN High Commissioner for Refugees Filippo Grandi meets refugees returning home to the Syrian Arab Republic, at the Jdeidat/Yabous border, on World Refugee Day 2025. © UNHCR/Andrew McConnell

High Commissioner's foreword

To be a refugee, an internally displaced or a stateless person is to be cast into a situation of uncertainty and vulnerability, through no fault of your own. It is to find yourself uprooted, seeking safety, legal recognition of your rights, and access to opportunity so you can rebuild your life, or perhaps secure your children's future.

In 2026, millions of people will find themselves facing this reality.

UNHCR's role is to ensure their protection and to facilitate a solution to their situation. That has been our role for the last 75 years. It remains more urgent than ever. 2025 was a challenging year – we responded not by retreating, but by adapting.

This Global Appeal sets out our plans to continue delivering life-saving protection and solutions work in 2026.

Protection will remain at the core of everything we do – from support at the individual level (with activities such as legal aid, detention monitoring, child protection, and support for survivors of gender-based violence) to reinforcement of wider protection ecosystems, including strengthening national legislation and asylum systems, advancing legal protections against forced displacement, and promoting durable solutions.

At the same time, we will work to ensure that measures considered by governments to respond to mixed population movements remain lawful and effective.

As lead of the Global Protection Cluster, we will continue to coordinate and strengthen protection responses for internally displaced people and affected communities across humanitarian contexts. It is critical that IDP protection be fully integrated across sectors, partners, and response frameworks, and that protection principles continue to guide all aspects of humanitarian action. We will remain as committed as ever, including as Solutions Champions for IDPs, to finding solutions to internal displacement, in partnership with governments, UN, NGO, civil society and other partners.

Achieving just, durable and sustainable solutions for all displaced and stateless people will continue to be an institutional priority for UNHCR in 2026. Through our work supporting the voluntary returns of Syrian refugees and IDPs – after years of exile – we have the opportunity to contribute, in a tangible manner, not only to the efforts of the Syrian people in restarting their lives, but also to the overall stability of the entire region. We will continue to play our stabilizing role in other contexts as well – including in Afghanistan, the Democratic Republic of the Congo, or the Central African Republic.

And, while forcibly displaced people wait for the opportunity to return to their countries and communities, we will redouble our efforts to ensure that humanitarian responses to displacement become more sustainable. We will continue working collaboratively, in an agile, data-informed manner, both through local actors and in concert with the wider UN family. We remain focused on strengthening refugee self-reliance, and on ensuring that refugee-hosting States pursue their push toward inclusion. We will build on the momentum generated by the Global Refugee Forum Progress Review, due to be held in a few short weeks.

Our planning necessarily incorporates an element of uncertainty: as we have seen with Ukraine and Sudan in recent years, nobody can predict where the next emergency may arise, nor how long it will last. For that reason, and to meet the most urgent needs, our Global Appeal reiterates the case for the flexible funding of UNHCR's operations – contributions that provide us the best chance to save as many lives as possible, as quickly as possible.

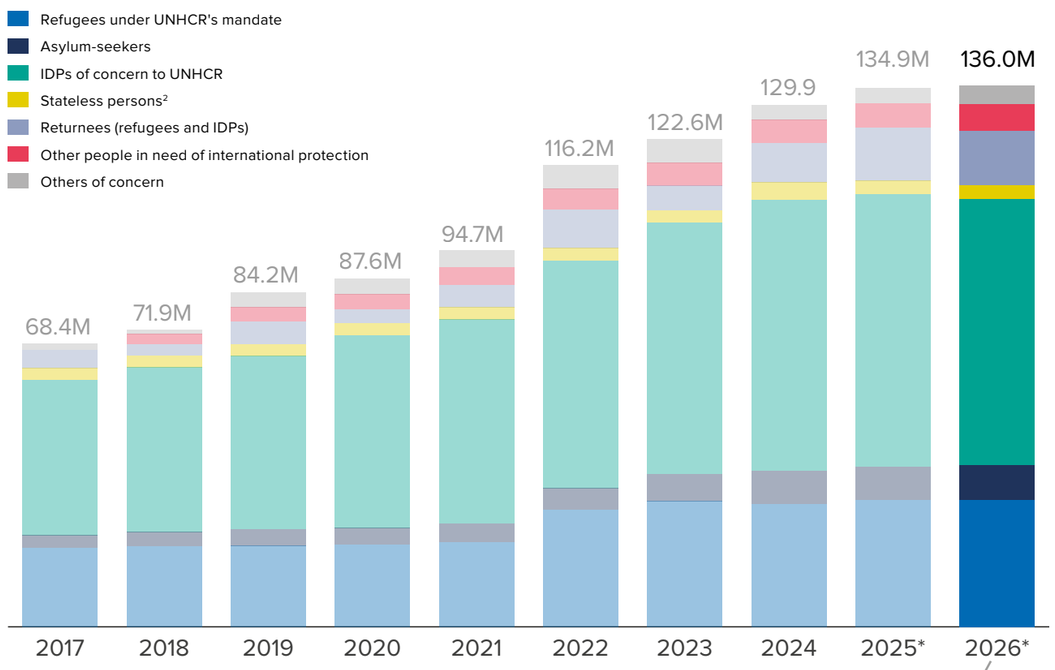
Once again – and for the final time as High Commissioner for refugees – I appeal to your solidarity and generosity, whether you represent a government, the private sector, or yourself, as an individual. UNHCR is ready – strong, determined, and capable. We can seize this moment, for all forcibly displaced and stateless people – but we cannot do without your support.

– **Filippo Grandi**
UNHCR High Commissioner

2025 Global population planning figures[1]

FORCIBLY DISPLACED AND STATELESS PEOPLE | 2017-2026

+99% from 2017 to 2026



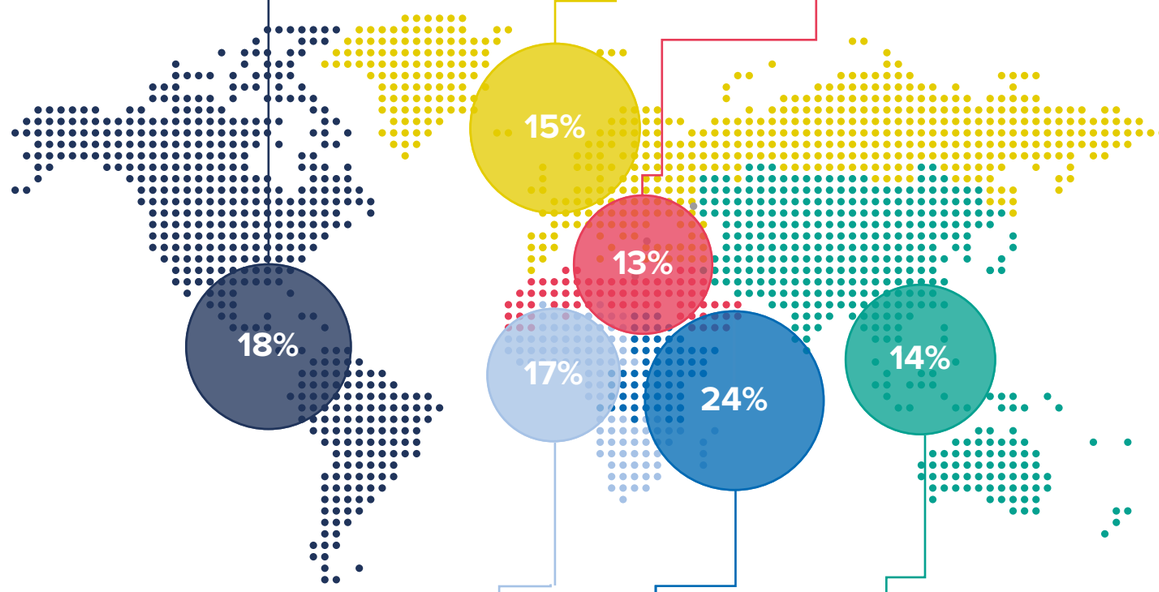
[1] Please see definitions of population types on UNHCR's Refugee Data Finder website, at https://www.unhcr.org/refugee-statistics/methodology/definition/
[2] Stateless figures do not include stateless people who are also displaced to avoid double counting.
[3] Figures from 2017 to 2024 are actual figures, figures for 2025 and 2026 are planning figures.

2026 PLANNING FIGURES OF FORCIBLY DISPLACED AND STATELESS PEOPLE

136.0 million forcibly displaced and stateless people in 2026

	Number of individuals
Refugees	31,837,075
Asylum-seekers (pending cases)	8,854,712
Internally displaced persons (IDPs)	66,902,117
Persons under UNHCR's statelessness mandate	3,427,666
Returnees (Refugees and IDPs)	13,716,545
Other people in need of international protection	6,559,928
Others of concern	4,739,411
Total	**136,037,454**

	The Americas	Europe	Middle East and North Africa
Refugees	1,369,384	12,419,959	2,864,643
Asylum-seekers (pending cases)	4,323,934	1,632,677	1,550,703
Internally displaced persons (IDPs)	10,644,650	3,682,237	8,662,150
Persons under UNHCR's statelessness mandate	103,415	479,883	364,235
Returnees (Refugees and IDPs)	-	970,720	4,634,180
Others of concern	1,104,845	860,896	28,558
Other people in need of international protection	6,559,928	-	-
Total	**24,106,156**	**20,046,372**	**18,104,469**



	West and Central Africa	Eastern and Southern Africa	Asia and the Pacific
Refugees	3,689,845	6,391,667	5,101,577
Asylum-seekers (pending cases)	212,602	753,131	381,665
Internally displaced persons (IDPs)	14,397,141	21,138,165	8,377,774
Persons under UNHCR's statelessness mandate	1,062,093	387,696	1,030,344
Returnees (Refugees and IDPs)	3,689,012	3,251,689	1,170,944
Others of concern	43,969	323,148	2,377,995
Total	**23,094,662**	**32,245,496**	**18,440,299**

FUNDING UNHCR's PROGRAMMES

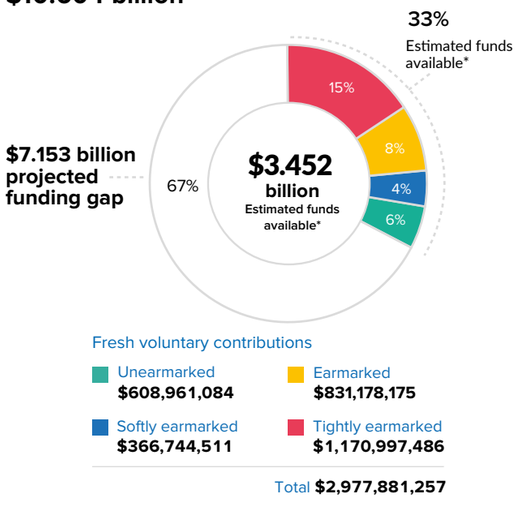
Looking back at 2025: a year of hard choices

By midyear 2025, there were an estimated **121 million people forcibly displaced by conflict, persecution and violence, as well as stateless people.** Needs remained high as humanitarian access shrank and costs rose. Yet although the scale of displacement declined 7% in 2025 due to returns to places like the Syrian Arab Republic, the resources available to meet those needs declined much faster and not proportionally.

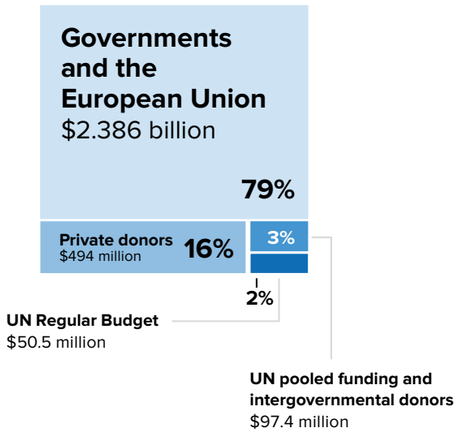
By the end of October, UNHCR had $3.452 billion in funds available, equivalent to 33% of our global requirements of $10.604 billion, forcing operations worldwide to retrench and make difficult trade-offs. The funding landscape remains dominated by governmental and EU contributions, which collectively account for 79% of total income, with the private sector at 16%, (up from 10% at the same point of 2024), followed by UN pooled funds (3%) and the UN regular budget (2%).

OVERVIEW OF 2025 BUDGET AND FUNDING | (as of 31 October 2025)

CURRENT BUDGET
$10.604 billion



VOLUNTARY CONTRIBUTIONS
in 2025 | USD



*Percentages may not add up to 100% due to rounding.

At the same time last year, funding stood at $4.614 billion, or 43% of requirements. This year's funding reflects a $1.162 billion decrease (25%) compared to 2024 – bringing us back to levels seen a decade ago, despite the number of people in need having doubled since then. Trends in Official Development Assistance (ODA) suggest a further decline in contributions in 2026. In addition, trends point to increases in tightly earmarked funding. This has increased from 11% of the funds available at the end of October 2024 to 15% this year, and may increase further still.

Needs unmet: what retrenchment meant

2025 revealed the sharp risks of underfunding. The consequences threatened stability, strained host communities, and heightened the risk of onward, dangerous journeys. The reality was stark: when needs are unmet, risks multiply.

These adjustments, driven by the widening gap between UNHCR's needs-driven budget and actual contributions, explain why 2025 became a year of retrenchment. UNHCR closed, merged or downsized field structures and relocated staff to partner offices, with 185 out of 550 offices affected. Headquarters and regional bureaux were downsized. Overall more than 5,200 colleagues lost their jobs – some 26% of our global workforce – reshaping how we deliver protection and assistance worldwide.

Yet more important than the impact on UNHCR itself is the impact on forcibly displaced and stateless people.

The Office had no choice but to narrow its footprint, cut or delay programmes, and reprioritize sharply, reducing its projected expenditure by over $1 billion for 2025. Up to 11.6 million refugees and other displaced people have lost, or are at risk of losing, direct protection and support as a result. The human cost of this lack of funding, and the decisions we had to take on what services to prioritize, was immediate: livelihoods and resilience programmes scaled down or back; protection services or monitoring limited; and investments in solutions delayed.

Snapshots of funding cuts in 2025

PROTECT

Afghanistan: protection activities were cut by over 50%, severely impacting programmes for women's empowerment, mental health, and gender-based violence. Direct engagement with women and girls was estimated to drop to 45,000 in 2025 (from 108,000 in 2024).

South Sudan: 75% of safe spaces for women and girls closed, leaving up to 80,000 without access to medical care, psychosocial support, legal aid, or income-generating activities.

RESPOND

Lebanon: over 83,000 refugees lost shelter-related financial aid, increasing risks of eviction and homelessness.

Niger: more than 260,000 people went without essential relief items like blankets, mattresses, and cooking sets.

EMPOWER

Bangladesh: learning centres closed in May; although classes resumed for grade 6+, education for 230,000 refugee children remains at risk.

Chad: Underfunding forced UNHCR to scale back or suspend education, health and livelihoods support for 177,000 refugees.

SOLVE

Afghanistan: financial aid for refugee returnees reduced to $156 per household and $40 per person for transport.

Mohamed, a two-year-old Sudanese refugee with anaemia, is examined at a clinic in Cairo run by UNHCR partner Refuge Egypt. © UNHCR/Pedro Costa Gomes

Funding cuts threaten the lives of Sudanese refugees in Egypt

Mohamed is too young to remember his homeland. His native Sudan erupted into violence soon after he was born, forcing his mother Nour Haroun to flee for safety across the border into Egypt, bringing Mohamed and his sister Salma with her. In Cairo as refugees, the family is safe from the war but still vulnerable. Nour is supported with cash-based assistance provided by UNHCR, and 2-year-old Mohamed, suffering from anaemia, relies on health care provided by a clinic run by UNHCR partner Refuge Egypt.

However, a lack of funds forced UNHCR to **suspend life-saving support** for refugees in Egypt in March 2025, leaving tens of thousands of people – including many who fled the war in Sudan – without access to vital medical treatment, child protection services and other forms of aid.

Another Sudanese refugee, Abdelazim Mohamed, who fled Khartoum with his wife, suffers from cardiomyopathy and ischemic heart disease. Abdelazim received life-saving stent procedures through UNHCR's health partner in Cairo. But now, due to severe funding cuts, the support he relied on for medication and follow-up care has been withdrawn. "I fought so hard to survive," he says, "but now, I don't know if I'll make it. If I can't afford my medicine, what happens to me? What happens to my wife if something happens to me?" Abdelazim's story is a stark reminder of the human cost of shrinking humanitarian budgets – where survival hangs in the balance for those who have already lost everything.

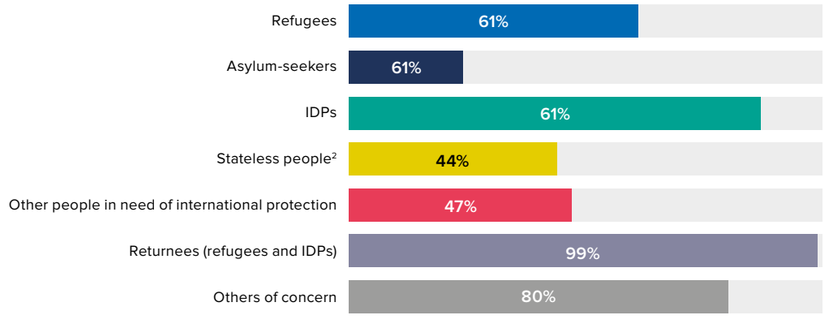
LEARN MORE

Delivering amidst adversity: making every dollar count

Every reduction was a choice between urgent needs – choices no humanitarian organization wants to make. Yet we remained true to our mandate by concentrating on **life-saving interventions, protection and emergency response**. Operations in 35 countries* that host around 73% of the displaced populations UNHCR supports were prioritized, with over 75% of the country programme resources allocated to those locations. That included 61% of available flexible funding, including 53% of available unearmarked funding.

POPULATION BY CATEGORY IN 35 PRIORITIZED COUNTRIES[1] VS OTHER COUNTRIES

These 35 countries represent 73% (88.5M) of the 121.1 million people protected or assisted by UNHCR as of 30 June 2025



[1] Afghanistan, Bangladesh, Burkina Faso, Burundi, Cameroon, Central African Republic, Chad, Colombia, DR Congo, Egypt, Ethiopia, Islamic Republic of Iran, Iraq, Jordan, Kenya, Lebanon, Libya, Mali, Mauritania, Mexico, Republic of Moldova, Mozambique, Myanmar, Niger, Pakistan, Rwanda, Somalia, South Sudan, Sudan, Syrian Arab Republic, United Republic of Tanzania, Türkiye, Uganda, Ukraine and Yemen.
[2] Including forcibly displaced stateless persons.

After the rain cleared over Jordan's Al-Azraq camp, home to 40,000 Syrian refugees, three young friends – Mohammed, Abdullah, and Qais – peer into a small pond left by the stormy weather. © UNHCR/Hasan Alabdallah

And yet, despite these constraints, UNHCR delivered life-saving protection and assistance on a massive scale, prioritizing protection interventions and material assistance for those most in need. Some highlights of the assistance we provided in 2025 to date included:

- **Over 8 million people – including over 6 million refugees and asylum-seekers** – had access to protection services, including legal assistance, documentation, and child protection support.
- **There were over 6 million individual consultations** in UNHCR-supported health care services.
- **Nearly 5.9 million people** were supported with access to water and sanitation services.
- **Over 3.7 million people** received non-food items, and **2 million** received cash assistance, giving them the dignity of choice and strengthening local markets.
- **Over 682,000 people** received shelter assistance – from emergency tents to more durable housing solutions.

These midyear results, presented in full detail below, demonstrate both what is possible with timely, predictable funding – and what risks lie ahead if resources continue to fall short. Without flexible support, the impact would have been sharply reduced: fewer people reached in emergencies, weaker protection in border areas, and widening gaps in protracted crises.

2025 MID-YEAR RESULTS | CORE OUTPUT INDICATORS

Reporting period 1 January – 30 June 2025

UNHCR's core output indicators capture key achievements. This update highlights UNHCR's key achievements during the first half of 2025.

Attaining favourable protection environments

Overall protection	**8.08 million** people received protection services (**143** countries)
Access to territory, registration and documentation	**1.46 million** people registered on an individual basis (**92** countries) **1.55 million** people supported to obtain civil status, identity or legal status documentation (**89** countries)
Status determination	In **98** countries, UNHCR has provided capacity development support to strengthen the national status determination system(s), in accordance with international standards
Gender-based violence	**599,800** people benefited from specialized GBV programmes (**83** countries)
Protection policy and law	In **126** countries, UNHCR has engaged in legislative and judicial processes to strengthen laws and policies for the protection of refugees, IDPs, returnees and statelessness people and/or the reduction and prevention of statelessness
Child protection	**570,000** children and caregivers received child protection services (**73** countries)
Safety and access to justice	**669,700** people received legal assistance (**105** countries)

Realizing rights in safe environments

Well-being and basic needs	**2.00 million** people received cash assistance (**99** countries) **3.76 million** people received non-food items (**61** countries) **937,000** people supported with improved cooking options (**22** countries)
Sustainable housing and settlements	**682,000** people received shelter and housing assistance (**61** countries)
Healthy lives	**6.04 million** individual consultations in UNHCR-supported health care services (**59** countries) **543,000** consultations in UNHCR-supported mental health and psychosocial support services (**84** countries)
Education	**1.56 million** people benefited from education programming (**72** countries)
Clean water, sanitation and hygiene	**5.88 million** people supported with access to water and/or sanitation services (**30** countries)

Empowering communities and achieving gender equality

Community engagement and women's empowerment	**99,000** people consulted through Participatory Assessments (**130** countries) **1.94 million** people used UNHCR- supported feedback & response mechanisms to voice their needs/ concerns/ feedback (**140** countries)
Self-reliance, economic inclusion and livelihoods	**230,000** people benefited from livelihoods and economic inclusion interventions (**98** countries)

Securing solutions

Voluntary repatriation and sustainable reintegration	**288,000** people received counselling and/or information on voluntary repatriation (**108** countries)
Local integration and other local solutions	**105** countries where the government social protection system is inclusive of forcibly displaced and stateless people fully or partially **28,217** people supported by UNHCR to acquire nationality, permanent residency status or to access naturalization procedures (**75** countries)

101 operations participated in the 2025 midyear reporting. However, the aggregated total midyear values may represent under-reported values as some country operations submitted their data late which subsequently could not be included in the global aggregation.

People reported under the core output indicators include refugees, asylum-seekers, returnees as well as internally displaced and stateless people.

Source: UNHCR and Partners

The importance of flexible funding in 2025

These midyear results were achieved with less than 32% of our global funding requirements. While this left a significant gap between needs and available resources, the contributions we did receive – particularly in the form of flexible funding – enabled us to respond quickly to emergencies, sustain critical protection services, and protect the most vulnerable.

At the end of October 2025, flexible funding came to $976 million or 28% of total funds available, $127 million less than the $1.103 billion received by the end of October 2024. At the same time, tightly earmarked funding increased from $859 million at the end of October 2024 to $1.171 billion in 2025, an increase of 36%.

These funds were crucial in enabling UNHCR to direct resources to the most urgent priorities, rapidly scaling up emergency response, maintaining protection at borders, and sustaining life-saving support in underfunded situations. It also allowed us to manage volatility: to shift funds quickly as new emergencies erupted, and to prevent the collapse of core services in fragile contexts where displaced families depend on daily assistance.

HIGHLIGHT

Flexible funding highlights in 2025

Despite flexible funding being lower in 2025, it played a pivotal role in UNHCR's ability to provide life-saving protection and assistance. Some operational examples from throughout the year include the following:

- In the first quarter, **Lebanon** received the largest share of unearmarked funding – $32 million (32% of funds available) – allowing UNHCR to sustain emergency operations amid persistent instability and spillover effects, including returns to and from the Syrian Arab Republic. Lebanon exemplified how flexible funding enables rapid scale-up and continuity in volatile environments. **Ukraine**, meanwhile, received the highest amount of softly earmarked funding, $17.4 million (12%), supporting shelter, basic assistance, and registration efforts critical to the ongoing emergency response.
- In the second quarter, **Türkiye** became the top recipient of unearmarked support ($29 million, 45%), ensuring continuity in one of the world's largest refugee operations with unearmarked funding heavily supporting UNHCR's work to protect access to territory, registration and documentation. **Lebanon** received the largest share of softly earmarked funds ($17.5 million, 12%), reflecting UNHCR's sustained commitment in its emergency response.
- By the third quarter, **Ethiopia** led in unearmarked funding ($36.5 million, 30%), helping UNHCR reinforce emergency, health, and WASH services in a newly evolving emergency. **South Sudan**, with nearly $39 million (35%) in softly earmarked funding, used this flexibility to deliver urgent shelter, cash, and non-food items, while also strengthening access to territory, registration, and documentation.

LOOKING BACK AT 2025:A YEAR OF HARD CHOICES

Flexible funding also underpinned our approach of prioritizing funding towards **outcomes** that were central to our mandate, and which saved lives and reduced risks:

- Across all contexts, as of October 2025, it allowed for focusing resources on groups most at risk – including women and girls, unaccompanied children, and people with specific needs. Core protection-related Outcome Areas such as **Access to territory, registration, documentation; Status determination; Protection policy and law**; and **Safety and access to justice** were all funded at over 40% from flexible funding (with Protection policy and law notable for being funded at 55%).
- In emergencies this meant shelter, and immediate cash or relief items. Flexible funding came to 25% of resources for **Well-being and basic needs**; and 20% for **Shelter**.
- In protracted crises, it meant sustaining essential services like **education, health** and **livelihoods**, all of which were funded on average 28% from flexible funding.
- And in solutions, it enabled people to integrate or resettle and – in a year marked by significant return movements such as in the Syrian Arab Republic – to go home. Solutions-related Outcome Areas such as **Voluntary repatriation and sustainable reintegration** (33% funded from flexible funding); **Resettlement and complementary pathways** (30%); and **Local integration and other solutions** (44%) were all heavily funded from flexible funding.

Together, these examples illustrate how unearmarked and softly earmarked funding extend UNHCR's agility, ensuring protection and assistance remain uninterrupted as needs evolve across regions. Every dollar was stretched further through partnerships, innovation, and community engagement. The results, though achieved under immense constraints, demonstrate the impact of timely, predictable and flexible funding, and the costs if such support is not sustained.

These results are barometers of what is at stake. Each number represents people whose lives were protected and stabilized in the face of displacement. But they also signal the limits of what can be achieved with shrinking resources. For every family reached, there are others left waiting. For every programme scaled up, another was scaled back.

As we look ahead to 2026, the lesson from 2025 is clear: UNHCR can deliver, but only if we are equipped with sufficient, flexible resources that allow us to prioritize needs rather than donor earmarks.

The 2026 budget

Entering 2026: a year of resolve, strategic focus and operational realignment

UNHCR's 2026 budget is set at $8.505 billion, a reduction of more than $2.1 billion compared to 2025, or 20%. This is not a reflection of lower global needs – with the number of forcibly displaced and stateless people projected to reach 136 million worldwide – but the result of a deliberate strategic shift in how UNHCR plans and delivers.

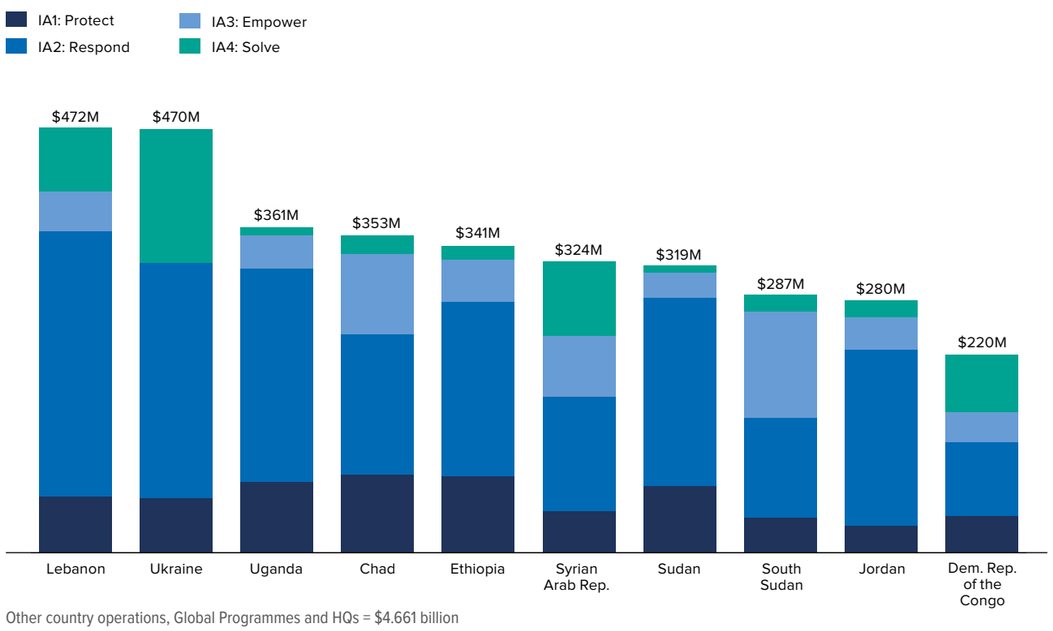
2026 BUDGET BY IMPACT AREAS | USD

IMPACT AREAS	AMOUNT	% of programmed activities	% of total	% variance 2026 vs 2025
Attaining favourable protection environments IA 1: Protect	**2,099,285,035**	26%	25%	-18%
Realizing basic rights in safe environments IA 2: Respond	**3,218,783,244**	40%	38%	-30%
Empowering communities and achieving gender equality IA 3: Empower	**1,195,107,179**	15%	14%	-16%
Securing solutions IA 4: Solve	**1,574,939,721**	19%	19%	2%
SUBTOTAL PROGRAMMED ACTIVITIES	**8,088,115,178**	**100%**	**95%**	**-20%**
Operational reserve (OR)	**404,405,759**		5%	-12%
Junior Professional Officers	**12,000,000**		0%	0%
TOTAL	**8,504,520,937**		**100%**	**-20%**

The 2026 budget reflects a streamlined, impact-driven approach shaped by the constraints of 2025 and a shifting operational landscape. In order to preserve our capacity to deliver on our core mandate, the budget prioritizes interventions with a strong emphasis on protection and solutions, life-saving interventions and emergency response, areas where UNHCR brings the greatest added value and targets regions with the most acute refugee needs – particularly in low- and middle-income countries. With a reduced workforce and tighter resources, the Office is transitioning from parallel humanitarian assistance to more targeted, protection- and inclusion-focused programming through a sustainability lens. Budget adjustments reflect a continued focus on protection activities and a people-centred approach, increased returns, more focused IDP responses focused on where UNHCR can add value, and an accelerated shift toward national system strengthening. UNHCR will also deepen collaboration with UN partners, local partners, government, private sector and stakeholders, aligning efforts with the Global Compact on Refugees, the 2022–2026 Strategic Directions, and the Humanitarian Reset/UN80 Initiative.

TOP TEN BUDGETS BY OPERATIONS AND IMPACT AREAS

These 10 country operations account for 42% of the global needs for programmed activities in 2026



Other country operations, Global Programmes and HQs = $4.661 billion

Cross-thematic commonalities across and within the budget

Strategic prioritization

- The 2026 budget reflects a strong focus on protection, legal identity, and solutions, emphasizing support for legal documentation, community-based protection, and durable solutions such as repatriation, resettlement, and local integration.
- While the overall budget contracts by 20% compared to 2025, some Outcome Areas – particularly those related to protection and community engagement – saw smaller reductions or even targeted increases in certain regions.

Transition to sustainable, national systems

- There is a deliberate shift from direct humanitarian delivery toward strengthening national structures in health, education, housing, and WASH. This signals prioritization of resilience, local ownership, and long-term sustainability over short-term direct aid.

Increased support for durable solutions

- The share of funding dedicated to durable solutions – including returns, local integration, and resettlement support – rises to 13%. There is a clear emphasis on facilitating pathways out of displacement, especially in protracted and crisis-affected contexts. Supporting returnees and stabilizing them will be key in 2026.

Targeted and inclusive humanitarian aid

- Assistance is becoming more focused, with reduced broad-based humanitarian support and greater emphasis on inclusion, resilience, and tailored interventions for the most vulnerable.

Operational efficiency

- Efforts to streamline functions and preserve resources for direct program delivery demonstrate cost effective and efficient ways of implementing activities and strengthening operational performance, reflecting a clear awareness of financial constraints.

Agile emergency response

- Emergency response capacity will be sustained through rapid deployment and pre-positioned supplies, while promoting inclusion in national systems and enabling early transitions to local actors and partners.

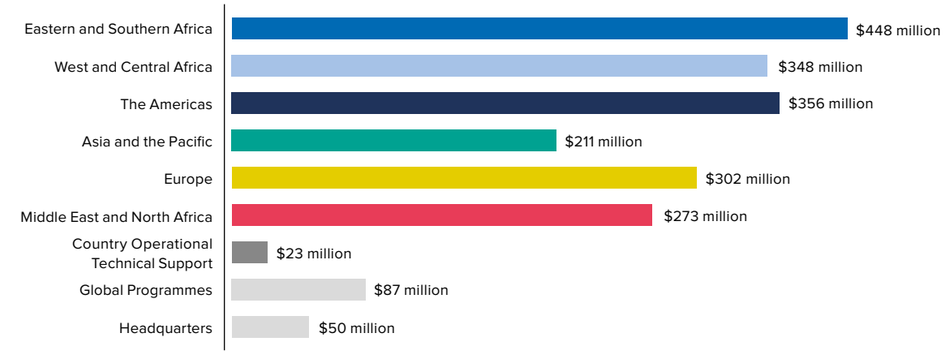
2026 budget by Impact Area

IMPACT AREA 1 | PROTECT: ATTAINING FAVOURABLE PROTECTION ENVIRONMENTS

Investing in protection: upholding human dignity. In 2026, protection programming will remain the backbone of UNHCR's mandate, with targeted investments in contexts where national systems can be strengthened and scaled.

GLOBAL NEEDS FOR IMPACT AREA 1: PROTECT

$2.099 billion required in 2026 | **-18%** vs 2025 current budget



Highlights:

- Slight increase in budget share (from 24% in 2025 to 25%) reflects continued strategic focus on protection.
- Notable increase in the Americas ($34.1 million) for regional protection efforts.
- UNHCR will maintain investment in access to documentation, asylum, border monitoring, and legal safeguards to prevent statelessness.

Forcibly displaced people who flee their homes due to conflict, persecution or violence often find themselves in vulnerable situations, stripped of their rights and dignity. The cornerstone of UNHCR's mission is the protection of these individuals, ensuring their safety and well-being. Investing in UNHCR's protection efforts helps to uphold their fundamental rights.

UNHCR will deepen its focus on life-saving protection activities, including registration, documentation, asylum capacity-building, legal assistance, and child protection. These efforts will be increasingly delivered through national and local systems, with UNHCR providing technical support and advocacy for inclusion. Along key migration routes, the Office will strengthen protection-sensitive responses and support voluntary return and reintegration. To address statelessness, UNHCR will assist States in reforming nationality laws and scaling up birth registration, leveraging the Global Alliance on Statelessness.

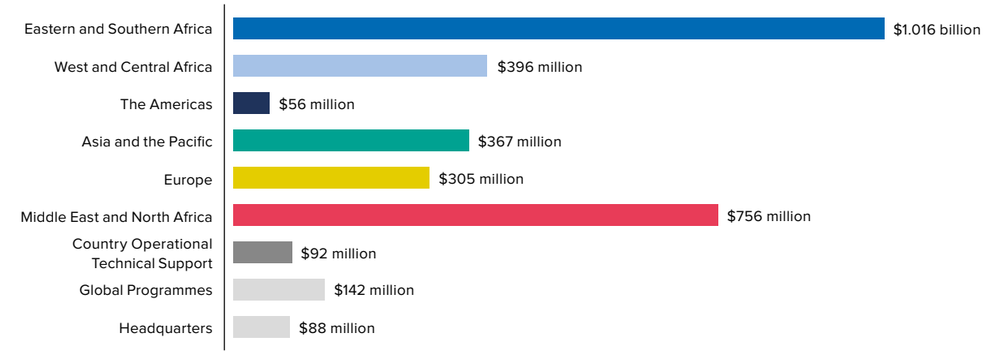
See also in this Global Appeal
Focus Areas on Accountability to affected people; Internal displacement; Statelessness
Outcome Areas: OA 1 (registration), OA2 (status determination), OA3 (policy), OA5 (child protection) and OA7 (community)
See Core output indicator reporting for key achievements to date in 2025 for Attaining favourable protection environments

IMPACT AREA 2 | RESPOND: REALIZING RIGHTS IN SAFE ENVIRONMENTS

Providing humanitarian response: a lifeline in crisis. Budgetary shifts here aim to preserve UNHCR's surge capacity while enhancing cost-effectiveness and sustainability in protracted and recurrent crises.

GLOBAL NEEDS FOR IMPACT AREA 2: RESPOND

$3.219 billion required in 2026 | **-30%** vs 2025 current budget



Highlights:

- Decrease in budget share from (43% to 38%) reflects a shift from direct service delivery to supporting national systems and development efforts.
- UNHCR will continue emergency responses, strengthen rapid deployment, and support inclusion in national systems, whenever possible.
- Largest decrease, mainly in the Middle East and North Africa, and Europe.

Humanitarian crises, whether natural disasters or conflict-induced, demand swift and effective responses. UNHCR stands at the forefront, delivering life-saving protection and assistance to millions of forcibly displaced and stateless people in situations that make them vulnerable when they need to be resilient and self-reliant. This requires a supportive environment with access to essential services – such as food, shelter, water, education, health care, and livelihoods.

Working with governments and other partners, UNHCR prepares, plans and delivers life-saving protection and assistance to millions of people. Support in this endeavour is not just about meeting immediate needs; it is about sowing the seeds of resilience, enabling people to reclaim control over their lives and destinies when decades of unresolved conflicts have only increased the need for assistance, and the needs have grown further due to new crises, as well as climate-related emergencies.

In 2026, UNHCR will maintain its comparative advantage in emergency preparedness and response through pre-positioned supplies and rapid deployment teams. However, emergency operations will become leaner and more mobile, with a stronger emphasis on coordination and technical support. Local actors and national systems will play a larger role in delivering emergency aid, with transitions to other UN agencies and partners initiated within months of onset where feasible.

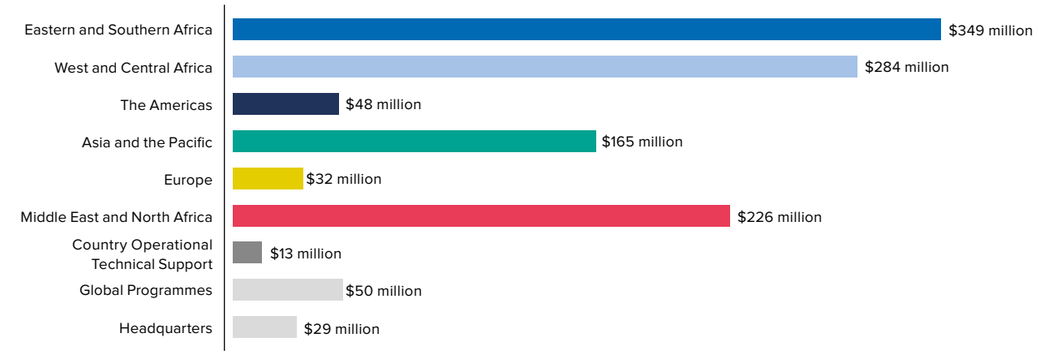
See also in this Global Appeal
Focus Areas on Climate action; Internal displacement
Outcome Areas: OA8 (basic needs), OA9 (shelter), OA10 (health), OA12 (WASH) and OA13 (livelihoods)
See Core output indicator reporting for key achievements to date in 2025 for Realizing Rights in safe environments

IMPACT AREA 3 | EMPOWER: EMPOWERING COMMUNITIES AND ACHIEVING GENDER EQUALITY

Empowering refugees: building self-reliance and opportunities. By investing in education, skills, and women's leadership, UNHCR helps transform displacement into opportunity – building stronger, more resilient communities.

GLOBAL NEEDS FOR IMPACT AREA 3: EMPOWER

$1.195 billion required in 2026 | **-16%** vs 2025 current budget



Highlights:

- Budget share increased slightly (from 13% to 14%).
- Focus on targeted empowerment initiatives integrated into broader protection and solutions strategies.
- Largest regional investment in Eastern and Southern Africa.
- Emphasis on partnering with community-led and women-led organizations, and supporting feedback mechanisms.

Empowerment is the key to breaking the cycle of dependency. Through education, vocational training, and livelihood programmes, UNHCR empowers refugees to become self-reliant contributors to their communities and economies. By investing in education, skills, and entrepreneurship, UNHCR aims to not only transform individual lives but also foster stability and progress on a broader scale.

UNHCR will strengthen efforts to promote community empowerment, self-reliance, and economic inclusion. There is a move toward more targeted initiatives integrated within broader protection and solutions strategies, with empowerment being central to resilience and solutions programming. Community engagement will be reinforced through participatory approaches and feedback mechanisms, including partnerships with community-led organizations – especially those led by women – and will support two-way communication to ensure feedback and accountability.

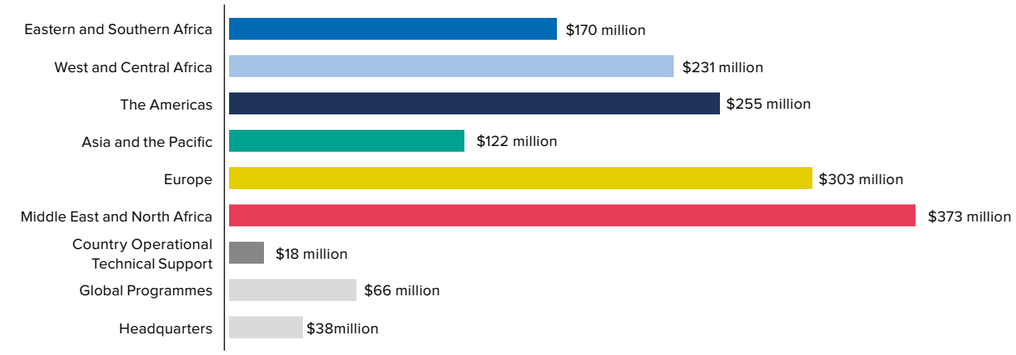
See also in this Global Appeal
Focus Areas on Accountability to affected people; Statelessness; Working with development actors
Outcome Areas: OA1 (registration), OA4 (gender-based violence), OA5 (child protection), OA7 (community), OA11 (education) and OA13 (livelihoods)
See Core output indicator reporting for key achievements to date in 2025 for Empowering communities and achieving gender equality

IMPACT AREA 4 | SOLVE: SECURING SOLUTIONS

Providing sustainable solutions: nurturing hope for tomorrow. UNHCR will prioritize return, reintegration, local integration, and complementary pathways, with a focus on self-reliance, inclusion and long-term resilience.

GLOBAL NEEDS FOR IMPACT AREA 4: SOLVE

$1.575 billion required in 2026 | **+2%** vs 2025 current budget



Highlights:

- Budget share increased from 15% to 19%.
- Key increases in Middle East and North Africa (+$77.2 million), Asia and the Pacific (+$18.7 million), and West and Central Africa (+$5.9 million).
- Focus on voluntary return, reintegration, regional cooperation, and ending statelessness.
- Continued promotion of burden-sharing and implementation of the Global Compact on Refugees.

The refugee journey should not be an endless one, and UNHCR is ever more dedicated to finding durable solutions, whether through voluntary repatriation, local integration, or resettlement in third countries, and also through ending statelessness. This Impact Area dedicated to solutions is therefore the only one with a modest budget increase of 2% for 2026, while all the other Impact Areas face reductions between 16% to 30%. These solutions offer not just a path home but a chance at a new beginning, free from the shadows of displacement. Investment in these solutions creates ripples of hope, inspiring communities and nations to embrace inclusivity and diversity. It also leads to reduced demands on host States and on UNHCR's donors in the future.

With 136 million forcibly displaced and stateless people projected globally, and the majority hosted in low- and middle-income countries, UNHCR will intensify efforts to support national leadership in delivering durable solutions by, for example, strategically expanding support for return and reintegration in places such as Iraq, Lebanon and the Syrian Arab Republic, where efforts are shifting towards area-based approaches; in Asia and the Pacific, growth is driven by investments in voluntary return, complementary pathways, and regional cooperation; and in West and Central Africa, UNHCR is strengthening collaboration with governments and development partners to support return and reintegration in countries such as the Central African Republic, Chad and Nigeria.

UNHCR will act as a facilitator in contexts with strong development partnerships, leveraging co-financing mechanisms and aligning with national plans. The Global Refugee Forum pledge framework – comprising over 3,400 pledges, with 60% fulfilled or underway – will serve as a key tool for mobilizing support and tracking progress.

See also in this Global Appeal
Focus Areas on Statelessness; Working with development actors
Outcome Areas: OA14 (voluntary returns), OA15 (resettlement), OA16 (local integration)
See Core output indicator reporting for key achievements to date in 2025 for Securing solutions

2026 budget by Outcome and Enabling Area

2026 BUDGET BY OUTCOME AND ENABLING AREAS | USD

OUTCOME AND ENABLING AREAS	AMOUNT	% of programmed activities	% of total	variance vs 2025 current budget*
OUTCOME AREAS				
Access to territory, registration and documentation (OA1)	694,307,490	9%	8%	-7%
Status determination (OA2)	155,091,397	2%	2%	-23%
Protection policy and law (OA3)	209,491,697	3%	2%	-20%
Gender-based violence (OA4)	261,687,787	3%	3%	-21%
Child protection (OA5)	196,754,881	2%	2%	-12%
Safety and access to justice (OA6)	237,235,414	3%	3%	-27%
Community engagement and women's empowerment (OA7)	497,327,264	6%	6%	-18%
Well-being and basic needs (OA8)	1,581,124,362	20%	19%	-30%
Sustainable housing and settlements (OA9)	799,997,842	10%	9%	-25%
Healthy lives (OA10)	387,078,428	5%	5%	-23%
Education (OA11)	369,860,786	5%	4%	-20%
Clean water, sanitation and hygiene (OA12)	197,417,946	2%	2%	-16%
Self-reliance, economic inclusion and livelihoods (OA13)	489,040,916	6%	6%	-17%
Voluntary repatriation and sustainable reintegration (OA14)	561,180,841	7%	7%	12%
Resettlement and complementary pathways (OA15)	150,474,449	2%	2%	-33%
Local integration and other local solutions (OA16)	409,294,517	5%	5%	-4%
SUBTOTAL OUTCOME AREAS	**7,197,366,015**	**89%**	**85%**	**-20%**
ENABLING AREAS				
Systems and processes (EA 17)	**101,838,114**	1%	1%	-37%
Operational support and supply chain (EA 18)	**332,588,806**	4%	4%	-26%
People and culture (EA 19)	**63,068,885**	1%	1%	-31%
External engagement and resource mobilization (EA 20)	**363,998,869**	5%	4%	-12%
Leadership and governance (EA 21)	**29,254,489**	0%	0%	-25%
SUBTOTAL ENABLING AREAS	**890,749,163**	**11%**	**10%**	**-23%**
SUBTOTAL PROGRAMMED ACTIVITIES	**8,088,115,178**	**100%**	**95%**	**-20%**
Operational reserve (OR)	**404,405,759**		5%	-12%
Junior Professional Officers	**12,000,000**		0%	0%
TOTAL	**8,504,520,937**		**100%**	**-20%**

*2025 current budget as presented at ExCom 2025

1. Protection: a core priority

Protection-related outcomes remain central, accounting for nearly a quarter of the 2026 budget. Key areas include:

- Access to territory, registration and documentation (Outcome Area 1): despite a 7% reduction from 2025, this decrease is modest relative to the overall 20% budget cut. Targeted increases are seen in operations in Argentina, Brazil, Burkina Faso, Chad, Nigeria, Uganda, and the Bolivarian Republic of Venezuela, reflecting heightened needs and opportunities for impact.
- Status determination; Protection policy and law; Safety and access to justice; and Community engagement and women's empowerment (Outcomes 2, 3, 6, 7): these areas are prioritized in regions where UNHCR's legal and technical expertise can have the greatest impact – particularly in the Eastern and Southern Africa, West and Central Africa, and the Americas.
- Additionally, Child protection (Outcome 5) and response to Gender-based violence (Outcome 4), despite reductions of 12% and 21%, have kept a proportional share of the overall budget compared to 2025, reflecting continued prioritization.

2. Durable solutions: growing investment

UNHCR is scaling up support for sustainable solutions, with a stronger focus on:

- Voluntary repatriation and sustainable reintegration (Outcome 14): increased allocations for returns to Afghanistan, the Democratic Republic of the Congo, and the Syrian Arab Republic.
- Local integration and other local solutions (Outcome 16): stable funding with targeted investments in Ukraine and the Americas to support social infrastructure and inclusion.
- Resettlement and complementary pathways (Outcome 15): reduced allocations due to lower resettlement quotas, particularly in the Americas and Europe, reflecting external constraints rather than a shift in strategic intent.
- In addition to solutions areas mentioned above, while funding for Self-reliance, economic inclusion, and livelihoods (Outcome 13) has been reduced by 17%, targeted support will continue to enable forcibly displaced and stateless people to access employment and livelihood opportunities.

3. Transitioning from direct services to system support

Spending on basic services – housing, health, education, and WASH (Outcomes 9–12) – has slightly decreased from 21% to 20%, reflecting a strategic transition:

- Sustainable housing and settlements (Outcome 9): reoriented toward resilience and self-reliance, notably in Lebanon and Ukraine.
- Health (Outcome 10): shift to partner-led delivery and phase-out of secondary health services, while maintaining essential support in Afghanistan, Ethiopia, South Sudan, and Sudan.
- Education and Clean water and sanitation (Outcomes 11, 12): deprioritized in contexts where national systems can assume greater responsibility, particularly in Asia and the Pacific, the Middle East and North Africa, and West and Central Africa.

4. Targeted assistance and inclusion (Well-being and basic needs, Outcome 8)

While still the largest single outcome area, the Well-being and basic needs budget has been reduced by 30% compared to 2025. This reflects a shift from generalized humanitarian aid to more targeted support, while UNHCR continues engaging with emergencies:

- Europe: continued transition to national system inclusion.
- The Middle East and North Africa: more focused assistance in internal displacement contexts.
- Eastern and Southern Africa: increased support for basic needs in South Sudan and Uganda, with a resilience lens.

Enabling Areas: advancing the efficiency agenda

These reforms are aligned with the Secretary-General's UN80 Initiative and the Inter-Agency Standing Committee's Humanitarian Reset, positioning UNHCR to contribute to broader system-wide transformation.

The five Enabling Areas make up 10% of UNHCR's total budget, a 23% decrease compared to 2025. The reduction is slightly more than the decrease in Outcome Areas, reflecting efforts to consolidate enabling functions under tighter budgets.

- **Systems and processes (Area 17):** reduced by 37%, mainly due to headquarters restructuring and realignment across enabling areas.
- **Operational support and supply chain (Area 18):** reduced by 26%, with the biggest cuts in Eastern and Southern Africa, Middle East and North Africa, and West and Central Africa.
- **People and culture (Area 19)** reduced by 31%, while continuing to sustain a capable, efficient, and adaptive workforce.
- **External engagement (Area 20):** down 12%, but remains vital for donor relations and advocacy.
- **Leadership and governance (Area 21):** decrease by 25%, maintaining core oversight capacities.

The downsizing of the workforce necessitated a reconfiguration of internal structures. UNHCR has restructured its operational footprint, closing or consolidating offices and transitioning international roles to national officer positions. The workforce was reduced by approximately 5,200 posts by the end of September 2025. This has enabled a leaner, more agile workforce while preserving core delivery capacity.

The Office will continue to streamline business processes, expand shared services, and explore outsourcing for non-core functions.

Digital platforms, joint operational models, and centralized support services will drive further efficiency gains. Two new common service structures – Global Shared Services and the Headquarters Support Service – have been designed to make UNHCR's enabling functions more cost-efficient, allowing the Office to devote more resources to its core mandate.

After thousands of Sudanese fled from escalating violence in Sudan's North Darfur region in late 2025 for the relative safety of a site in Tawila, UNHCR and partners AHA and HOPE conducted in-person protection monitoring visits to identify the most urgent needs of the newly displaced people and to facilitate referrals to specialized service providers. © UNHCR/Mohammed Jalal

Regional highlights

The budget changes reflect nuanced, region-specific adjustments – targeted increases where needs are greatest and strategic reductions where inclusion in national systems is advancing. Across the six regions, certain commonalities can be identified.

Strengthening protection frameworks

- Across all regions, strategic emphasis is maintained on legal protection, including access to documentation, prevention of statelessness, and border monitoring.

Facilitating return and reintegration

- Multiple regions, notably the Middle East and North Africa, Asia and the Pacific, and West & Central Africa, are prioritizing the support of returns and sustainable reintegration as part of durable solutions.

Empowerment as a pathway to solutions

- Community empowerment — including economic inclusion, participation of forcibly displaced and stateless people (especially women), and feedback mechanisms — is woven throughout regional strategies.

Partnerships with local and community-led organizations

- There is a recurring theme of engaging local actors and community-based organizations to enhance meaningful participation and responsiveness.

Operational streamlining

- The drive to reduce enabling and support costs is evident in all regions, aiming to maximize programmatic impact despite fiscal pressures.
- The Regional Bureau for Southern Africa was closed, with that region's operations absorbed by the Bureaux for the East and Horn of Africa and the Great Lakes (renamed Eastern and Southern Africa), and West and Central Africa.

REGION / OPERATION	2026 approved budget				
	Attaining favourable protection environments	Realizing basic rights in safe environments	Empowering communities and achieving gender equality	Securing solutions	TOTAL
Eastern and Southern Africa	447,517,751	1,015,688,307	348,603,838	170,001,437	**1,981,811,333**
West and Central Africa	348,000,675	396,321,220	283,968,884	231,137,774	**1,259,428,554**
The Americas	355,758,860	56,114,877	48,203,370	255,168,527	**715,245,633**
Asia and the Pacific	211,270,693	367,234,915	165,143,895	121,549,447	**865,198,950**
Europe	302,279,156	305,478,792	31,596,460	302,938,313	**942,292,722**
Middle East and North Africa	273,407,669	755,826,155	225,892,011	373,371,151	**1,628,496,986**
Country Operational Technical Support	23,344,251	92,305,787	13,291,741	17,506,072	**146,447,850**
SUBTOTAL COUNTRY AND REGIONAL PROGRAMMES	**1,961,579,055**	**2,988,970,053**	**1,116,700,198**	**1,471,672,721**	**7,538,922,028**
Global programmes	87,387,503	141,622,265	49,756,664	65,532,704	**344,299,136**
Headquarters	50,318,477	88,190,925	28,650,316	37,734,296	**204,894,014**
SUBTOTAL PROGRAMMED ACTIVITIES	**2,099,285,035**	**3,218,783,244**	**1,195,107,179**	**1,574,939,721**	**8,088,115,178**
Operational reserve (OR)					**404,405,759**
Junior Professional Officers					**12,000,000**
TOTAL	**2,099,285,035**	**3,218,783,244**	**1,195,107,179**	**1,574,939,721**	**8,504,520,937**

WEST AND CENTRAL AFRICA

$1.259 billion required for 2026 | **15%** of the global needs | **-14%** vs 2025 current budget*

Empowerment and social cohesion are central, with increased support for return and reintegration in places such as the Central African Republic, Chad and Nigeria.

	2025	2026	Change
Protect	$383M	$348M	-9%
Respond	$538M	$396M	-26%
Empower	$312M	$284M	-9%
Solve	$225M	$231M	3%
Total	**$1,459M**	**$1,259M**	**-14%**

Key points:

- Displaced/stateless population projected to rise 2% to 23.1 million, mainly due to expanded coverage (now includes Republic of the Congo and Democratic Republic of the Congo).
- Budget reductions reflect a shift to protection and durable solutions, with less direct assistance.
- Chad will see more development partner engagement for refugee integration.
- Chad, Mali and Niger will see more emphasis on community empowerment, vocational training, and financial inclusion.
- Impact Area 4 (Solve) grows, prioritizing voluntary return and resettlement.
- Workforce and office consolidation continues.

EASTERN AND SOUTHERN AFRICA

$1.982 billion required for 2026 | **23%** of the global needs | **-16%** vs 2025 current budget*

This region is the largest regional budget in 2026 and maintains the highest budget for community empowerment, underscoring ongoing investments in livelihoods and community-based protection. Humanitarian needs remain high due to crises in South Sudan and Sudan.

	2025	2026	Change
Protect	$587M	$448M	-24%
Respond	$1,114M	$1,016M	-9%
Empower	$412M	$349M	-15%
Solve	$241M	$170M	-29%
Total	**$2,354M**	**$1,982M**	**-16%**

Key points:

- Displaced/stateless population projected to rise 9% to 32.2 million people, with expanded coverage (now includes South Africa, Mozambique, Zambia multi-country offices).
- Route-based approach: protection and solutions along migration corridors, alternatives to camps, and resilience-building.
- Largest global allocation for community-based protection and empowerment (Impact Area 3/ Empower), especially in South Sudan and Uganda.
- Despite budget cuts, youth engagement, women-led initiatives, and host community support are prioritized.

MIDDLE EAST AND NORTH AFRICA

$1.628 billion required for 2026 | **19%** of the global needs | **-34%** vs 2025 current budget*

Despite overall reductions, a $77.2 million rise in funding for securing solutions reflects a strategic pivot toward area-based return and reintegration, especially in countries like Iraq, Lebanon, and the Syrian Arab Republic.

	2025	2026	Change
Protect	$407M	$273M	-33%
Respond	$1,520M	$756M	-50%
Empower	$259M	$226M	-13%
Solve	$296M	$373M	26%
Total	**$2,482M**	**$1,628M**	**-34%**

Key points:

- Displaced/stateless population projected to decrease by 12% to 18.1 million.
- Impact Area 4 (Solve) increases, reflecting a pivot to enabling returns and community stabilization.
- Sustainability, national ownership, and emergency preparedness remain priorities.
- Reductions in large operations (Iraq, Jordan, Lebanon, Syrian Arab Republic, Yemen) with their transition from broad assistance to targeted interventions.
- Phasing out support for IDPs in Iraq; more targeted role in Libya and Yemen.
- Focus on area-based strategies for return and reintegration, especially in Iraq, Lebanon, and the Syrian Arab Republic.

ASIA AND THE PACIFIC

$865 million required for 2026 | **10%** of the global needs | **-10%** vs 2025 current budget*

Growth in the budget for solutions ($18.7 million increase) is driven by investments in voluntary return, complementary migration pathways, and regional cooperation.

	2025	2026	Change
Protect	$234M	$211M	-10%
Respond	$426M	$367M	-14%
Empower	$195M	$165M	-15%
Solve	$103M	$122M	18%
Total	**$958M**	**$865M**	**-10%**

Key points:

- Displaced/stateless population projected to rise 4% to 18.4 million.
- Impact Area 4 (Solve) grows, driven by investments in voluntary return and regional cooperation.
- Shift from direct humanitarian aid to enabling national systems and solutions.
- Bangladesh and Pakistan see reductions linked to handover of services to governments/ partners.
- Afghanistan and Thailand see budgets maintained to support returns and statelessness reform.
- Reintegration and statelessness prioritized in Afghanistan, Myanmar, and the Philippines.

EUROPE

$942 million required for 2026 | **11%** of the global needs | **-24%** vs 2025 current budget*

The largest reductions are to be found where integration into national systems is advancing, reflecting the shift from emergency response toward sustained development.

	2025	2026	Change
Protect	$433M	$302M	-30%
Respond	$454M	$305M	-33%
Empower	$51M	$32M	-38%
Solve	$309M	$303M	-2%
Total	**$1,247M**	**$942M**	**-24%**

Key points:

- Displaced/stateless population projected to decrease by 4% to 20 million.
- Impact Area 2 (Respond) sees largest reduction, especially in Türkiye and Ukraine as cash and shelter support is gradually scaled down in line with projected decreases in displaced populations due to anticipated returns.
- Continued shift to national inclusion models and streamlined UNHCR presence.
- Major office and staffing consolidation, especially in countries with strong national systems (e.g., Hungary, Poland, Greece, Romania).
- Enhanced focus on coordination, advocacy, and technical support, especially in the Republic of Moldova, Türkiye and Ukraine.

THE AMERICAS

$715 million required for 2026 | **8%** of the global needs | **-12%** vs 2025 current budget*

The region sees an increased investment in protection, with a $34.1 million boost, underlining a regional priority for access to documentation, asylum, and border monitoring.

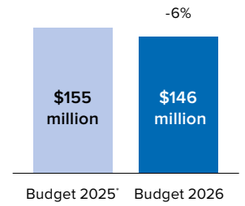
	2025	2026	Change
Protect	$322M	$356M	11%
Respond	$142M	$56M	-61%
Empower	$95M	$48M	-49%
Solve	$256M	$255M	0%
Total	**$815M**	**$715M**	**-12%**

Country operational technical support

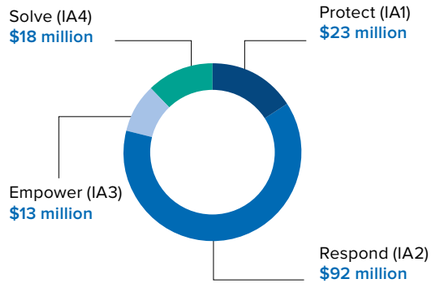
Country operational technical support (COTS) includes centrally managed activities that directly benefit operations in achieving their intended results. These activities include resettlement, educational projects, security supplies, emergency deployment services and information and communication technology. The 2026 budget of $146.4 million reflects a decrease of $8.6 million, or 6%, compared to the 2025 current budget of $155.1 million. This budget reduction is primarily due to staff reductions under global stock management and savings under information technology support.

COUNTRY OPERATIONAL TECHNICAL SUPPORT | 2025/2026

$146 million required for 2026 | **-6%** vs 2025
2% of the global budget



COUNTRY OPERATIONAL TECHNICAL SUPPORT BY IMPACT AREA | 2026



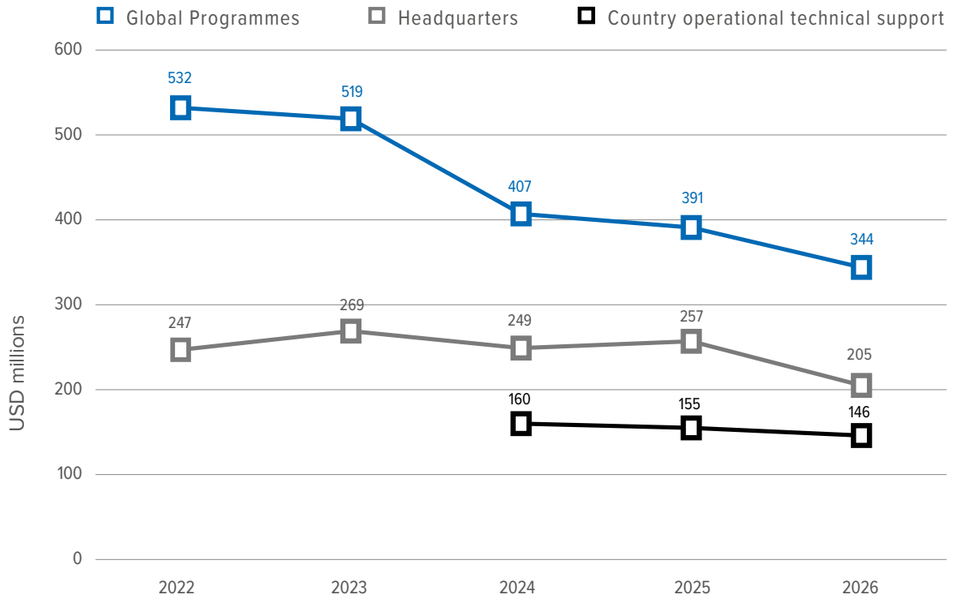
*Current budget as presented at ExCom 2025.

Headquarters and global programmes

In response to declining resources, UNHCR restructured its Headquarters, reducing from 8 divisions and 17 entities to 5 divisions and 16 entities. This included consolidating functions and cutting senior-level staff. The main driver of the budget decrease has been a reduction in staff costs that represents 70% of the decrease under Headquarters. Some notable changes included:

- The Division of Strategic Planning and Results' programming functions moved to the new Division of Emergency and Programme Support and budget functions to Division of Resource Management.
- The Division of Information Systems and Telecommunications became the Information Technology Service.
- The Division of Resilience and Solutions transitioned to the Sustainable Response Service, with some responsibilities redistributed to the Division of Emergency and Programme Support and to the Division of International Protection and Solutions.

BUDGETS FOR GLOBAL PROGRAMMES AND HEADQUARTERS | 2022-2026



Headquarters budget

The 2026 Headquarters budget is $204.9 million, down $52.4 million (20%) from 2025. Staff cost reductions account for 70% of this decrease. All divisions saw reductions except Global Shared Services, which increased by $1.7 million (60%) to $4.4 million due to the creation of Headquarters Support Services, aimed at centralizing administrative support and resource management, including human resources.

Global programmes budget

Global programmes are centrally managed initiatives led by Headquarters that benefit the entire organization, providing technical leadership, policy direction, operational support and strategic engagement. The 2026 budget for global programmes is $344.2 million, a $46.3 million (12%) decrease from 2025.

- Divisions and entities: down $23.6 million (15%) to $129.6 million, with staff reductions making up 46% of the decrease.
- Programme activities: down $22.8 million (10%) to $214.7 million, except for:
  - Innovation and environment projects: up $1.6 million, supporting refugee-led, community-based solutions.
  - Registration, data, and knowledge management: up $600,000, expanding digital platforms like PRIMES and the Digital Gateway for secure data sharing.

Sustainable Development Goals and UNHCR's budget

Similar to previous years, 74% of the budget will contribute to 10 of the Goals. Budgeted amounts mapped to Sustainable Development Goals have decreased by 21%, reflecting the overall decrease in the 2026 proposed budget and the variances by outcome and enabling areas. UNHCR is, nevertheless, driving progress on the Goals through its core protection work and resilience-building for displaced populations.

MAPPING OF 2026 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	1,581,124,362	19%
Healthy lives (OA 10)	SDG 3: Good health and well-being	387,078,428	5%
Education (OA 11)	SDG 4: Quality education	369,860,786	4%
Gender-based violence (OA 4)	SDG 5: Gender equality	261,687,787	3%
Community engagement and women's empowerment (OA 7)		497,327,264	6%
Clean water, sanitation and hygiene (OA 12)	SDG 6: Clean water and sanitation	197,417,946	2%
Self-reliance, economic inclusion and livelihoods (OA 13)	SDG 8: Decent work and economic growth	489,040,916	6%
Protection policy and law (OA 3)	SDG 10: Reduced inequalities	209,491,697	2%
Local integration and other local solutions (OA 16)		409,294,517	5%
Sustainable housing and settlements (OA 9)	SDG 11: Sustainable cities and communities	799,997,842	9%
Access to territory, registration and documentation (OA 1)	SDG 16: Peace, justice and strong institutions	694,307,490	8%
External engagement and resource mobilization (EA 20)	SDG 17: Partnerships for the goals	363,998,869	4%
SUBTOTAL FOR BUDGETS MAPPED TO SDGs		6,260,627,902	74%
SUBTOTAL FOR BUDGETS UNMAPPED TO SDGs		1,827,487,276	21%
SUBTOTAL PROGRAMMED ACTIVITIES		8,088,115,178	95%
Operational reserve (OR)		404,405,759	5%
Junior Professional Officers		12,000,000	0%
TOTAL		8,504,520,937	100%

Cox's Bazar, Bangladesh, hosts more than 1.1 million Rohingya refugees, most of whom have been displaced since 2017. In their protracted situation, life in the camps has settled into a normality of sorts but their shelters, made from bamboo and tarpaulin, remain vulnerable to extreme weather events. © UNHCR/Shari Nijman

Summary

The proposed 2026 budget, which focuses on the implementation and delivery of UNHCR's mandate, prioritizes a transition toward resilience, durable solutions, and national system strengthening, with geographically nuanced increases and reductions reflecting local realities. Supporting return, reintegration, and empowerment of affected populations are prominent threads across all regions. The approach universally emphasizes protection, sustainability, and the importance of partnerships, all while preserving operational efficiency to ensure resources reach those most in need.

UNHCR cannot meet every need everywhere. But with 2026, we are determined to **maximize impact where it matters most**. The 2026 Global Appeal reflects a carefully calibrated plan that aligns resources with the most pressing priorities:

- **Life-saving protection and assistance** for those newly displaced by conflict or disaster.
- **Emergency preparedness and response**, ensuring UNHCR remains the world's first responder for forcibly displaced and stateless people.
- **Empowerment and resilience**, with investments in livelihoods, and inclusion in host communities.
- **Durable solutions**, including resettlement, voluntary return where feasible, and local integration efforts.

Our approach is clear: protect lives today, build resilience for tomorrow, and pursue solutions for the future. The budget proposed for 2026 is not a wish list; it is a needs-driven plan anchored in evidence, prioritization, and lessons from 2025.

After intense clashes in Sudan's North Darfur region in late 2025, thousands of people fled from El Fasher to the relative safety of an IDP site in Tawila, where UNHCR conducts protection monitoring, supports a multi-purpose community centre and provides forcibly displaced people with psychosocial support, cash assistance, shelter and relief items. © UNHCR/Mohammed Jalal

Resource mobilization in 2026: the funding we need

For 2026, UNHCR is presenting a budget that is 20% less than that of 2025 – not because of lower global needs, but the result of a deliberate strategic shift in how UNHCR plans and delivers. To deliver on this streamlined budget and the priorities within it, UNHCR remains focused on mobilizing funding of sufficient **quantity**, that is **timely**, and that is **predictable** and **flexible**.

This evolving landscape also demands that UNHCR adapt while maintaining multi-year, predictable programming aligned with strategic objectives. In this context, we must remain agile and forward-looking – exploring innovative fundraising approaches, strengthening engagement with both traditional and emerging donors, and deepening existing partnerships. Flexibility, strategic collaboration, and a renewed focus on impact will be critical to sustaining support and ensuring timely responses to forced displacement crises and situations of statelessness.

Three elements are especially critical:

- **Unearmarked funding** allows us to respond with agility, direct resources rapidly to where they are most needed – whether for a sudden influx at a border or a neglected protracted crisis.
- **Softly earmarked funding** provides donors with thematic or regional focus, while still giving UNHCR the agility to move funds as crises evolve.
- **Multiyear funding** enables us to plan sustainably beyond the immediate emergency, investing in long-term solutions that help forcibly displaced and stateless people to rebuild their lives, and ensuring continuity of services.

As outlined above, in 2025, these funding modalities made all the difference. The message is simple: every dollar of flexible funding multiplies in value. It prevents interruptions, reduces transaction costs, and ensures that displaced people do not fall through the cracks.

Flexible funding is not merely a financial mechanism – it is a lifeline for the people UNHCR serves. It is the difference between delayed action and timely protection. It empowers UNHCR to respond globally, efficiently, and effectively – whether in the face of sudden emergencies or enduring, underfunded crises.

This type of funding is gold – not primarily because of its monetary value, but because of its strategic power, and because it is an expression of the trust that donors of such funding place in UNHCR. It allows UNHCR to uphold its mandate and protect the rights, safety, and dignity of forcibly displaced and stateless people around the world, and to invest in durable solutions.

Focus on multi-year funding

Multi-year, flexible funding can have particular benefits for inherently longer-term interventions, such as livelihoods programmes, and in complex, evolving and protracted crises. Compared to short-term projects, multi-year funding can produce significant cost savings and higher value for money overall. Longer time frames allow, among others, for improved programme design, deeper engagement with affected communities and partners and tangible gains in the living conditions of target populations, including women and girls.

Of particular interest are the mutually reinforcing benefits of predictability and flexibility combined, provided through multi-year and softly or unearmarked funding, as well as the benefits of additional elements of grant arrangements that enable flexibility and adaptability. More time to implement activities, together with the ability to re-allocate the funding in response to shifts in programme focus or based on learning within programmes, means humanitarian interventions can respond, and respond better, to actual needs as they evolve.

This approach is especially important as the humanitarian sector grapples with widening crises and shrinking financial support. In this context, multi-year funding is a strategic enabler of sustainable responses, which supports transitions out of "care and maintenance" approaches, helping to bridge humanitarian and development efforts.

TOP TEN DONORS OF MULTI-YEAR CONTRIBUTIONS | USD

DONOR	2023	2024	2025	2026	2027 onwards	Multi-year total by donor
European Union	76,390,715	156,275,224	178,321,166	99,593,482	88,777,555	599,358,142
Denmark	81,089,793	84,574,579	99,281,018	90,925,471	20,663,309	376,534,169
Sweden	101,919,588	134,072,110	95,627,723	4,886,389		336,505,811
The Mastercard Foundation			25,804,898	120,493,160	185,253,474	331,551,532
Netherlands (Kingdom of the)	57,347,543	79,119,878	86,426,847	40,987,876	30,815,906	294,698,050
Germany	90,391,540	51,242,521	30,268,383	9,658,522	521,108	182,082,074
Canada	53,868,255	16,078,413	21,731,596	20,565,886	15,581,858	127,826,008
United Kingdom of Great Britain and Northern Ireland	43,606,947	41,311,851	35,191,830	1,215,067	1,215,067	122,540,762
Australia	29,141,288	23,145,839	29,504,530	21,407,037		103,198,693
Switzerland	37,659,377	42,349,423	4,366,007	4,683,112	817,509	89,875,429
All other donors	152,084,195	222,346,703	202,301,717	94,383,154	37,898,215	709,013,984
Total	**723,499,241**	**850,516,541**	**808,825,716**	**508,799,156**	**381,544,001**	

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

RESOURCE MOBILIZATION IN 2026: THE FUNDING WE NEED

Government resource mobilization

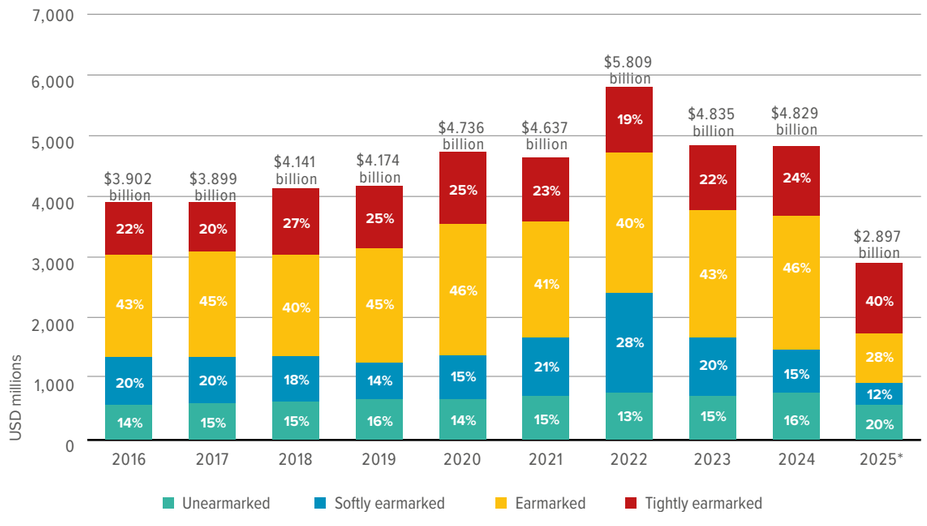
Several key donors have announced reductions in Official Development Assistance (ODA) for 2026, due to fiscal pressures and/or increases in defence spending. This, in turn, has impacted humanitarian budgets. Many donors have sought to preserve funding to UNHCR, often referring to the value of the stabilizing role the Office plays on the frontlines of forced displacement crises. However, as ODA and humanitarian budgets decline, UNHCR and its partners have inevitably been impacted. The decline in the quantity of funding has been exacerbated by a decline in quality, as we have already seen this year. The proportion of tightly earmarked funding has risen sharply from 24% in 2024 to 40% so far in 2025 as a proportion of voluntary contributions, another trend expected to continue into 2026.

The decline in ODA is occurring even as numerous conflicts and humanitarian crises continue, leading to massive unmet needs. UNHCR and other humanitarian agencies have struggled to raise adequate resources to respond to protracted emergencies in Sudan, Ukraine, Myanmar, and the Sahel.

Against this challenging context, UNHCR will undertake an even more robust effort in 2026 to engage with public sector partners, who continue to provide the largest share of voluntary contributions to UNHCR. This will be done at all levels – at Headquarters, in capitals, in field operations – and in synergy with partners in the private sector where possible.

Moreover, UNHCR will continue to enhance efforts to report on the results and impact of what it is delivering, while providing visibility to the partners whose support made this possible. This, along with the continuous pursuit in efficiencies, will aim to assure our donors and their constituents on why they should partner with us and to provide funding as flexibly as possible.

LEVELS OF EARMARKING | 2016-2025



*As of 30 September 2025

In addition, UNHCR will continue to communicate clearly and consistently on its role and strategic added value, for instance in supporting States in the search for solutions and for enabling more sustainable responses. UNHCR will also continue its efforts to pro-actively expand its donor base and thereby mitigate risks related to over-reliance on a small group of donors.

Diversifying the donor base

Over the past decade, UNHCR has broadened its funding base to reduce reliance on a small group of donors and strengthen financial resilience. While the share of voluntary contributions from the top ten donors decreased slightly – from 77% in 2014 to 73% in 2024 – the number of top donors, with contributions over $20 million, grew from 17 to 23, indicating a more diverse donor landscape. At the same time, private sector partnerships have become a key driver of growth and diversification, with contributions more than tripling from $208 million in 2014 to $630 million in 2024. This evolution underscores UNHCR's commitment to expanding partnerships and securing sustainable resources to meet the needs of forcibly displaced and stateless people worldwide.

A key driver for diversification going forward will be the route-based approach, with expanded and new support from development and stabilization funding sources, and a range of ministries. These often include authorities in donor countries with which UNHCR has worked for many years on addressing domestic asylum challenges and which wish to support UNHCR's work in the context of the route-based approach (See chapter page 90).

Current donor support for the route-based approach includes funding for registration and legal aid, child and community-based protection, livelihoods and vocational training, and asylum system strengthening.

The approach is implemented in collaboration with IOM, national authorities, and civil society organizations, ensuring complementarity and impact along migration routes. Proactive mapping and outreach efforts have already secured over $36.7 million in funding, with an additional $295 million in proposals under development for the upcoming budget cycle.

Leveraging development and climate financing

UNHCR's mandate, field presence and technical expertise position it as a trusted partner for governments and for development partners in the context of protection and solutions for forcibly displaced and stateless people.

The primary nature of the partnership with international financial institutions (IFIs) is non-transactional, however, funded partnerships have also stimulated a more strategic engagement with some IFIs. One such partnership is the African Development Bank. In 2025, UNHCR successfully mobilized $19 million from the African Development Bank for the Sudan refugee response in South Sudan, working as an implementing partner to the Ministry of Finance and Planning and the Commission for Refugee Affairs. Activities include food production, skills development for youth and women, and basic service upgrades.

UNHCR is also expanding engagement with multilateral climate funds, including the Green Climate Fund, Global Environment Facility, and Adaptation Fund, through partnerships with accredited entities like UNDP and WFP. While not directly accredited, UNHCR contributes to climate-financed projects via these partners.

Private sector resource mobilization

In light of ongoing budget cuts and operational streamlining, private sector fundraising remains essential to UNHCR's ability to respond effectively. In 2025, UNHCR expects to raise $720 million from the private sector, including $300 million in unearmarked funding. To navigate current financial constraints, the organization will focus on identifying new income sources and improving efficiency.

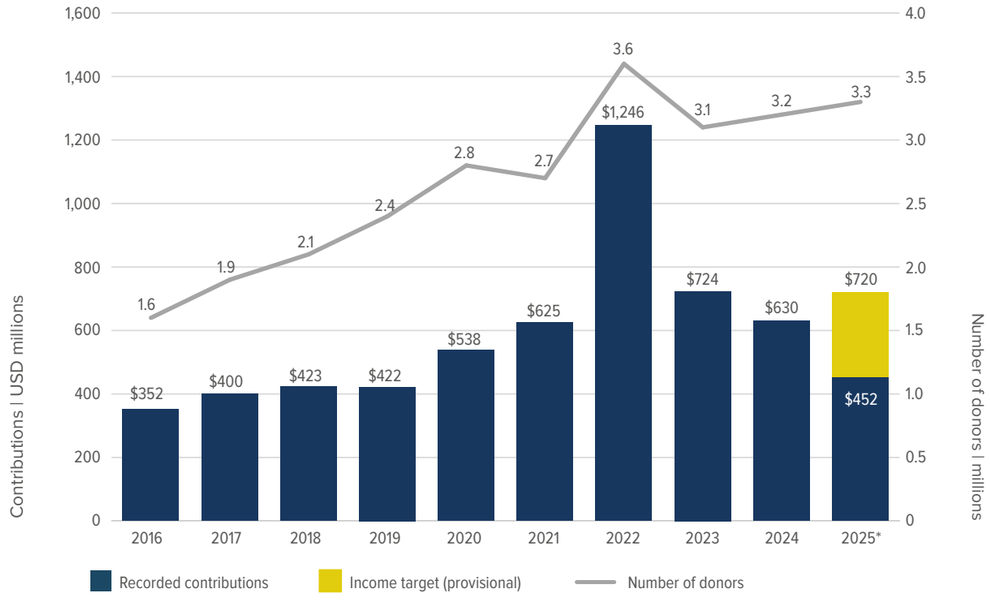
Looking ahead to 2026, UNHCR has pinpointed two key opportunities for income growth:

- **Improving retention of individual donors**
- **Building stronger partnerships with corporations, foundations, and philanthropists**

To support these goals, four strategic initiatives have been defined:

1. **Prioritizing investments:** focus will be placed on markets and donor segments with strong growth potential, while reassessing underperforming areas. Engagement with National Partners and country offices will be deepened.
2. **Digital transformation via multi-country hubs:** UNHCR will invest in digital tools to better understand and engage individual supporters. Digital hubs will enable more targeted outreach and improved audience segmentation.
3. **Strengthening high-value partnerships**: resources will be reallocated to enhance capacity in key markets, with senior-level expertise deployed to unlock greater value from philanthropic donors, foundations, and planned giving.
4. **Leveraging private sector influence:** the private sector will play a growing role in delivering sustainable solutions, including refugee inclusion in host communities and national systems.

CONTRIBUTIONS AND NUMBER OF DONORS FROM THE PRIVATE SECTOR I 2016-2025



* Recorded contributions as of 30 September 2025

All regions are showing growth, and UNHCR's renewed focus on private sector engagement aims to build a more sustainable foundation for future revenue. Despite the challenging funding environment, UNHCR continues to receive strong support from its donor base. Contributions from 3.2 million individual donors across 28 countries now account for 90% of unearmarked private sector income. In 2025, income from existing donors has increased by $26 million compared to the same period last year – a 14% rise.

Adyen and UNHCR: Turning everyday payments into life-saving support

© UNHCR/Oxygen Empire Media Production

Ayden, an Amsterdam-based global fintech company, has been a dedicated partner of UNHCR since 2022. Through its innovative Adyen Giving platform, Adyen enables companies like UNIQLO and H&M to let customers donate to UNHCR at checkout.

In 2025, Adyen pledged to match all campaign donations, further increasing their impact.

From 2022 to September 2025, these campaigns have raised over €15 million – including Adyen's matching contributions – mainly supporting emergencies, ongoing crises, and providing flexible funding. Adyen's commitment, which will continue into 2026 and beyond, plays a crucial role in helping UNHCR deliver life-saving assistance to people forced to flee

Emergency Response Mechanism

To enhance UNHCR's capacity to respond rapidly to escalating crises, UNHCR is launching the **Emergency Response Mechanism (ERM)**, a dedicated, life-saving financing instrument designed to enable immediate, flexible, and effective responses for people forced to flee. The ERM facilitates the activation of contributions within 72 hours of an emergency declaration, ensuring that critical preparedness measures and life-saving assistance reach displaced communities without delay.

By supporting the ERM, public and private donors play a direct role in sustaining UNHCR's rapid response capacity. The mechanism is underpinned by clear activation criteria, robust governance, and a repayment feature that replenishes resources as additional funding becomes available – ensuring both speed and accountability.

UNHCR aims to mobilize **$150 million in 2026**, including multi-year commitments to maintain readiness for future emergencies. Complementing flexible funding, the ERM will ensure that when crises strike, UNHCR can deliver protection and relief swiftly, effectively, and at scale.

Regional Response Plans

Regional Response Plans (RRPs) are inter-agency coordination, planning and fundraising frameworks developed under the leadership or co-leadership of UNHCR* to support host governments in protecting and assisting refugees, returnees, host communities, and other affected populations.

Anchored in the Global Compact on Refugees, the RRPs provide structured yet flexible frameworks to deliver effective responses across both emergency and protracted displacement contexts. They embody a whole-of-society approach, fostering inclusive partnerships with national and local authorities, NGOs, UN agencies, civil society, and the private sector.

The Humanitarian Reset underpins the 2026 RRPs, which will be more context-specific and adaptable to each stage of the refugee response – from emergency onset to protracted situations. They will emphasize resilience, inclusion and social cohesion by linking early humanitarian action to medium- and longer-term efforts across the humanitarian-development-peace nexus. This approach aligns with UNHCR's 2026 priorities to move towards more sustainable responses and solutions – strengthening national systems, empowering local actors, and promoting refugee inclusion and self-reliance alongside host communities. As responses evolve, RRPs will facilitate the progressive integration of refugee and host community priorities into national development plans and UN Sustainable Development Cooperation Frameworks (UNSDCFs), engaging development and peace actors from the outset and supporting a transition toward nationally led, solutions-oriented programming.

A continued focus on localization remains central, with increased investment in local leadership and community-driven initiatives to enhance sustainability and ensure that the response reflects the priorities and capacities of affected communities.

All interventions are guided by an age, gender and diversity lens to ensure equitable access to protection and services. The RRPs integrate climate resilience strategies to address the growing impact of environmental degradation and climate change on forced displacement. Cash-based interventions remain the preferred modality wherever feasible, complemented by in-kind assistance where necessary.

By reinforcing partnerships, aligning with regional frameworks, and avoiding duplication, the 2026 RRPs aim to ensure coherent, prioritized, and context-specific responses that enhance predictability, accountability, and collective impact. Central to this vision is the goal of strengthening national capacities and enabling the meaningful participation of refugees and host communities in shaping the priorities and outcomes that affect their lives.

The activities included in RRPs or HNRPs are not additional to those included in UNHCR's budget, nor are they duplicative. They are simply elements of UNHCR's budget expressed within a different framework to the Global Appeal to show complementarity among all inter-agency partners working in a country or regional response framework coordinated and led by UNHCR for refugee emergency situations (from the onset of an emergency to more protracted situations) and are expressions to operationalize UNHCR's responsibilities under its refugee coordination mandate and in line with the Refugee Coordination Model.

2026 UNHCR-LED/CO-LED INTER-AGENCY REGIONAL RESPONSE PLANS
POPULATION PLANNING FIGURES AND FUNDING REQUIREMENTS

RRP	TOTAL PEOPLE TO RECEIVE AID (Refugees, Host Communities and Migrants (RMRP))	Funding requirements in USD
JRP for Rohingya Humanitarian Crisis in Bangladesh	1,557,350	698,375,260
Sudan Regional RRP	6,242,233	1,500,584,700
Syria Regional 3RP	8,565,040	2,800,721,610
Ukraine Regional RRP	1,741,500	380,000,000
Venezuela Regional RMRP	1, 482,600	762,976,450
TOTAL	**19,588,723**	**6,142,658,020**

* Some of the Regional Plans are co-led: UNHCR and IOM co-lead the JRP for the Rohingya Humanitarian Response in Bangladesh, and RMRP for refugees and migrants from Venezuela. UNHCR and UNDP co-lead the 3RP for the Syria situation.
** Financial requirements, as well as the figures for people to receive assistance are preliminary and pending finalization and approval by partners and host governments.

A large-scale Russian aerial attack on Kyiv in April 2025 left several people dead and many injured, including children and a pregnant woman, and many buildings ruined or damaged. UNHCR and partners responded with emergency assistance within hours, distributing emergency shelter kits to help people cover broken windows, doors and roofs, and legal and psychological assistance teams supported traumatized residents. © UNHCR/Oleksii Barkov

Conclusion: what is at stake in 2026

This funding chapter of the Global Appeal is not only a budget document. It is a roadmap of what is possible – and what is at risk – for millions of forcibly displaced and stateless people. UNHCR is ready, with prioritized plans and tested delivery mechanisms. But we cannot do it alone.

Looking ahead, the risks are clear. Without sufficient support:

- **Protection risks will rise**, especially for women, girls, and other vulnerable groups, if UNHCR cannot sustain monitoring, case management, and community engagement.
- **Emergency response will slow**, leaving new crises without the immediate protection presence that is UNHCR's hallmark.
- **Accountability will weaken**, as fewer staff and limited presence reduce our ability to listen to and adapt to the needs of displaced people.
- **Durable solutions will stall**, trapping millions in protracted displacement and deepening cycles of aid dependency.

Conversely, with predictable support, UNHCR can not only prevent these risks but amplify success. With strengthened and sustained protection at the centre of our response, we can expand life-saving assistance. We can work towards greater self-reliance, inclusion, integration and empowerment of forcibly displaced and stateless people. And, crucially, predictable funding will allow us to invest in the conditions that unlock durable solutions, including the hopeful prospect of safe, dignified and voluntary returns in 2026 and beyond.

A shared responsibility

UNHCR's mandate is clear: to protect and assist those forced to flee. But the responsibility is shared and only possible through a united effort. Host countries bear the greatest burden; humanitarian and development partners complement our work; and donors provide the financial lifeline.

In 2025, the combined generosity of donors and host communities enabled UNHCR to reach millions — even as the gap between needs and resources widened. In 2026, we ask for renewed commitment: not just to sustain what has been achieved, but to ensure that refugees, stateless persons, and internally displaced people are not left behind in the face of crisis.

We therefore call on donors and partners to:

- **Sustain or increase overall contributions to match the scale of displacement needs.**
- **Prioritize flexible, unearmarked, and multiyear funding to maximize impact.**
- **Disburse funds early in the year to enable continuity of life-saving operations.**

The ask is clear, and the stakes could not be higher. With the right support, UNHCR will continue to deliver protection, assistance, and solutions — even in the most constrained environments. With less, millions will face the consequences of unmet needs.

The choice is collective. The responsibility is shared.
The time to act is now.

Annexes and tables

2026 BUDGET BY REGION, OPERATION AND IMPACT AREA | USD

REGION / OPERATION	2026 approved budget				
	Attaining favourable protection environments	Realizing basic rights in safe environments	Empowering communities and achieving gender equality	Securing solutions	TOTAL
EASTERN AND SOUTHERN AFRICA					
Regional Bureau for Eastern and Southern Africa[1]	5,717,253	8,758,282	3,255,287	4,287,421	**22,018,244**
Other operations in Africa[2]	2,871,170	231,590		247,193	**3,349,953**
Burundi	8,822,007	55,551,795	21,560,451	17,677,723	**103,611,975**
Djibouti	3,142,029	4,494,181	4,127,537	823,997	**12,587,745**
Eritrea	432,000		1,367,800		**1,799,800**
Ethiopia	85,041,675	193,376,757	47,104,218	15,373,295	**340,895,945**
Kenya	20,067,930	55,795,907	24,011,881	16,206,197	**116,081,915**
Mozambique multi-country office[3]	22,934,001	6,707,028	8,734,026	22,922,312	**61,297,366**
Rwanda	12,162,545	34,137,002	19,373,034	11,834,232	**77,506,812**
Somalia	30,065,184	42,306,216	12,600,000	25,028,600	**110,000,000**
South Africa multi-country office[4]	10,128,752	19,263,363	16,394,786	615,692	**46,402,593**
South Sudan	39,642,684	110,264,416	117,771,673	19,167,030	**286,845,802**
Sudan	74,575,607	208,580,279	28,182,895	7,721,113	**319,059,894**
Uganda	79,384,565	236,398,709	36,162,651	9,006,517	**360,952,442**
United Republic of Tanzania	33,825,139	39,822,782		7,490,116	**81,138,037**
Zambia multi-country office[5]	18,705,213		7,957,597	11,600,000	**38,262,810**
SUBTOTAL EASTERN AND SOUTHERN AFRICA	**447,517,751**	**1,015,688,307**	**348,603,838**	**170,001,437**	**1,981,811,333**
WEST AND CENTRAL AFRICA					
Regional Bureau for West and Central Africa[6]	4,363,445	6,684,379	2,484,457	3,272,188	**16,804,468**
Other operations in West and Central Africa[7]	24,009,961	1,050,000	3,528,204	15,353,945	**43,942,110**
Burkina Faso	42,419,593	33,367,756	17,530,116	7,129,932	**100,447,397**
Cameroon multi-country office[8]	52,878,459	28,445,844	25,808,905	30,767,143	**137,900,351**
Central African Republic	6,469,999	33,950,532	45,599,689	26,636,367	**112,656,587**
Chad	87,094,226	155,934,490	88,175,334	21,446,276	**352,650,327**
Democratic Republic of the Congo	41,498,495	81,377,329	33,568,267	63,933,403	**220,377,494**
Mali	5,499,256	44,212,853	25,179,690	15,469,870	**90,361,668**
Niger	28,925,778	11,298,038	42,094,222	18,621,409	**100,939,447**
Nigeria	54,841,463			28,507,241	**83,348,705**
SUBTOTAL WEST AND CENTRAL AFRICA	**348,000,675**	**396,321,220**	**283,968,884**	**231,137,774**	**1,259,428,554**

.../...

[1] Regional Bureau covers 25 countries in the Eastern and Southern Africa regions, including Burundi, Djibouti, Eritrea, Ethiopia, Kenya, Rwanda, Somalia, South Sudan, Sudan, United Republic of Tanzania and Uganda in Eastern Africa as well as Angola, Botswana, Comoros, Eswatini, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Zambia and Zimbabwe in Southern Africa.
[2] Includes Representation to the AU and ECA in Addis Ababa, Ethiopia.
[3] Includes a presence in Angola and Mozambique.
[4] Includes a presence in Botswana, Namibia and South Africa and also covers without a presence Comoros, Eswatini, Lesotho, Madagascar, Mauritius and Seychelles.
[5] Includes a presence in Malawi, Zambia and Zimbabwe
[6] Regional Bureau and regional activities cover the whole West and Central Africa region.
[7] includes activities in Benin, Cote d'Ivoire, Ghana, Senegal and Togo and also covers without a presence Cabo Verde, The Gambia, Guinea, Guinea-Bissau and Sierra Leone.
[8] Coordinates activities in Cameroon, the Republic of the Congo and Gabon and also covers without a presence Equatorial Guinea and Sao Tome and Principe.

.../...

REGION / OPERATION	2026 approved budget				
	Attaining favourable protection environments	Realizing basic rights in safe environments	Empowering communities and achieving gender equality	Securing solutions	TOTAL
THE AMERICAS					
Regional Bureau for the Americas[9]	4,515,581	6,917,436	2,571,080	3,386,276	**17,390,373**
Other operations in the Americas[10]				6,305,666	**6,305,666**
Argentina multi-country office[11]	27,243,479			28,751,028	**55,994,507**
Brazil	23,909,406			23,204,088	**47,113,494**
Canada	879,543	1,103,804		1,049,353	**3,032,700**
Colombia	62,004,759	20,721,814	11,031,420	13,922,442	**107,680,435**
Costa Rica	19,103,175			17,616,457	**36,719,632**
Ecuador	32,115,219			33,005,557	**65,120,775**
El Salvador	4,077,913	5,184,339	6,660,442	6,077,307	**22,000,000**
Guatemala	21,765,605			7,131,705	**28,897,310**
Honduras	5,363,112	6,771,820	6,981,274	3,883,794	**23,000,000**
Mexico	63,184,167			36,611,221	**99,795,389**
Panama multi-country office[12]	24,760,743			41,999,286	**66,760,029**
Peru	32,624,826	15,415,664	20,959,154	1,475,179	**70,474,823**
United States of America multi-country office[13]	18,155,425			2,151,675	**20,307,100**
Venezuela (Bolivarian Republic of)	16,055,908			28,597,492	**44,653,400**
SUBTOTAL THE AMERICAS	**355,758,860**	**56,114,877**	**48,203,370**	**255,168,527**	**715,245,633**
ASIA AND THE PACIFIC					
Regional Bureau for Asia and The Pacific[14]	3,879,267	5,942,665	2,208,776	2,909,099	**14,939,806**
Afghanistan	40,324,763	78,478,508	29,450,742	68,141,188	**216,395,200**
Australia multi-country office[15]	4,476,930				**4,476,930**
Bangladesh	23,884,303	133,897,660	36,136,399	6,697,126	**200,615,489**
China	3,031,900	1,406,000		115,000	**4,552,900**
India	15,258,502			1,381,798	**16,640,300**
Indonesia	3,810,487	11,736,176		1,623,343	**17,170,006**
Iran (Islamic Republic of)	9,409,653	123,239,342		7,351,005	**140,000,000**
Japan	4,265,239				**4,265,239**
Kazakhstan multi-country office[16]	4,070,864			3,846,628	**7,917,491**
Malaysia	6,687,764	3,401,772	6,393,873	1,470,555	**17,953,965**
Myanmar	67,027,000		24,930,200		**91,957,200**
Nepal	717,316			1,281,045	**1,998,361**
Pakistan	12,963,303		62,256,580	18,580,117	**93,800,000**
Philippines	936,181	631,891	108,378	3,454,824	**5,131,275**
Republic of Korea	590,805		629,805	807,207	**2,027,816**
Thailand multi-country office[17]	9,936,416	8,500,901	3,029,142	3,890,513	**25,356,972**
SUBTOTAL ASIA AND THE PACIFIC	**211,270,693**	**367,234,915**	**165,143,895**	**121,549,447**	**865,198,950**

.../...

[9] Regional Bureau covers the whole Americas region.
[10] Other operations in the Americas includes activities related to regional coordination mechanisms.
[11] Coordinates activities in Argentina, the Plurinational State of Bolivia, Chile and Uruguay and covers without a presence Paraguay .
[12] Coordinates activities in Belize, Cuba, Curaçao, Guyana, Panama, Trinidad and Tobago and also covers without a presence the Eastern Caribbean nations and territories of Anguilla, Antigua and Barbuda, Aruba, Barbados, British Virgin Islands, Caribbean Netherlands, Dominica, Dominican Republic, Grenada, Haiti, Montserrat, Nicaragua, St. Kitts and Nevis, St. Lucia, Sint Marteen, St. Vincent and the Grenadines and Suriname.
[13] Coordinates activities in the United States of America and its territories (including Puerto Rico and the U.S. Virgin Islands) and covers without a presence the Bahamas, Jamaica, the British Overseas Territories of Bermuda, Cayman Islands and the Turks and Caicos Islands.
[14] Regional Bureau covers the whole Asia and Pacific region.
[15] Coordinates activities in Australia and Papua New Guinea and also covers without a presence New Zealand and the Pacific Islands.
[16] Coordinates activities in Kazakhstan, Kyrgyzstan and Tajikistan and also covers without a presence Turkmenistan and Uzbekistan.
[17] Coordinates activities in Thailand and also covers without a presence Cambodia, the Lao People's Democratic Republic and Viet Nam.

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REGION / OPERATION	2026 approved budget				
	Attaining favourable protection environments	Realizing basic rights in safe environments	Empowering communities and achieving gender equality	Securing solutions	TOTAL
EUROPE					
Regional Bureau for Europe[18]	3,975,781	6,090,515	2,263,729	2,981,475	**15,311,500**
Other Operations in Europe[19]	4,200,000				**4,200,000**
Armenia	3,796,600			5,531,400	**9,328,000**
Belgium multi-country office[20]	10,586,229				**10,586,229**
Bulgaria	7,069,403			3,676,497	**10,745,900**
France	3,923,243				**3,923,243**
Georgia	574,531		4,125,470		**4,700,000**
Germany	2,192,000				**2,192,000**
Greece	9,519,509			8,030,491	**17,550,000**
Hungary multi-country office[21]	18,322,870			5,677,130	**24,000,000**
Italy multi-country office[22]	14,491,409			6,460,115	**20,951,524**
Republic of Moldova (the)	55,344,785			8,655,215	**64,000,000**
Poland multi-country office[23]	18,469,583			9,568,417	**28,038,000**
Romania	16,269,172			7,130,828	**23,400,000**
Russian Federation multi-country office[24]	4,445,947			3,331,053	**7,777,000**
Spain	3,825,227			1,190,758	**5,015,985**
Sweden multi-country office[25]	4,509,791			3,063,550	**7,573,341**
Türkiye	57,090,121	37,933,201	25,207,261	89,769,417	**210,000,000**
Ukraine	60,672,955	261,455,077		147,871,968	**470,000,000**
United Kingdom of Great Britain and Northern Ireland	3,000,000				**3,000,000**
SUBTOTAL EUROPE	**302,279,156**	**305,478,792**	**31,596,460**	**302,938,313**	**942,292,722**
MIDDLE EAST AND NORTH AFRICA					
Regional Bureau for the Middle East and North Africa[26]	5,499,989	8,425,455	3,131,582	4,124,493	**21,181,520**
Other operations in the Middle East[27]	577,700				**577,700**
Algeria	2,306,900	20,905,496	7,053,000	210,000	**30,475,396**
Egypt	25,700,795	72,599,480	27,289,450	7,944,160	**133,533,886**
Iraq	14,205,441			46,435,359	**60,640,800**
Jordan	30,122,516	195,445,076	36,315,861	18,116,547	**280,000,000**
Lebanon	63,125,662	293,432,616	44,903,999	70,869,822	**472,332,100**
Libya	28,468,398	22,658,102			**51,126,500**
Mauritania	12,524,539	10,658,522	7,754,233	5,090,360	**36,027,654**
Morocco	2,561,904	4,909,740	1,639,180		**9,110,824**
Saudi Arabia multi-country office[28]	7,961,646				**7,961,646**
Syrian Arab Republic	46,906,084	126,791,668	66,963,036	83,213,112	**323,873,900**
Tunisia	8,030,700				**8,030,700**
Yemen	25,415,394		30,841,669	137,367,297	**193,624,360**
SUBTOTAL MIDDLE EAST AND NORTH AFRICA	**273,407,669**	**755,826,155**	**225,892,011**	**373,371,151**	**1,628,496,986**

.../...

[18] Regional Bureau covers the whole Europe region.
[19] "Other operations in Europe" includes Austria and the Office for Liechtenstein and Switzerland.
[20] Coordinates activities in Belgium, Ireland, Luxembourg, the Netherlands (the Kingdom of) and Portugal.
[21] Coordinates activities in Albania, Bosnia and Herzegovina, Croatia, Hungary, Kosovo (S/RES/1244 (1999)), Montenegro, North Macedonia, Serbia and Slovenia.
[22] Coordinates activities in Cyprus, the Holy See, Italy, Malta, and San Marino.
[23] Coordinates activities in the Czech Republic, Poland and Slovakia.
[24] Coordinates activities in Belarus and the Russian Federation.
[25] Coordinates activities in Denmark, Estonia, Finland, Iceland, Latvia, Lithuania, Norway and Sweden.
[26] Regional Bureau and Other operations in the Middle East cover the whole Middle East and North Africa region.
[27] Other Operations in the Middle East includes Israel and Western Sahara.
[28] Coordinates activities in Kuwait, Qatar, Saudi Arabia and in the United Arab Emirates and covers without a presence Bahrain and Oman.

.../...

REGION / OPERATION	2026 approved budget				
	Attaining favourable protection environments	Realizing basic rights in safe environments	Empowering communities and achieving gender equality	Securing solutions	TOTAL
Country Operational Technical Support	23,344,251	92,305,787	13,291,741	17,506,072	**146,447,850**
SUBTOTAL COUNTRY AND REGIONAL PROGRAMMES	**1,961,579,055**	**2,988,970,053**	**1,116,700,198**	**1,471,672,721**	**7,538,922,028**
Global programmes	87,387,503	141,622,265	49,756,664	65,532,704	**344,299,136**
Headquarters	50,318,477	88,190,925	28,650,316	37,734,296	**204,894,014**
SUBTOTAL PROGRAMMED ACTIVITIES	**2,099,285,035**	**3,218,783,244**	**1,195,107,179**	**1,574,939,721**	**8,088,115,178**
Operational reserve (OR)	-	-	-	-	**404,405,759**
Junior Professional Officers	-	-	-	-	**12,000,000**
TOTAL	**2,099,285,035**	**3,218,783,244**	**1,195,107,179**	**1,574,939,721**	**8,504,520,937**

2025-2026 BUDGETS FOR HEADQUARTERS[1] | USD

DIVISIONS[2]	2025 Current budget	2026 Approved budget
EXECUTIVE DIRECTION AND MANAGEMENT		
Executive Office	6,693,400	6,219,300
New York Liaison Office	4,208,331	3,836,440
Inspector General's Office, including audit services	10,212,844	9,165,494
Legal Affairs Service	4,210,958	3,027,400
Office of the Ombudsman	1,686,185	1,149,137
Ethics Office	2,198,846	1,437,263
Evaluation Office	2,488,900	1,824,700
Design Development and Risk Management Service	7,440,960	5,958,098
Governance Service	3,261,419	2,222,900
Staff Council	1,867,550	1,716,250
Global Data Service	2,542,100	2,462,100
SUBTOTAL EXECUTIVE DIRECTION AND MANAGEMENT	**46,811,493**	**39,019,082**
Division of External Relations	29,789,294	20,935,610
Division of International Protection and Solutions	19,671,650	16,432,000
Division of People Management	53,853,707	37,804,707
Division of Emergency and Programme Support	20,138,439	12,797,850
Sustainable Response Service	3,171,700	1,761,000
Information Technology Service	28,160,291	25,821,245
Division of Resource Management	52,989,935	45,890,720
Global Shared Services	2,763,335	4,431,800
SUBTOTAL DIVISIONS	**210,538,351**	**165,874,932**
TOTAL	**257,349,844**	**204,894,014**

[1] The Annual Programme Budget includes allocations from the UN regular budget as follows: $50.5 million for 2025 and an estimated $50.5 million as well for 2026. The values for 2026 are provisional, subject to approval of final United Nations Programme Budget and subsequent recosting.

[2] Division includes all cost centres regardless of location.

2025-2026 BUDGETS FOR GLOBAL PROGRAMMES | USD

ACTIVITIES	2025 Current budget	2026 Approved budget
OPERATIONAL ACTIVITIES		
Education-related projects	4,500,000	4,500,000
Health-related projects	1,600,000	1,600,000
Innovation and environment-related projects	8,154,953	9,770,596
Private-sector partnership	156,537,566	146,870,235
Protection-related projects	26,294,193	18,831,355
Public information and media projects	9,229,400	5,114,638
Registration, data and knowledge management	17,420,496	18,046,021
Research, evaluation and documentation	6,059,720	2,372,835
Self-reliance and economic inclusion related projects	7,648,827	7,545,000
SUBTOTAL OPERATIONAL ACTIVITIES	**237,445,155**	**214,650,680**
PROGRAMME SUPPORT (BY DIVISION)[1]		
Executive Direction and Management	22,758,237	17,435,616
Division of Emergency and Programme Support	8,359,902	6,784,200
Division of External Relations	71,767,695	70,166,306
Division of International Protection and Solutions	11,745,587	9,523,174
Division of People Management	10,724,150	3,942,100
Division of Resource Management	5,614,706	3,555,000
Information Technology Service	3,341,412	2,731,741
Sustainable Response Service	18,864,692	15,510,319
SUBTOTAL PROGRAMME SUPPORT	**153,176,381**	**129,648,456**
TOTAL	**390,621,536**	**344,299,136**

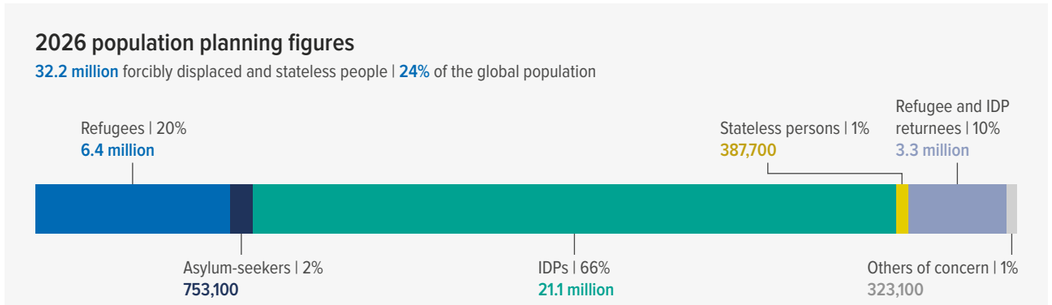
[1] Division includes all cost centres regardless of location.

Nelson, 40, and Faustin, 51, are partners in farming. They are also South Sudanese refugees in the Democratic Republic of the Congo, where UNHCR has pursued a strategy of alternatives to camps, with refugees included in national systems and empowered to work rather than depending on humanitarian assistance. Income from farming enabled Nelson and Faustin to buy a motorcycle, making it easy to travel nearly 30 km every day to tend their crops. © UNHCR/Blaise Sanyila

Regional overviews

Congolese refugee Mutabesha Ruhasha and his family members are receiving UNHCR shelter support at a temporary site in Rugombo, Burundi, after fleeing violence in the Democratic Republic of the Congo. © UNHCR/Charity Nzomo

Eastern and Southern Africa



By mid-year 2025, the Eastern and Southern Africa region hosted more than 24.9 million forcibly displaced persons, including 6.3 million refugees and asylum-seekers and 16.7 million IDPs. This staggering figure reflects the scale and complexity of displacement in the region, driven by protracted conflicts in Sudan, South Sudan, the Democratic Republic of the Congo and Mozambique, as well as climate-induced disasters such as droughts, floods, and cyclones. These crises have not only uprooted millions but have also strained host communities and national systems, deepening vulnerabilities and, in some instances, triggering secondary displacement.

UNHCR's 2026 strategy for Eastern and Southern Africa is rooted in collaboration, innovation and inclusion. By embedding solutions from the start, responding to mixed movements with a route-based lens, engaging development and private sector actors, and amplifying refugee voices, the region can move toward sustainable, rights-based responses to displacement. This approach is not just a shift in programming. It is a shift in mindset, which recognizes displaced people as agents of change, host communities as partners in development, and legal systems as enablers of dignity and opportunity.

UNHCR will continue to advance "solutions from the start" – a transformative approach that embeds development-oriented interventions from the onset of displacement. This strategy moves beyond traditional humanitarian assistance, focusing instead on fostering resilience, self-reliance and sustainable recovery for displaced populations and host communities. It aims to reduce dependency, strengthen protection systems and promote inclusive national development. It also reflects the region's broader commitment to inclusion, equity, and shared responsibility in addressing forced displacement.

"Solutions from the start" is already reshaping sustainable refugee responses across the region. In Ethiopia, the "Makatet Roadmap" integrates refugees into national systems for education, health and livelihoods, supported by digital identity initiatives. In Kenya, the "Shirika Plan" transitions refugee camps into integrated municipalities, enabling access to public services and economic opportunities. Zambia's National Refugee Policy and Botswana's Refugee Act reforms further demonstrate national leadership in advancing durable solutions.

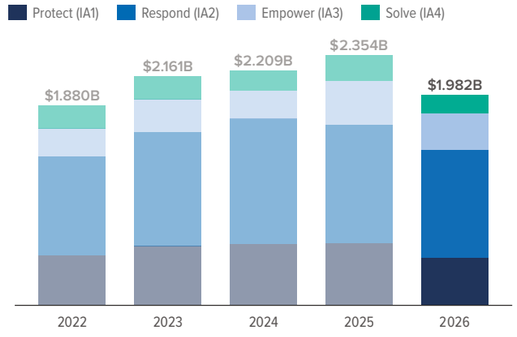
Meanwhile, in Zimbabwe refugees have gained equal access to national identification, and travel document issuance resumed in Malawi in 2025. Progress in digital inclusion, such as Ethiopia's integration of refugees into national identification systems, offers promising pathways for improved service delivery, economic participation and reduced vulnerability. However, despite these strides, challenges persist. Inconsistent access to registration and documentation continues to hinder asylum-seekers' ability to access services, exacerbating protection risks and prolonging reliance on humanitarian aid. Addressing these gaps will be critical in 2026 to ensure that legal identity and inclusion are not privileges but rights.

The region is increasingly affected by mixed movements – complex flows of refugees and migrants along shared routes. UNHCR, in close collaboration with IOM and other partners, is operationalizing a route-based approach that targets key transit and destination points across Eastern and Southern Africa and towards the Central Mediterranean.

BUDGET DATA

Regional budget by Impact Area 2022-2026

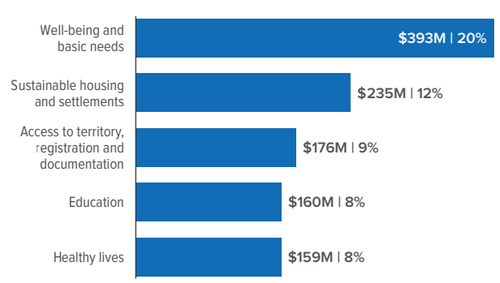
$1.982 billion required for 2026 | **23%** of the global needs
-16% vs 2025 current budget*



*Current budget as presented at ExCom 2025
As of 2026, the operations from the Regional Bureau for Southern Africa are absorbed into the existing portfolios of the Regional Bureaux for Eastern and Southern Africa (Angola, Malawi, Mozambique and Zambia, as well as the Representation in South Africa) and for West and Central Africa (Republic of the Congo and the Democratic Republic of the Congo).

Top five Outcome and Enabling Area budgets for 2026

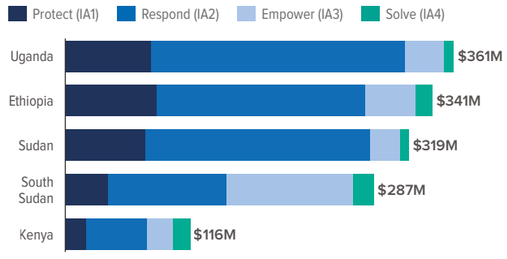
These 5 Areas account for **57%** of the regional needs



Other Outcome and Enabling Areas: $860 million | 43%

Top 5 operations by budget in 2026

These 5 operations account for **72%** of the regional needs



This joint approach seeks to ensure timely access to protection and assistance, to combat trafficking and smuggling, and to promote improved access to legal pathways for migration.

UNHCR's regional efforts to ensure sustainable responses are anchored in the humanitarian-development-peace nexus, with strong engagement from development actors. The World Bank, African Development Bank (AfDB), and EU Directorate-General for International Partnerships (EU-INTPA) are key partners in financing infrastructure, livelihoods and service delivery in displacement-affected areas. For example, in Zambia, UNHCR and the World Bank are expanding livelihood opportunities and strengthening infrastructure in refugee-hosting areas, while in Zimbabwe, efforts focus on integrating refugees into national systems and improving access to agricultural land. Ongoing efforts to further integrate refugees into national systems for health, education, livelihoods and infrastructure will require further support from development actors and will aim to leverage commitments made under the 2023 Global Refugee Forum UN Common Pledge 2.0.

Several countries in the region have also developed strong partnerships with the private sector. These partnerships are essential to scale impact and unlock sustainable development in displacement settings. Building on existing initiatives, UNHCR will further highlight the economic advantages of investing in refugees, emphasizing human capital development as a key driver of peaceful coexistence and social cohesion.

In partnership with the East African Community (EAC), the Intergovernmental Authority on Development (IGAD), the Southern African Development Community (SADC) and the Common Market for Eastern and Southern Africa (COMESA), UNHCR is advancing coordinated regional frameworks. The SADC Regional Programme on Forced Displacement, Fragility Mitigation, Climate Resilience and Disaster Risk Response (developed in line with the recommendations endorsed by SADC Ministers in June 2025) and the Joint Action Plan with COMESA (developed in May 2025) provide important entry points for harmonized responses and regional responsibility-sharing.

Central to UNHCR's strategy in the region is the meaningful participation of refugees in decisions that affect their lives. UNHCR will continue to support refugee-led organizations and ensure that displaced people are not only beneficiaries but active contributors to policy and programme design. Efforts to promote gender-responsive and youth-inclusive programming will be scaled up, recognizing the disproportionate impact of displacement on women and young people. Initiatives like Rwanda's *Jya Mbere II* programme offer models for economic empowerment and skills development.

Finally, UNHCR will strengthen its collaboration with partners and communities through strategic partnerships and policy initiatives to advance peacebuilding and stabilization efforts that contribute to regional peace, particularly in countries impacted by conflict such as the Democratic Republic of the Congo, Mozambique, Somalia, South Sudan and Sudan.

2026 BUDGET BY OPERATION AND IMPACT AREA | USD

REGION / OPERATION	2026 approved budget				
	Attaining favourable protection environments	Realizing basic rights in safe environments	Empowering communities and achieving gender equality	Securing solutions	TOTAL
EASTERN AND SOUTHERN AFRICA					
Regional Bureau for Eastern and Southern Africa[1]	5,717,253	8,758,282	3,255,287	4,287,421	**22,018,244**
Other operations in Africa[2]	2,871,170	231,590		247,193	**3,349,953**
Burundi	8,822,007	55,551,795	21,560,451	17,677,723	**103,611,975**
Djibouti	3,142,029	4,494,181	4,127,537	823,997	**12,587,745**
Eritrea	432,000		1,367,800		**1,799,800**
Ethiopia	85,041,675	193,376,757	47,104,218	15,373,295	**340,895,945**
Kenya	20,067,930	55,795,907	24,011,881	16,206,197	**116,081,915**
Mozambique multi-country office[3]	22,934,001	6,707,028	8,734,026	22,922,312	**61,297,366**
Rwanda	12,162,545	34,137,002	19,373,034	11,834,232	**77,506,812**
Somalia	30,065,184	42,306,216	12,600,000	25,028,600	**110,000,000**
South Africa multi-country office[4]	10,128,752	19,263,363	16,394,786	615,692	**46,402,593**
South Sudan	39,642,684	110,264,416	117,771,673	19,167,030	**286,845,802**
Sudan	74,575,607	208,580,279	28,182,895	7,721,113	**319,059,894**
Uganda	79,384,565	236,398,709	36,162,651	9,006,517	**360,952,442**
United Republic of Tanzania	33,825,139	39,822,782		7,490,116	**81,138,037**
Zambia multi-country office[5]	18,705,213		7,957,597	11,600,000	**38,262,810**
TOTAL	**447,517,751**	**1,015,688,307**	**348,603,838**	**170,001,437**	**1,981,811,333**

[1] Regional Bureau covers 25 countries in the Eastern and Southern Africa regions, including Burundi, Djibouti, Eritrea, Ethiopia, Kenya, Rwanda, Somalia, South Sudan, Sudan, United Republic of Tanzania and Uganda in Eastern Africa as well as Angola, Botswana, Comoros, Eswatini, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Zambia and Zimbabwe in Southern Africa.
[2] Includes Representation to the AU and ECA in Addis Ababa, Ethiopia.
[3] Includes a presence in Angola and Mozambique.
[4] Includes a presence in Botswana, Namibia and South Africa and also covers without a presence Comoros, Eswatini, Lesotho, Madagascar, Mauritius and Seychelles.
[5] Includes a presence in Malawi, Zambia and Zimbabwe

Miriam fled to the Central African Republic with her son and his pregnant wife after airstrikes destroyed their home in Nyala, Sudan. At first they shared a crowded shelter but later received their own, along with mattresses, blankets, plastic sheets, cooking utensils and solar lamps. Their home has become a welcoming place for the community, and Miriam's son opened a bakery, serving traditional Sudanese bread to fellow refugees and Central Africans. © UNHCR/Ying Hu

West and Central Africa

2026 population planning figures

23.1 million forcibly displaced and stateless people | **17%** of the global population

West and Central Africa is facing complex dynamics of forced displacement, largely driven by conflict and insecurity. New emergencies and longstanding displacement are often worsened by food insecurity and adverse weather events, raising humanitarian needs.

As of mid-2025, the region hosted around 20.2 million forcibly displaced and stateless people and those of undetermined nationality, with 39% of them in the Democratic Republic of the Congo. The total population is expected to reach 23.1 million by the end of 2026.

Around three-fifths of forcibly displaced people in the region are IDPs, and their number is expected to reach 14.4 million by the end of 2026. The DRC, Nigeria and Burkina Faso currently host the largest IDP populations, with around 5 million, 3.6 million and 2.1 million people respectively.

Refugee flows are expected to continue due to the Sudan crisis, with 878,000 arrivals in Chad and 39,000 in the Central African Republic (CAR) already since April 2023. Arrivals of Burkinabe in Mali are increasing.

Onward movements are expected to continue, with Chad, Mali, Niger and Senegal remaining critical transit hubs, shaping mobility dynamics along the West Africa Atlantic and Central Mediterranean routes.

Where conditions allow, voluntary returns are expected to continue in 2026. Anchored by the CAR Solutions Support Platform, 60,000 refugee returns to the CAR are anticipated. Planned facilitated voluntary repatriation from the DRC to Rwanda may reach 10,000 in 2026, with the momentum from the current peace process. UNHCR will continue supporting countries of the Lake Chad Basin in establishing legal frameworks, notably finalizing tripartite agreements with Chad, Niger and Nigeria, for voluntary repatriation of Nigerian refugees in line with international refugee protection standards.

As part of the implementation of the Lomé Declaration on the Protection of Refugees and Security, Benin, Côte d'Ivoire, Ghana and Togo will initiate discussions with Burkina Faso to develop tripartite agreements, facilitating voluntary returns of Burkinabe refugees, once conditions allow. Meanwhile, funding cuts have forced UNHCR to reduce programmes in the region by 25%, with a further 19% expected in 2026.

UNHCR will continue prioritizing immediate protection needs, while laying the groundwork for long-term solutions, accelerating the inclusion of refugee services within government systems and reducing reliance on parallel humanitarian structures.

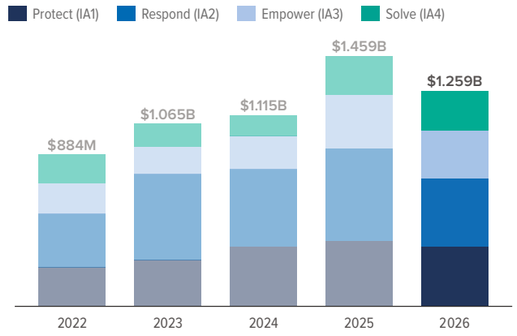
Focus will be maintained on four regional priorities: advancing protection and solutions; building self-reliance and resilience through existing and new partnerships; strengthening emergency response preparedness and optimizing resource mobilization and increasing efficiency.

In terms of protection and solutions, UNHCR will support access to territory, registration, and documentation, while strengthening national asylum systems and helping countries accede to key international refugee, IDP and statelessness conventions. Community-based protection approaches will be implemented, enhancing local protection mechanisms for child protection, and the prevention and response to violence against women and girls.

BUDGET DATA

Regional budget by Impact Area 2022-2026

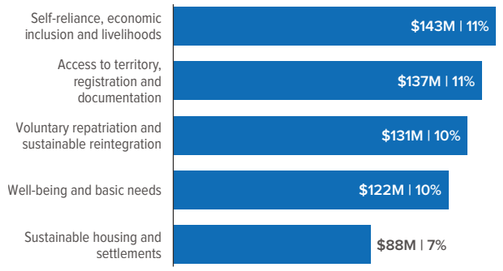
$1.259 billion required for 2026 | **15%** of the global needs
-14% vs 2025 current budget*



*Current budget as presented at ExCom 2025
As of 2026, the operations from the Regional Bureau for Southern Africa are absorbed into the existing portfolios of the Regional Bureaux for Eastern and Southern Africa (Angola, Malawi, Mozambique and Zambia, as well as the Representation in South Africa) and for West and Central Africa (Republic of the Congo and the Democratic Republic of the Congo).

Top five Outcome and Enabling Area budgets for 2026

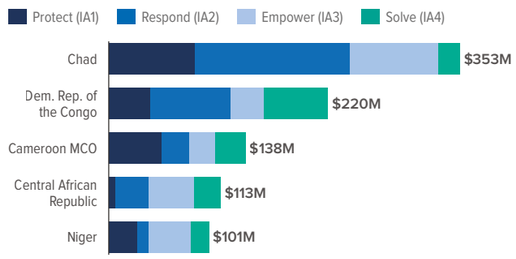
These 5 Areas account for **49%** of the regional needs



Other Outcome and Enabling Areas: $638 million | 51%

Top 5 operations by budget in 2026

These 5 operations account for **73%** of the regional needs



MCO: Multi-country office

Together with IOM, route-based approaches to mixed movements of refugees and migrants will focus on protection-sensitive entry and admission; strengthening asylum systems; immediate protection and assistance needs; inclusion and development; legal and complementary pathways; return, readmission and reintegration.

UNHCR will continue advocating with development and private sector actors to invest in areas of return. Supporting national stabilization and recovery strategies will drive progress towards the return and reintegration of IDPs in Burkina Faso, the Central African Republic, the DRC and Nigeria.

Protection monitoring will be scaled up through improved data collection and analysis to guide advocacy and programming priorities amid shrinking resources.

The IDP response will follow the Humanitarian Reset and UNHCR's Cluster responsibilities, including progressive transition from Cluster coordination systems in some countries by the end of 2026.

In terms of emergencies, UNHCR and partners will strengthen emergency preparedness and response to multiple, overlapping crises including new and protracted displacement and seasonal flooding.

Ensuring the inclusion of forcibly displaced and stateless populations in national socioeconomic and development programmes is central to building resilience and advancing solutions. UNHCR will continue supporting flagship agriculture projects in Nigeria, alternatives to camps through village development hubs in the CAR, the DRC and Niger, while transforming camps to settlements in Cameroon and Chad. Related investments will promote access to land, climate-resilient agriculture, financial inclusion, entrepreneurship, and value chain development.

2026 BUDGET BY OPERATION AND IMPACT AREA | USD

REGION / OPERATION	2026 approved budget				
	Attaining favourable protection environments	Realizing basic rights in safe environments	Empowering communities and achieving gender equality	Securing solutions	TOTAL
WEST AND CENTRAL AFRICA					
Regional Bureau for West and Central Africa[1]	4,363,445	6,684,379	2,484,457	3,272,188	**16,804,468**
Other operations in West and Central Africa[2]	24,009,961	1,050,000	3,528,204	15,353,945	**43,942,110**
Burkina Faso	42,419,593	33,367,756	17,530,116	7,129,932	**100,447,397**
Cameroon multi-country office[3]	52,878,459	28,445,844	25,808,905	30,767,143	**137,900,351**
Central African Republic	6,469,999	33,950,532	45,599,689	26,636,367	**112,656,587**
Chad	87,094,226	155,934,490	88,175,334	21,446,276	**352,650,327**
Democratic Republic of the Congo	41,498,495	81,377,329	33,568,267	63,933,403	**220,377,494**
Mali	5,499,256	44,212,853	25,179,690	15,469,870	**90,361,668**
Niger	28,925,778	11,298,038	42,094,222	18,621,409	**100,939,447**
Nigeria	54,841,463			28,507,241	**83,348,705**
TOTAL	**348,000,675**	**396,321,220**	**283,968,884**	**231,137,774**	**1,259,428,554**

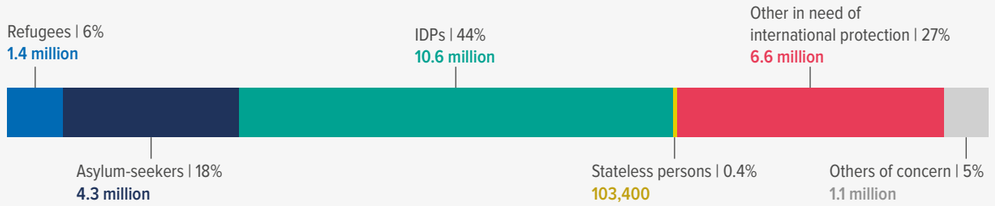
[1] Regional Bureau and regional activities cover the whole West and Central Africa region.
[2] includes activities in Benin, Cote d'Ivoire, Ghana, Senegal and Togo and also covers without a presence Cabo Verde, The Gambia, Guinea, Guinea-Bissau and Sierra Leone.
[3] Coordinates activities in Cameroon, the Republic of the Congo and Gabon and also covers without a presence Equatorial Guinea and Sao Tome and Principe.

Gang violence in Haiti surged in 2024 and has displaced over 1 million people and devastated infrastructure. Widespread abuses including gender-based violence and forced recruitment have left millions facing acute food insecurity, and disrupted education for over 300,000 children. © UNHCR/Juan Pablo Terminello

The Americas

2026 population planning figures

24.1 million forcibly displaced and stateless people | **18%** of the global population



By mid-2025, the Americas hosted over 21.8 million forcibly displaced people, including some stateless people – 18% of the global total. This situation continues to be driven by displacement in Mexico and Central America, the Andean region, and the Caribbean, with most forcibly displaced people remaining in Latin America and the Caribbean. Internal displacement also remains a significant concern, especially in Colombia and Haiti. In 2024, 302,000 refugees and migrants crossed the Darién jungle, a significant decrease from the record 520,000 who made the dangerous journey in 2023.

By August 2025, fewer than 3,000 people had crossed. Alongside this decline, protection monitoring reports note a modest but notable rise in returns to South American countries, marking a departure from the previously dominant northbound pattern. Asylum requests across the region have remained steady or increased.

In the region, UNHCR provides critical support to people forced to flee due to violence, persecution, and other crises, working with its partners in all affected countries to promote a comprehensive regional response in all phases of displacement.

This includes fostering solutions for vulnerable populations and stability for hosting communities. UNHCR delivers emergency assistance, including shelter, food and medical care to forcibly displaced and stateless people. It also supports governments and local organizations to strengthen asylum systems and other legal stay arrangements (documentation and regularization) throughout Latin America and Caribbean countries, to ensure individuals can seek protection and avoid dangerous journeys.

Through these comprehensive efforts, UNHCR promotes protection and sustainable solutions for those most in need across the Americas.

Within the framework of its regional approach, UNHCR in the Americas has the following strategic priorities:

- Ensure protection for refugees, including strengthening national asylum systems and other legal stay arrangements;
- Promote socioeconomic integration in hosting countries with the support of financial and development actors and the private sector;
- Expand opportunities for resettlement and other pathways;
- Support governments to address and mitigate the root causes of displacement;
- Provide humanitarian responses and counter misinformation.

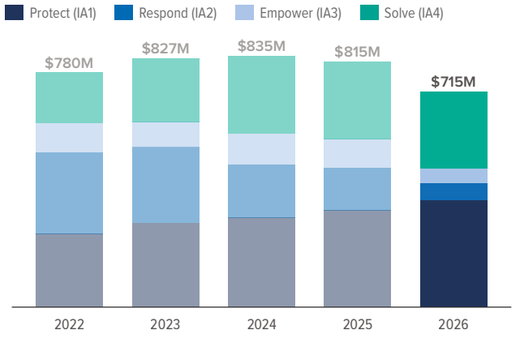
UNHCR plays an important role in promoting a coordinated emergency response to forced displacement across the region. The Regional Inter-agency Coordination Platform co-led by UNHCR and IOM involves over 230 partners in 17 countries.

UNHCR is also actively engaged in regional frameworks such as the Comprehensive Regional Protection and Solutions Framework (MIRPS) and the Quito Process. As a follow-up to the 2023 Global Refugee Forum, Latin American and Caribbean countries launched the Cartagena+40 process. In 2024, this culminated in the adoption of the Chile Declaration and Plan of Action (2024-2034), creating a regional roadmap addressing protection and solutions over 10 years.

BUDGET DATA

Regional budget by Impact Area 2022-2026

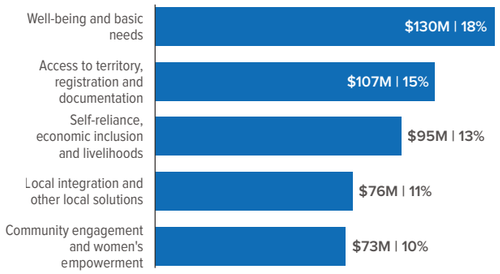
$715 million required for 2026 | **8%** of the global needs
-12% vs 2025 current budget*



*Current budget as presented at ExCom 2025

Top five Outcome and Enabling Area budgets for 2026

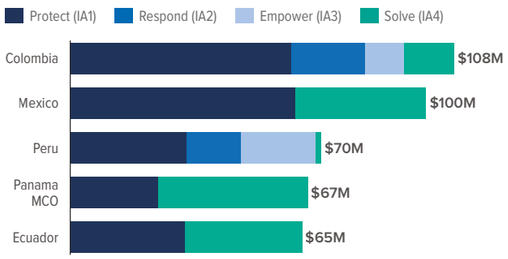
These 5 Areas account for **67%** of the regional needs



Other Outcome and Enabling Areas: $234 million | 33%

Top 5 operations by budget in 2026

These 5 operations account for **57%** of the regional needs



MCO: Multi-country office

UNHCR will continue strengthening alliances with cooperating States and international financial and development institutions to mobilize resources through their participation in regional coordination mechanisms – such as the Regional Platform and the Joint SDG Fund – and in the organization of high-level solidarity events.

Going forward, UNHCR will redouble efforts to enable sustainable responses by leveraging Global Refugee Forum pledges and engaging with financial/development actors and the private sector to support inclusion and integration efforts, expanded job opportunities, health, education, and housing for refugees and host communities.

2026 BUDGET BY OPERATION AND IMPACT AREA | USD

REGION / OPERATION	2026 approved budget				
	Attaining favourable protection environments	Realizing basic rights in safe environments	Empowering communities and achieving gender equality	Securing solutions	TOTAL
THE AMERICAS					
Regional Bureau for the Americas[1]	4,515,581	6,917,436	2,571,080	3,386,276	**17,390,373**
Other operations in the Americas[2]				6,305,666	**6,305,666**
Argentina multi-country office[3]	27,243,479			28,751,028	**55,994,507**
Brazil	23,909,406			23,204,088	**47,113,494**
Canada	879,543	1,103,804		1,049,353	**3,032,700**
Colombia	62,004,759	20,721,814	11,031,420	13,922,442	**107,680,435**
Costa Rica	19,103,175			17,616,457	**36,719,632**
Ecuador	32,115,219			33,005,557	**65,120,775**
El Salvador	4,077,913	5,184,339	6,660,442	6,077,307	**22,000,000**
Guatemala	21,765,605			7,131,705	**28,897,310**
Honduras	5,363,112	6,771,820	6,981,274	3,883,794	**23,000,000**
Mexico	63,184,167			36,611,221	**99,795,389**
Panama multi-country office[4]	24,760,743			41,999,286	**66,760,029**
Peru	32,624,826	15,415,664	20,959,154	1,475,179	**70,474,823**
United States of America multi-country office[5]	18,155,425			2,151,675	**20,307,100**
Venezuela (Bolivarian Republic of)	16,055,908			28,597,492	**44,653,400**
TOTAL	**355,758,860**	**56,114,877**	**48,203,370**	**255,168,527**	**715,245,633**

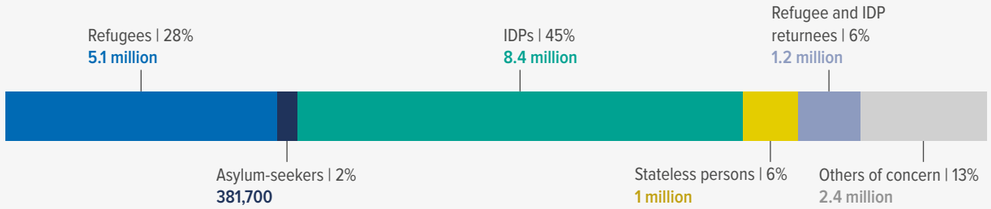
[1] Regional Bureau covers the whole Americas region.
[2] Other operations in the Americas includes activities related to regional coordination mechanisms.
[3] Coordinates activities in Argentina, the Plurinational State of Bolivia, Chile and Uruguay and covers Paraguay without a presence.
[4] Coordinates activities in Belize, Cuba, Curaçao, Guyana, Panama, Trinidad and Tobago and also covers without a presence the Eastern Caribbean nations and territories of Anguilla, Antigua and Barbuda, Aruba, Barbados, British Virgin Islands, Caribbean Netherlands, Dominica, Dominican Republic, Grenada, Haiti, Montserrat, Nicaragua, St. Kitts and Nevis, St. Lucia, Sint Marteen, St. Vincent and the Grenadines and Suriname.
[5] Coordinates activities in the United States of America and its territories (including Puerto Rico and the U.S. Virgin Islands) and covers without a presence the Bahamas, Jamaica, the British Overseas Territories of Bermuda, Cayman Islands and the Turks and Caicos Islands.

Shaqayeq, 12, an Afghan refugee returning from the Islamic Republic of Iran, sits quietly at the border beside her family's belongings after a long journey home. Exhausted and facing sudden change, the few items around her are all that remain from the life they left behind. © UNHCR/Oxygen Empire Media Production

Asia and the Pacific

2026 population planning figures

18.4 million forcibly displaced and stateless people | **14%** of the global population



Asia and the Pacific faces an increasingly complex displacement landscape, with overlapping crises – armed conflict, human rights violations, natural disasters and extreme weather events – driving the number of forcibly displaced people higher. In 2026, UNHCR will start the year with drastically reduced funding, limiting its capacity and requiring a focused, reprioritized response to the most urgent needs. Strategic partnerships, innovative responses and inclusive "whole-of-society" approaches will be critical to supporting the most vulnerable, reducing vulnerabilities where possible, and supporting host communities under mounting pressure.

The Afghanistan situation will continue to have significant regional implications, with cross-border displacement and large-scale returns placing heightened pressure on host communities. In Afghanistan, returns from the Islamic Republics of Iran and Pakistan are likely to persist, while fragile infrastructure and recurrent natural disasters across the country compound risks. UNHCR will prioritize support for returnees, refugees and asylum-seekers – where resources allow – even as critical gaps remain.

Given ongoing protection, human rights and operational challenges, UNHCR will intensify its calls on States to uphold international protection standards, respect the principle of non-refoulement, and grant safe access and asylum to civilians fleeing Afghanistan, in line with its updated Guidance Note on Afghanistan.

Through the Solutions Strategy for Afghan Refugees, the Global Compact on Refugees, and the Inter-Agency Durable Solutions Working Group, UNHCR will aim to leverage targeted humanitarian, development, and peace investments in the Priority Areas of Return and Reintegration (PARRs) to strengthen resilience, promote inclusive approaches, and support sustainable reintegration in Afghanistan. UNHCR will also operationalize its Panoramic/Route-Based Approach to guide more humane and effective responses that improve access to asylum, reduce risks along onward routes, assist States in managing mixed movements, and advance inclusion and durable solutions.

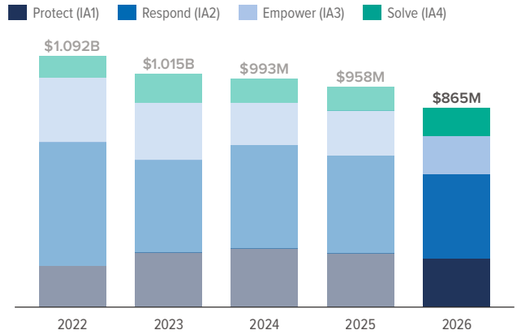
UNHCR's regional priorities in response to the Myanmar situation will focus on fostering resilience in refugee and host communities, providing humanitarian assistance, advocating for safe access to territory and protection against refoulement, and promoting durable solutions. Efforts in Myanmar will target populations affected by ongoing conflict, including those in Rakhine State, where humanitarian access remains limited. Despite these constraints, UNHCR will prioritize life-saving protection interventions, bolster community-based support and provide targeted assistance to the most vulnerable, while recognizing that many needs will remain unmet. In Bangladesh, which generously hosts over 1.1 million people, UNHCR will work with refugees and host communities to strengthen protection, improve living conditions and enhance access to essential services where possible, while advocating for expanded opportunities for refugee and host community self-reliance.

Across the region – and in line with the Guidance Note on the international protection needs of people fleeing Myanmar – UNHCR will support States, to improve access to territory and asylum, advocate against refoulement, reduce loss of life at sea, and ensure safe and predictable disembarkation for maritime movements.

BUDGET DATA

Regional budget by Impact Area 2022-2026

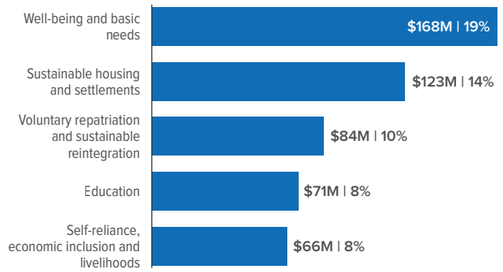
$865 million required for 2026 | **10%** of the global needs
-10% vs 2025 current budget*



*Current budget as presented at ExCom 2025

Top five Outcome and Enabling Area budgets for 2026

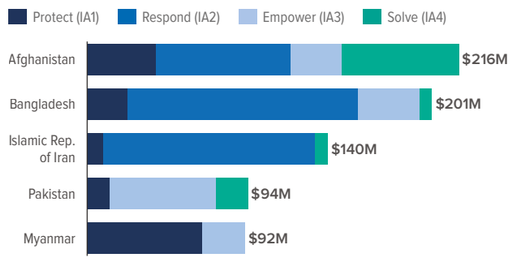
These 5 Areas account for **59%** of the regional needs



Other Outcome and Enabling Areas: $354 million | 41%

Top 5 operations by budget in 2026

These 5 operations account for **86%** of the regional needs



UNHCR will also support efforts toward a sustainable resolution of the displacement crisis so that conditions are in place for voluntary, safe, dignified and sustainable return. A Panoramic/Route-Based Approach will also be applied to mitigate risks around onward movements, bolster protection – including in the digital sphere – and expand solutions.

UNHCR will continue to pursue other durable solutions across the region, including third-country solutions like resettlement and complementary pathways, as opportunities permit. Skilled pathways such as education and labour mobility schemes will be promoted to expand access to safe and legal opportunities and strengthen advocacy for greater socioeconomic inclusion.

UNHCR will work with pledging entities to translate commitments from the Global Refugee Forum into tangible outcomes in support of refugees, stateless persons and their hosts. UNHCR will also deepen collaboration with international financial institutions to increase government-led delivery models, promote inclusion in national systems where feasible, and support self-reliance and preparedness for voluntary return.

Building on progress to date, UNHCR will accelerate efforts to eradicate statelessness. Working with governments, local organizations, and regional bodies such as the Association of Southeast Asian Nations, UNHCR will support States in creating legal pathways to citizenship, improving civil registration and vital statistics systems (CRVS), and expanding access to rights and services. Leveraging the recently endorsed Regional Ministerial Declaration extending the CRVS Decade to 2030, UNHCR will promote universal birth registration and legal identity, advancing protection and inclusion for stateless populations.

2026 BUDGET BY OPERATION AND IMPACT AREA | USD

REGION / OPERATION	2026 approved budget				
	Attaining favourable protection environments	Realizing basic rights in safe environments	Empowering communities and achieving gender equality	Securing solutions	TOTAL
ASIA AND THE PACIFIC					
Regional Bureau for Asia and The Pacific[1]	3,879,267	5,942,665	2,208,776	2,909,099	**14,939,806**
Afghanistan	40,324,763	78,478,508	29,450,742	68,141,188	**216,395,200**
Australia multi-country office[2]	4,476,930				**4,476,930**
Bangladesh	23,884,303	133,897,660	36,136,399	6,697,126	**200,615,489**
China	3,031,900	1,406,000		115,000	**4,552,900**
India	15,258,502			1,381,798	**16,640,300**
Indonesia	3,810,487	11,736,176		1,623,343	**17,170,006**
Iran (Islamic Republic of)	9,409,653	123,239,342		7,351,005	**140,000,000**
Japan	4,265,239				**4,265,239**
Kazakhstan multi-country office[3]	4,070,864			3,846,628	**7,917,491**
Malaysia	6,687,764	3,401,772	6,393,873	1,470,555	**17,953,965**
Myanmar	67,027,000		24,930,200		**91,957,200**
Nepal	717,316			1,281,045	**1,998,361**
Pakistan	12,963,303		62,256,580	18,580,117	**93,800,000**
Philippines	936,181	631,891	108,378	3,454,824	**5,131,275**
Republic of Korea	590,805		629,805	807,207	**2,027,816**
Thailand multi-country office[4]	9,936,416	8,500,901	3,029,142	3,890,513	**25,356,972**
TOTAL	**211,270,693**	**367,234,915**	**165,143,895**	**121,549,447**	**865,198,950**

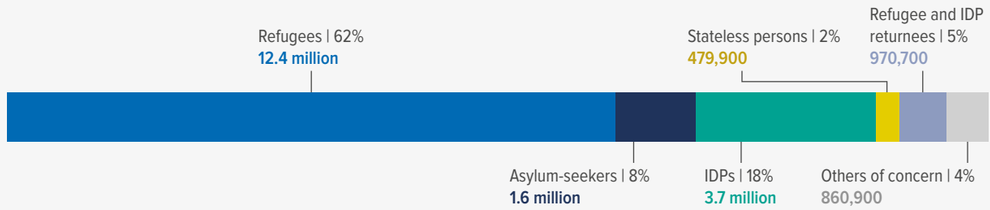
[1] Regional Bureau covers the whole Asia and Pacific region.
[2] Coordinates activities in Australia and Papua New Guinea and also covers without a presence New Zealand and the Pacific Islands.
[3] Coordinates activities in Kazakhstan, Kyrgyzstan and Tajikistan and also covers without a presence Turkmenistan and Uzbekistan.
[4] Coordinates activities in Thailand and also covers without a presence Cambodia, the Lao People's Democratic Republic and Viet Nam.

Syrian refugees in Türkiye, including families with children, arrive with their luggage at the Cilvegözü – Bab Al-Hawa border crossing point between Türkiye and the Syrian Arab Republic to complete a voluntary repatriation process to return home.
© UNHCR/Emrah Gürel

Europe

2026 population planning figures

20 million forcibly displaced and stateless people | **15%** of the global population



Europe is a significant host of forcibly displaced and stateless people affected by some of the world's most complex crises. By mid-2025, Europe hosted more than 19 million forcibly displaced and stateless people, including nearly 5.2 million refugees from Ukraine. UNHCR works to ensure forcibly displaced and stateless people are protected, included and empowered to fulfil their potential and make meaningful contributions to their communities. The outlook for 2026 is shaped by persistent protection risks and severe financial constraints, compounded by rising anti-refugee and anti-migrant sentiments across many European countries.

As the international armed conflict in Ukraine approaches its fifth year, the humanitarian situation will remain critical in 2026. Intensified hostilities and attacks on civilian infrastructure throughout 2025 have driven further displacement and deepened humanitarian needs, adversely impacting economic recovery.

While some refugees and internally displaced people are expected to return in 2026, many are likely to face barriers due to insecurity, mine contamination, damaged housing, and limited access to essential services. In Ukraine, UNHCR will remain the largest humanitarian provider of emergency shelter materials, emergency cash assistance, and protection services, working with authorities, first responders and partners to deliver critical aid in the aftermath of attacks, support vulnerable evacuees and provide protection and assistance in frontline and receiving areas.

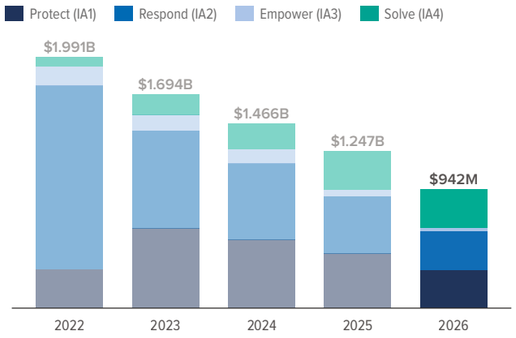
Unless the situation improves, refugees will remain cautious about returning in large numbers due to concerns over safety and access to services. UNHCR will continue to support refugee-hosting States to explore options for alternative forms of protection beyond the EU Temporary Protection, which currently runs until March 2027. In parallel, refugees with specific needs – children, older people, and individuals with disabilities – will likely continue to face barriers and require support accessing housing, specialized health care, and education, including in some EU Member States. At the policy level, UNHCR will continue to engage with the European Commission and Member States to promote harmonized documentation, inclusive policies, and expanded access to decent work. In 2026, the final phase of the Ukraine Regional Refugee Response Plan for States in the region hosting more than 1.7 million refugees, UNHCR and partners will work with governments to transition the response to national and local actors and services, ensuring sustainability beyond 2026.

Reduced humanitarian assistance is likely to lead to an increase of mixed movements of refugees and migrants to Europe. Many States across Europe have strong protection frameworks for refugees and asylum-seekers, rooted in international and European legal instruments. However, restrictions on access to territory and asylum – including violent pushbacks at sea and land borders, deterrence measures and ongoing efforts by some States to instrumentalize population movements – continue to test the core principles of refugee protection in Europe.

BUDGET DATA

Regional budget by Impact Area 2022-2026

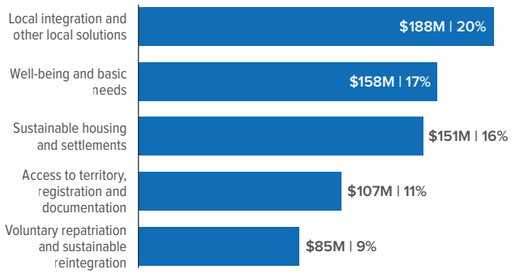
$942 million required for 2026 | **11%** of the global needs
-24% vs 2025 current budget*



*Current budget as presented at ExCom 2025

Top five Outcome and Enabling Area budgets for 2026

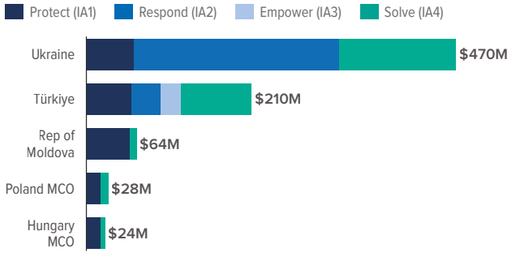
These 5 Areas account for **73%** of the regional needs



Other Outcome and Enabling Areas: $254 million | 27%

Top 5 operations by budget in 2026

These 5 operations account for **84%** of the regional needs



MCO: Multi-country office

UNHCR will continue providing support to States to manage the complex challenges posed by mixed migration movements by offering advice and expertise in the consideration of policy alternatives. UNHCR will also offer advice to States that are operationalizing the EU Pact on Migration and Asylum while emphasizing the importance of maintaining effective safeguards to uphold fundamental rights, including access to territory and asylum for those in need of international protection. In Türkiye, more than 509,000 Syrians have repatriated voluntarily to the Syrian Arab Republic since 8 December 2024. UNHCR will continue monitoring returns to ensure that individuals are making informed decisions.

These efforts require robust partnerships and are dependent on timely, predictable and reliable data, alongside strong, flexible and diversified funding to sustain efforts. Across Europe, UNHCR will support local and community-based organizations who are essential to advancing refugee protection in ways that are sustainable and rooted in local realities.

UNHCR's response in Europe was drastically affected by the global funding shortfall, leading to a reduction in UNHCR's activities and presence in the region, and affecting protection and assistance particularly in States with limited resources. UNHCR's priority in 2026 will be to safeguard refugee protection and inclusion through partnerships with governments, municipalities, local actors and refugee-led organizations.

2026 BUDGET BY OPERATION AND IMPACT AREA | USD

REGION / OPERATION	2026 approved budget				
	Attaining favourable protection environments	Realizing basic rights in safe environments	Empowering communities and achieving gender equality	Securing solutions	TOTAL
EUROPE					
Regional Bureau for Europe[1]	3,975,781	6,090,515	2,263,729	2,981,475	**15,311,500**
Other Operations in Europe[2]	4,200,000				**4,200,000**
Armenia	3,796,600			5,531,400	**9,328,000**
Belgium multi-country office[3]	10,586,229				**10,586,229**
Bulgaria	7,069,403			3,676,497	**10,745,900**
France	3,923,243				**3,923,243**
Georgia	574,531		4,125,470		**4,700,000**
Germany	2,192,000				**2,192,000**
Greece	9,519,509			8,030,491	**17,550,000**
Hungary multi-country office[4]	18,322,870			5,677,130	**24,000,000**
Italy multi-country office[5]	14,491,409			6,460,115	**20,951,524**
Republic of Moldova (the)	55,344,785			8,655,215	**64,000,000**
Poland multi-country office[6]	18,469,583			9,568,417	**28,038,000**
Romania	16,269,172			7,130,828	**23,400,000**
Russian Federation multi-country office[7]	4,445,947			3,331,053	**7,777,000**
Spain	3,825,227			1,190,758	**5,015,985**
Sweden multi-country office[8]	4,509,791			3,063,550	**7,573,341**
Türkiye	57,090,121	37,933,201	25,207,261	89,769,417	**210,000,000**
Ukraine	60,672,955	261,455,077		147,871,968	**470,000,000**
United Kingdom of Great Britain and Northern Ireland	3,000,000				**3,000,000**
TOTAL	**302,279,156**	**305,478,792**	**31,596,460**	**302,938,313**	**942,292,722**

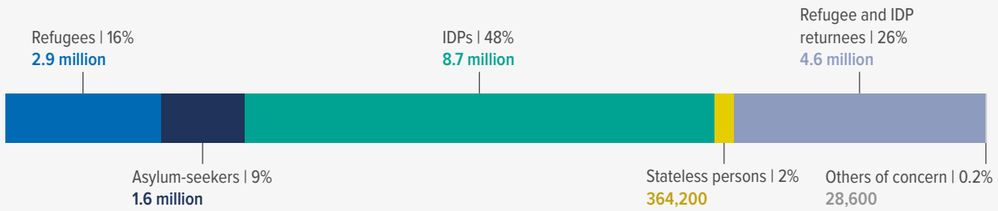
[1] Regional Bureau covers the whole Europe region.
[2] "Other operations in Europe" includes Austria and the Office for Liechtenstein and Switzerland.
[3] Coordinates activities in Belgium, Ireland, Luxembourg, the Netherlands (the Kingdom of) and Portugal.
[4] Coordinates activities in Albania, Bosnia and Herzegovina, Croatia, Hungary, Kosovo (S/RES/1244 (1999)), Montenegro, North Macedonia, Serbia and Slovenia.
[5] Coordinates activities in Cyprus, the Holy See, Italy, Malta, and San Marino.
[6] Coordinates activities in the Czech Republic, Poland and Slovakia.
[7] Coordinates activities in Belarus and the Russian Federation.
[8] Coordinates activities in Denmark, Estonia, Finland, Iceland, Latvia, Lithuania, Norway and Sweden.

Ikrimah Ahmad Al-Sarrees, 78, a refugee returnee, stands in his damaged home in Daraa, in the south of the Syrian Arab Republic, after returning from 12 years as a refugee in Jordan. With support from UNHCR, his family received a cash grant to meet urgent needs and restart a small business. © UNHCR/Hameed Maarouf

Middle East and North Africa

2026 population planning figures

18.1 million forcibly displaced and stateless people | **13%** of the global population



The Middle East and North Africa region continues to face both new and protracted displacement situations. Complex political, economic and security dynamics, coupled with declining donor support and eroding protection space, have heightened risks for displaced populations. By mid-2025, over 17.9 million people were forcibly displaced or stateless in the region, facing limited access to basic services, barriers to access territory and legal stay, heightened risks of arrest, detention, deportation and refoulement, and shrinking legal pathways.

Yet, there are also new opportunities for solutions. The Syria crisis remains the region's largest displacement situation, with 7.4 million people displaced in the Syrian Arab Republic and 4.5 million refugees in neighbouring host countries, including 2.5 million in Türkiye. The ongoing political transition since December 2024 has significantly reshaped the situation inside the country and regional dynamics, enabling the return of large numbers of Syrian refugees and IDPs.

In response to actual and projected returns, as well as requests from refugees to be supported to return, UNHCR shifted to a mode of facilitating voluntary returns with its February 2025 Operational Framework for the Voluntary Return of Syrian Refugees and IDPs. The return process is gradual and voluntary, with measures such as enhanced counselling, protection monitoring, assessments of voluntariness, and return grants to support informed, free decisions.

The Regional Refugee and Resilience Response Plan (3RP), co-led with UNDP, remains the primary inter-agency coordination platform for the Syrian refugee response in host countries. The plan now includes a return-related addendum to support a structured approach to voluntary, safe, and dignified returns while sustaining essential support to refugee and host communities. Syrian refugee return will take many years, and it is crucial to continue support to host countries all while investing inside the Syrian Arab Republic.

In North Africa, mixed movements of refugees and migrants in the sub-region, shrinking protection space and rising anti-foreigner sentiment are creating protection risks for people on the move. The conflict in Sudan has displaced over 3 million people, including 1.5 million to Egypt, while socioeconomic hardship and entry restrictions drive onward movements, including into Libya, and returns to precarious conditions. Instability in Mali also continues to displace people into Mauritania, straining local resources and services.

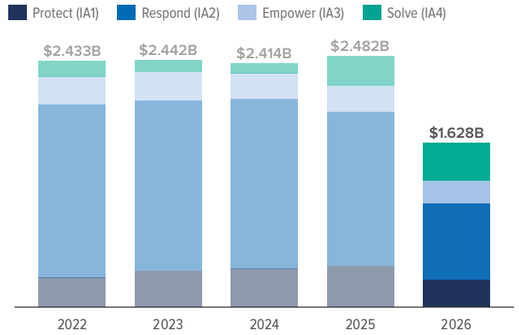
Yemen hosts over 60,000 refugees and asylum-seekers, mainly from Ethiopia and Somalia, while over 4 million Yemenis remain internally displaced. Despite underfunding, UNHCR and partners provide life-saving assistance, though the brutal combination of severe floods, armed violence and economic breakdown continue to heighten risks for all displaced populations.

UNHCR's approach to protection and solutions is based on three key pillars: ensuring access to safety, creating a supportive protection environment, and helping people achieve durable solutions. Maintaining access to territory, safety and asylum are critical to ensure protection.

BUDGET DATA

Regional budget by Impact Area 2022-2026

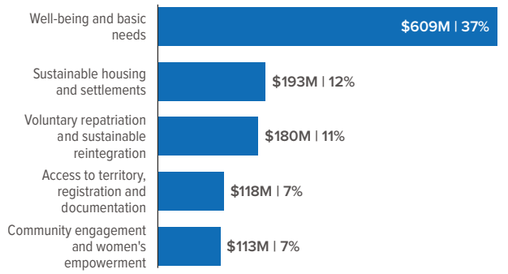
$1.628 billion required for 2026 | **19%** of the global needs
-34% vs 2025 current budget*



*Current budget as presented at ExCom 2025

Top five Outcome and Enabling Area budgets for 2026

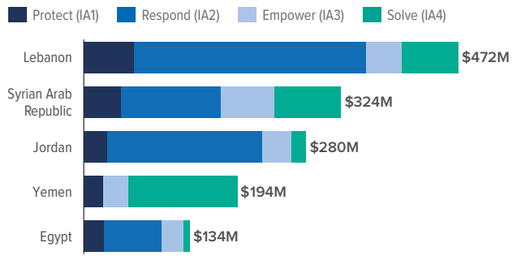
These 5 Areas account for **75%** of the regional needs



Other Outcome and Enabling Areas: $414 million | 25%

Top 5 operations by budget in 2026

These 5 operations account for **86%** of the regional needs



Across the region, UNHCR is implementing a route-based approach to mixed movements, especially in North Africa, to address the complex challenges faced by forcibly displaced and stateless people. The approach seeks to strengthen access to State-based protection and solutions through coordinated interventions by governments, UNHCR, other UN agencies, and partners, focusing on enhanced State protection, referral systems, and inclusion in national services.

Voluntary repatriation, resettlement, and complementary pathways are prioritized, serving as both durable solutions and alternatives to onward movements. Ensuring fair and efficient case processing linked to durable solutions remains central. Preventing and addressing statelessness is also a key priority, particularly through birth registration and gender-sensitive interventions.

In the face of serious global funding cuts, UNHCR operations have had to reassess their programmes to prioritize life-saving protection and assistance in order to ensure that the most urgent needs are met while sustaining core mandate activities.

At the same time, UNHCR is redoubling its efforts to attract development financing and private sector investment, while strategically realigning its operational footprint to maximize efficiencies and direct resources to where they are most needed. UNHCR continues to partner with development actors to support refugees' socioeconomic inclusion in national plans, in line with the Sustainable Development Goals and the Global Compact on Refugees, to strengthen resilience and self-reliance.

UNHCR also maintains offices in the Gulf Cooperation Council (GCC) countries, primarily focused on fundraising and donor engagement. As of July 2025, UNHCR had mobilized nearly $36.6 million across the GCC countries.

2026 BUDGET BY REGION, OPERATION AND IMPACT AREA | USD

REGION / OPERATION	2026 approved budget				
	Attaining favourable protection environments	Realizing basic rights in safe environments	Empowering communities and achieving gender equality	Securing solutions	TOTAL
MIDDLE EAST AND NORTH AFRICA					
Regional Bureau for the Middle East and North Africa[1]	5,499,989	8,425,455	3,131,582	4,124,493	**21,181,520**
Other operations in the Middle East[2]	577,700				**577,700**
Algeria	2,306,900	20,905,496	7,053,000	210,000	**30,475,396**
Egypt	25,700,795	72,599,480	27,289,450	7,944,160	**133,533,886**
Iraq	14,205,441			46,435,359	**60,640,800**
Jordan	30,122,516	195,445,076	36,315,861	18,116,547	**280,000,000**
Lebanon	63,125,662	293,432,616	44,903,999	70,869,822	**472,332,100**
Libya	28,468,398	22,658,102			**51,126,500**
Mauritania	12,524,539	10,658,522	7,754,233	5,090,360	**36,027,654**
Morocco	2,561,904	4,909,740	1,639,180		**9,110,824**
Saudi Arabia multi-country office[3]	7,961,646				**7,961,646**
Syrian Arab Republic	46,906,084	126,791,668	66,963,036	83,213,112	**323,873,900**
Tunisia	8,030,700				**8,030,700**
Yemen	25,415,394		30,841,669	137,367,297	**193,624,360**
TOTAL	**273,407,669**	**755,826,155**	**225,892,011**	**373,371,151**	**1,628,496,986**

[1] Regional Bureau and Other operations in the Middle East cover the whole Middle East and North Africa region.
[2] Other Operations in the Middle East includes Israel and Western Sahara.
[3] Coordinates activities in Kuwait, Qatar, Saudi Arabia and in the United Arab Emirates and covers without a presence Bahrain and Oman.

Focus Areas

Focus Area

UNHCR Deputy High Commissioner Kelly Clements meets Syrian women who returned from Lebanon at the community centre in Al-Bayyada neighbourhood, Homs, Syrian Arab Republic. © UNHCR/Hameed Maarouf

Accountability to Affected People

Accountability to Affected People (AAP) is at the heart of UNHCR's protection mandate and identity, ensuring that affected people are not passive recipients but central actors in shaping humanitarian response. Anchored in the Age, Gender and Diversity Policy, UNHCR listens to, engages and works with communities, recognizing their diverse capacities, priorities, and aspirations. Building on a longstanding commitment to putting people first, UNHCR is accelerating efforts to amplify the voices of people of different ages, genders and diverse characteristics, to increase trust, and ensure they can systematically influence the direction of UNHCR's work.

To achieve this, UNHCR must strengthen inclusive and accessible two-way communication, modernize approaches through both traditional and digital tools, and ensure feedback mechanisms are confidential, trusted and acted upon.

Key actions

In 2026, UNHCR will focus on four core actions:

- **Participation and inclusion**: affected people will meaningfully participate and engage with UNHCR and its partners in the design, implementation and monitoring of programmes. This includes meaningful participation of women and girls in decision-making and leadership structures.
- **Communication and transparency**: communities will receive timely, accurate, and relevant information through multiple channels, tailored to different ages, genders, and needs. Safe and secure digital tools – including the UNHCR HELP website, messaging services, and the Digital Gateway Contact Centre Solution – will expand access and ensure critical information reaches all affected populations.
- **Feedback and response**: affected people will be able to use feedback mechanisms and receive responses from UNHCR, with the Office then using standardized tools to collect and analyse feedback, including confidential complaints, and present aggregated data to leadership for decision-making. Programmes will be adapted based on community input, with changes communicated back to affected populations.
- **Organizational learning and adaptation**: UNHCR's programming will be designed and adapted based on documented feedback. To further strengthen accountability, UNHCR will integrate generative artificial intelligence into participatory assessments, enhancing operational efficiency and ensuring programmes remain responsive to evolving community needs. By listening, learning and responding, UNHCR makes humanitarian action more inclusive, effective and accountable.

Challenges and risks

UNHCR's ability to remain accountable in 2026 will be challenged by diminishing resources and increasingly constrained operational environments. Key risks include weakened direct engagement due to reduced staff presence in insecure or remote areas, which may limit face-to-face interactions with communities. A growing reliance on digital platforms risks excluding individuals without safe access, literacy or connectivity – particularly women, girls, older persons, and people with disabilities. Moreover, engaging affected populations online may expose them to misinformation, disinformation, and hate speech, while politicized environments could restrict safe channels for voicing concerns, delay response to feedback, and shrink protection space.

To mitigate these challenges, UNHCR will improve digital literacy initiatives and enhance partnerships with local actors and refugee- and women-led organizations that maintain trusted, sustained access to communities.

HIGHLIGHT

Accountability to Affected People: 2024-2025 highlights

In 2025, despite financial constraints, UNHCR achieved tangible progress such as the development of the Digital Gateway, the first corporate solution for digital engagement; development of a standardized feedback and response tool; and digitalization of participatory assessments.

- **10.6 million users** accessed UNHCR's Help websites in 148 operations in 2024, with 8.4 million users accessing the site as of September 2025.
- Over **80%** of countries consulted displaced people about their information and communication needs and preferences.
- **Over 208,000 people** created Digital Gateway accounts, giving them direct, secure access to services and control of their personal data.
- **4.3 million people in 133 countries** used UNHCR-supported feedback and response mechanisms in 2024, a significant increase from 2.5 million in 2023 thanks to UNHCR's growing network of digital communication and feedback channels.
- Almost **260,000 people** have interacted with the WhatsApp automated chatbot since its launch in May 2024 to mid-October 2025. Additionally, there were **430,000 subscribers** to UNHCR's 13 WhatsApp channels for communication with forcibly displaced and stateless people as of October 2025.

Strengthening accountability and self-reliance

We.Link call centre agents © UNHCR/Frank Walusimbi

Since 2018, UNHCR has managed *We.Link* in Uganda – an inter-agency call centre that links refugees to 72 partners, including government entities, UN agencies, and NGOs. Since its launch, the helpline has received about 1.2 million calls, with data from these queries helping partners plan and adjust their programmes more effectively. The feedback from refugees also serves as a key tool to strengthen integrity and accountability. Plans are underway to expand access at the field level – including through protection desks managed by refugee representatives – to further localize the response using digital tools.

Focus Area

Thousands of newly arrived South Sudanese refugees build makeshift shelters on the last dry ground at Tormorok transit site, as floodwaters submerge large areas in the Gambella region, Ethiopia. Overcrowding and flooding worsen conditions for those awaiting registration and relocation to Luakdong. © UNHCR/Reath Rick Thot

Climate action

UNHCR's role and partnerships

Around the world, some 120 million people have been displaced by conflict, violence and persecution; three quarters of these people are living in countries with high-to-extreme exposure to climate-related hazards, placing them at additional risk. While refugees and other displaced people are finding themselves on the frontlines of conflict and climate change, they often lack the resources to adapt, prepare for, or recover from the impacts of extreme weather and recurring disasters.

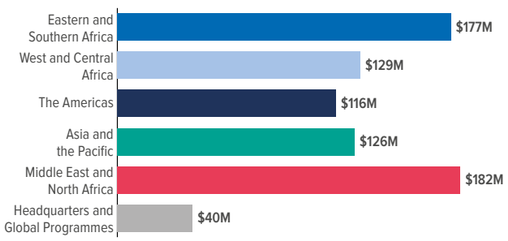
In short, for the majority of those who have already been forced to flee conflict, there is no escape from the horrific consequences of floods, cyclones, droughts and extreme heat. This increasingly dire situation, with humanitarian needs on the rise and climate impacts only becoming more frequent and intense, is set against the backdrop of a severe funding crisis.

UNHCR brings added value through its global mandate, protection expertise and operational presence in 128 countries – where, in some deep field locations, we are the only humanitarian agency. By working with governments, research institutions, and humanitarian and development partners, UNHCR helps anticipate climate risks, strengthen disaster preparedness, and ensure forcibly displaced people are included in national and international climate action. From emergencies to longer-term sustainable responses, UNHCR collaborates with experts, bringing its unique displacement expertise to build resilience, support adaptation, and ensure no one is left behind.

GLOBAL NEEDS FOR CLIMATE ACTION

$770 million required in 2026 | **-36%** vs 2025 budget

2026 Budget for Climate Action by region



Key actions

UNHCR's Focus Area Strategic Plan for Climate Action 2024-2030 sets out our vision to increase protection, resilience, self-sufficiency and solutions for displaced and stateless people while reducing our own environmental footprint. In 2026, efforts will focus on:

- **Law and policy**: advocating the inclusion of refugees and other displaced people, so that climate-related policies, plans, laws and financing mechanisms reflect their specific needs and vulnerabilities; and providing legal guidance and building capacity to ensure international protection is provided, where relevant, to people displaced in the context of climate change and disasters.
- **Partnerships**: working closely with the multilateral climate funds (such as the Green Climate Fund (GCF), Global Environment Facility and Adaptation Fund) and multilateral developments banks to ensure climate financing reaches displaced people and their hosts. Building on the Memorandum of Understanding between the two parties, in 2026 UNHCR will seek accreditation with the GCF, to facilitate access to climate financing for areas hosting displaced people.
- **Resilience**: helping displaced people and their hosts withstand, recover from, and adapt to climate shocks – including through maintaining and scaling up access to climate-resilient, sustainable resources and infrastructures (such as water, land and renewable energy) that benefit refugees and host communities alike in extremely vulnerable countries such as Bangladesh, Chad, Ethiopia, Kenya, Mauritania, South Sudan and Uganda.

  In practice, this means reinforcing shelters in flood-prone settlements, recharging aquifers in water-scarce regions, replacing diesel generators with solar-powered water and health systems, and scaling up clean cooking and reforestation projects through innovative financing projects like Project Flow and the Refugee Environmental Protection Fund. These initiatives reduce emissions, restore ecosystems, and create jobs, while making humanitarian assistance more cost-effective and sustainable.

Powering communities: locally driven models for sustainable electricity access

© UNHCR/Oxygen Empire Media Production

Transitioning to solar energy in refugee settings comes with challenges like high upfront costs, poor or no grid connections, and limited community ownership or repair capacity. To find better ways to deliver affordable, reliable and clean electricity, UNHCR is testing different models that focus on community-based solutions and greater refugee participation in design and decision-making. This initiative is developing locally tailored systems and trying out multiple approaches in countries like Botswana and Uganda, with a strong emphasis on refugee leadership. In Pakistan, for example, with support from UNHCR's Environment and Climate Action Innovation Fund, UNHCR is working with women-led energy committees to set up a solar mini-grid that will power a local market shared by refugees and host communities. The project is cutting energy costs by up to 40%, reinvesting revenue in community welfare, and building skills through certified renewable energy training.

Challenges and risks

Climate change is amplifying vulnerabilities for displaced and stateless people, driving food insecurity, straining host communities, and heightening competition over natural resources. In 2026, extreme weather events such as floods, cyclones and drought will further erode the resilience of already vulnerable communities, compounding humanitarian crises and placing millions at heightened risk.

Funding constraints and exclusion from national climate strategies and financing threaten to leave displaced people behind. Without sustained donor support and political will, UNHCR's capacity to deliver climate-resilient programmes will be limited, and millions risk being excluded from adaptation and disaster risk reduction measures. Addressing these gaps is critical – not only to protect displaced populations today but also to safeguard long-term solutions and the stability of the communities that host them.

HIGHLIGHT

Resilience in action

South Sudan: building flood resilience for displaced communities

Recurrent flooding is a recurrent risk severely impacting displaced families in South Sudan. In collaboration with the Government and partners, UNHCR is helping refugee and host communities prepare and adapt through dyke construction, disaster risk committees, and communal shelters. In 2026, we will expand these efforts by restoring flood protection infrastructure, reforesting communities, and upgrading water boreholes to ensure safe, sustainable access to water, reaching over 500,000 people.

Bangladesh: restoring land and water in Rohingya camps

In Cox's Bazar, the SuLMER project – Sustainable Land Management and Environmental Restoration – is improving flood resilience and ecosystem health for Rohingya refugees through nature-based solutions like stream restoration, slope stabilization, and plant-based water treatment. Hundreds of families now live in safer, healthier environments. A 2025 assessment by CGIAR, the world's largest global agricultural innovation network, confirmed SuLMER's positive impact on flooding, pollution, and site planning. With climate risks and limited livelihoods, scaling up SuLMER in 2026 is essential.

Reducing our environmental footprint

We aim to cut emissions across relief items and operations, with a 30% reduction target by 2030. Nine offices were converted to solar in 2024 and another 21 in 2025. The installation of over 2 megawatts of solar panels reduced CO_2 emissions by 2,300 tons and avoided expenditure on 700,000 litres of diesel, saving $1 million. Building on this, in 2026, UNHCR's Green Financing Facility – which won the AidEx Sustainable Initiative of the Year Award in 2025 – aims to solarize 9 more UNHCR offices in the Central African Republic, the Democratic Republic of the Congo, Niger, South Sudan and Sudan, exceeding the carbon reduction target four years early.

Focus Area

Nidugunda Peruse, a Burundian refugee, runs a salon and shop along the newly upgraded Jomo Kenyatta Road, in Kalobeyei, Kenya. Constructed by UNHCR with EU funding, the road has improved security and access, helping her grow her businesses and support her community. © UNHCR/Eric Bakuli

Engaging with development actors

UNHCR's role and partnerships

Inclusion in national systems and better access to self-reliance strengthen protection for forcibly displaced and stateless people. These measures also support lasting solutions, including return when conditions allow. When forcibly displaced people can move and work freely, they help drive economic growth in host countries. Addressing the needs of host communities further eases tensions and fosters social cohesion.

Sustainable responses depend on the active engagement of development actors. Their investments in institutions, infrastructure, and services make it possible to move from parallel systems to national delivery, ensuring that displacement and statelessness is addressed as part of broader development priorities. Including displaced and stateless people in national plans, data, and financing frameworks that align support with government leadership strengthens the resilience of communities hosting them.

With the goals of inclusion, self-reliance, and social cohesion in mind, UNHCR will deepen its engagement with development and peace actors. UNHCR will increasingly act as a catalyst supporting government-led responses. Through its multi-year Strategy on Engaging with Development Actors, UNHCR will continue to align with government-led efforts, drawing on its protection mandate and its close presence with forcibly displaced people and host communities.

UNHCR will remain a trusted source of socioeconomic data on forced displacement, using this evidence to advocate for inclusive policies and legal protections. Through its collaboration with the World Bank via the Joint Data Center on Forced Displacement, it will also help enhance data availability and strengthen national statistical capacities to support evidence-based policy dialogue.

Key actions

In 2026, UNHCR will continue to strengthen its collaboration with development actors to promote access to national services and opportunities for economic inclusion and self-reliance for increasing numbers of refugees, internally displaced people and stateless people, and returnees. Enhanced partnerships with bilateral and multilateral development actors, including development banks, will enable the translation of pledges made at the Global Refugee Forum into concrete action.

- **An increased commitment to improving legal and policy environments**: through evidence-based advocacy and strategic partnerships with development actors, UNHCR will support host governments in 2026 to expand access to national services and opportunities for economic inclusion and self-reliance via less restrictive laws and policies. This will require intensifying policy dialogue jointly with international financial institutions and bilateral development partners. UNHCR will also advocate for more joined up and coordinated technical and financial support to enable governments to translate policy into practice and for displaced and stateless people to contribute fully to stronger, more resilient societies.
- **Equitable access to services**: in 2026, UNHCR will partner with bilateral development actors and multilateral development banks to coordinate investments in displacement-affected areas. These partnerships will accelerate the transition from humanitarian assistance to nationally-led service delivery – strengthening systems for asylum, civil documentation, education, health, justice, water, and social protection – so that all communities benefit from inclusive services.
- **Advance economic inclusion and livelihoods**: UNHCR will work with development partners and the private sector, including through the IFC-UNHCR Joint Initiative, to expand access to employment, entrepreneurship, agribusiness, and financial services for refugees, returnees, internally displaced people, and host communities. With donor support, these partnerships will boost agricultural production, strengthen market systems, and expand vocational training and skills development. They will also improve access to finance and open safe labour mobility pathways, enabling displaced and host populations to contribute to local and national economies. Engagement with the private sector will be key to generating jobs, fostering innovation, and unlocking investment that drives inclusive economic growth.
- **Conducive environments for return and other solutions**: when conditions allow, UNHCR will support voluntary, safe, and dignified return, helping people rebuild their lives in their countries of origin. In 2026, it will work with governments to ensure that returns are informed, voluntary, and grounded in rights, safety, and access to services. Together with development and peacebuilding partners, UNHCR will promote area-based approaches that strengthen services, restore infrastructure, secure housing, land, and property rights, and expand livelihoods. These approaches will include refugees, returnees, internally displaced people, returning IDPs, and host communities, fostering recovery, inclusion, and social cohesion. Where conditions for return are not yet in place, UNHCR will maintain its protection presence in countries of origin, working with authorities and partners to safeguard rights, support essential services, and address urgent humanitarian needs. It will also promote inclusive, community-based programmes that bring together displaced, returning, and host populations to strengthen coexistence and stability.

Challenges and risks

The global landscape in 2026 will remain volatile, with ongoing and emerging displacement, stretching humanitarian and development responses.

Displaced and stateless people as well as their host communities face multiple, compounding risks. Eroding public support in donor countries reduces predictability and amounts of development financing, constraining investments in national systems and economies and narrowing the scope for socioeconomic inclusion of forcibly displaced and stateless people. In some contexts, limited political space or competing national priorities may slow progress towards including displaced populations in services and labour markets, affecting efforts to reduce dependency to enable social cohesion.

Under-investment risks placing unsustainable pressure on local resources and increasing tension within host communities, while overstretched services heighten the vulnerabilities of women, children, and other marginalized groups.

Urgent, coordinated action is essential to ensure that no one is left behind and that displacement can become an opportunity for resilience and inclusion.

HIGHLIGHT

Sustainable responses at the centre of the 2026 Global Appeal

In 2026, UNHCR's budget and operational priorities are deliberately shifting toward the promotion of sustainable, nationally-led responses. This approach helps refugees and stateless people contribute to their host economies, while easing pressure on national systems.

Partnerships with development actors make this possible. By working with governments, international financial institutions and bilateral donors, UNHCR is ensuring that displacement and statelessness are reflected in national planning and development financing. Each contribution to this effort helps host countries preserve asylum, protect people in need, and build more resilient communities that benefit displaced and citizens alike.

Focus Area

Internally displaced widow and mother-of-five Adibeh Othman, 64, stands by her house in the Kafarsouseh neighbourhood of Damascus city, in the Syrian Arab Republic. She and her family have lived there since they were forced to flee from their home in Darya during the conflict. © UNHCR/Vivian Tou'meh

Internal displacement

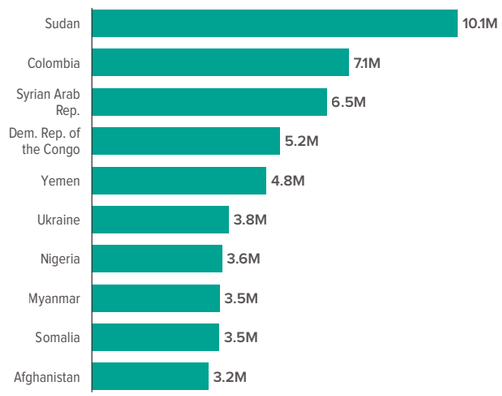
UNHCR's role and partnerships

As of mid-2025, there were 63.9 million IDPs protected or assisted by UNHCR, representing 53% of all forcibly displaced and stateless people worldwide. States bear the primary responsibility to protect and assist IDPs. Yet in many contexts, displacement occurs in areas where State authority is weak or absent. In some cases, State policies may exacerbate displacement or hinder humanitarian access. Where States are unable or unwilling to fulfil their responsibilities, or lack the necessary resources, the international community, including UNHCR, plays a pivotal role, working to strengthen State capacity, promote legal and policy frameworks, and ensure protection remains central to humanitarian and development efforts.

UNHCR's engagement supports national ownership by aligning with domestic laws, strategies and plans. Engagement with communities, local authorities and civil society organizations is also a critical component of UNHCR response to internal displacement. UNHCR will promote collaboration with local authorities and civil society organizations to enhance protection capacities, particularly in urban settings. These actors will be mobilized to support solutions for IDPs and returnees, including

Countries with the largest number of Internally displaced people

These 10 country countries host **80%** of the **63.9 million** IDPs protected and/or assisted by UNHCR (Source: UNHCR Mid-Year Trends)



community-based protection and the delivery of essential services for local (re-)integration – such as legal aid, civil documentation, tenure security, and access to livelihoods.

Making response to and prevention of internal displacement sustainable requires meaningful, efficient and inclusive participation of the affected communities. UNHCR, through its offices and partners in locations where displacement actually takes place, will work on engaging with these communities, understanding their needs and amplifying their voices.

The High Commissioner, as one of the six Solutions Champions, will continue advocating for durable solutions from the earliest stages of displacement. At the operational level, UNHCR, in partnership with IOM and UNDP, under the Global Solutions Hub, will continue providing technical guidance and expertise to countries affected by internal displacement.

The work on ensuring that human rights of IDPs are being upheld across the world will continue through joint engagements with the UN Special Rapporteur on the human rights of IDPs. This includes providing country-specific input to the Special Rapporteur's country visits and to her two reports to the Human Rights Council and General Assembly, grounded in strong protection monitoring and analysis at country level. UNHCR will build on areas of synergy where priority countries align with the Special Rapporteur's focus, including countries such as the Democratic Republic of the Congo, Sudan, and Haiti.

In parallel, UNHCR will maintain collaboration with the IDP Protection Expert Group (IPEG) – a pro bono network of former Special Rapporteurs, academics, and other senior level IDP protection specialists. IPEG will continue to provide both remote and in-country technical support to governments and stakeholders in contexts facing particularly complex or critical displacement challenges, strengthening evidence-based, rights-focused responses and reinforcing sustainable protection mechanisms. At the community level, UNHCR supports local human rights institutions and community networks to monitor protection risks, empowering affected populations to shape their own recovery.

UNHCR also leads global coordination efforts, heading the Protection Cluster and merging shelter and camp coordination clusters to streamline humanitarian action (see below).

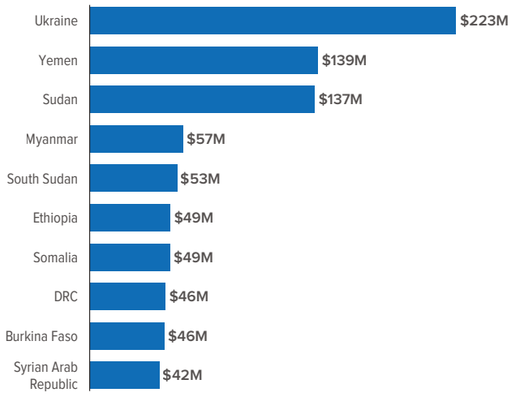
GLOBAL NEEDS FOR INTERNAL DISPLACEMENT

$1.155 billion required in 2026

-24% vs 2025 current budget

Operations with the largest budgets

The total requirements for these 10 country operations is **$842 million** or **73%** of the global needs for this Focus Area.



Other operations and HQs: $313 million or 27% of the global needs for IDPs.
DRC: Democratic Republic of the Congo

Key actions

In line with its strategic approach, UNHCR will prioritize the following:

Protection

- **Law and policy**: UNHCR supports governments in developing and implementing rights-based legal and policy frameworks on internal displacement – essential for ensuring protection, accountability and sustainable solutions. Effective laws clarify institutional roles, embed IDP rights in national systems, and enable coordinated responses that reduce long-term dependency on aid. Building on progress in **51 countries** – and with **34 African Union Member States** already parties to the Kampala Convention – UNHCR provides technical assistance for drafting and revising laws, strengthens institutional capacity, and promotes evidence-based policymaking through analysis, guidance and good practice sharing.
- **Documentation**: access to civil documentation is central to exercising rights and accessing services such as education, health care, and social protection. UNHCR supports governments to issue and recognize identity and civil status documents, preventing legal invisibility and exclusion, particularly in countries such as **Mozambique** or **Yemen**, where it has developed a dedicated Joint Action Plan on civil documentation. Strengthening the capacity of local authorities and integrating IDPs into national systems helps ensure sustainable, nationally owned responses that uphold rights and enable durable solutions.
- **Protection monitoring and analysis**: UNHCR will support protection monitoring in displaced communities and areas of return to generate critical evidence for humanitarian planning, durable solutions, and advocacy with authorities and other stakeholders. Community networks in countries such as **South Sudan** will be supported as key partners in protection monitoring and empowerment, ensuring that monitoring is cost-effective, informed by affected populations, and that monitors have access to locations where displacement occurs.
- **Protection risk mitigation**: Information collected through protection monitoring and the regular presence of UNHCR and partners in displacement-affected areas will inform the identification and mitigation of protection risks and contribute to comprehensive protection analysis guiding the work of the Humanitarian Country Teams.

Responding with life-saving support

- **Emergency response**: when displacement occurs, UNHCR will act rapidly to stabilize affected people as close to their homes as possible – preventing secondary movements and enabling faster, more cost-efficient solutions. The Office will continue prioritizing assistance through cash-based interventions, community-based management, and emergency shelter, ensuring that people can meet immediate needs in safety and dignity. UNHCR is actively monitoring developing situations to be able to act rapidly, as it did in the course of 2025 in **Sudan** and **Mozambique**.
- **Shelter and settlements**: UNHCR's shelter and settlement response prioritizes rapid, cost-effective and sustainable solutions that support early recovery and reduce onward displacement. The approach ranges from emergency assistance to durable housing, depending on the context. These initiatives strengthen resilience and lay the groundwork for durable solutions. In **Sudan**, for example, UNHCR provides a continuum of shelter options – emergency, transitional, and permanent – to meet urgent protection needs and promote stability for both refugees and IDPs. In **Ukraine**, construction, rehabilitation, and cash-for-rent programmes help internally displaced families maintain dignified shelter and avoid movement driven by unaffordable housing.

Sustainable solutions, including returns

- UNHCR's contributions to solutions, including under the Global Solutions Hub, will focus on embedding protection at the core of solutions, through joint protection risk assessments and mitigation strategies at the country level, strengthening legal frameworks, and ensuring meaningful participation of IDPs in the design and implementation of solutions. This approach promotes sustainable, locally-owned and rights-based pathways toward durable solutions for displaced populations.
- In countries transitioning toward solutions, such as **Mozambique** or **Afghanistan**, UNHCR will provide technical support through the Protection Risk Assessment Tool to help humanitarian and development stakeholders identify and address protection risks. This will ensure that solutions initiatives are not hindered by protection concerns but rather benefit from risk-informed, safe and efficient implementation.
- During the first half of 2025, nearly 5 million IDPs returned to their areas of origin, but most of the returns took place in fragile countries (**Ethiopia**, **Sudan**, the **Syrian Arab Republic**, and **the Democratic Republic of the Congo**).
- In these contexts, UNHCR's targeted support is essential to ensure that returns are voluntary, safe and sustainable, anchored in protection, access to services, livelihoods, and housing, land and property rights. Without sustained engagement, returnees risk facing the same conditions that drove their displacement, resulting in cycles of renewed movement and deepening vulnerability.
- Where UNHCR also supports refugee returns as well as IDPs, an area-based approach is applied – bringing together assistance for returning refugees, IDPs, and host communities. This integrated model promotes social cohesion, strengthens local systems, and contributes to stability and recovery in displacement-affected areas.

Challenges and risks

The persistence and complexity of internal displacement continue to test national and international response systems. Many States lack the authority, resources or political will to ensure protection and durable solutions. In insecure environments, access remains limited, and displaced people often face pressure to return prematurely or without viable alternatives or continue their flight cross-border, becoming refugees.

Financial constraints are a major challenge. UNHCR's financial ask for internal displacement in 2026 totals $1.155 billion – a 24% decrease from the 2025 budget – forcing difficult prioritization decisions. Reduced funding risks undermining protection monitoring, shelter provision and early recovery efforts, increasing the likelihood of renewed or cross-border displacement.

While growing emphasis on localization and national ownership offers opportunities for sustainability, it also necessitates continued investment and capacity strengthening. Local authorities and organizations may face structural or political constraints, and rapid transitions to nationally led systems can create temporary gaps in protection. Sustaining international engagement – particularly in advocacy, coordination and technical support – remains essential to safeguard progress and ensure accountability.

Finally, protracted insecurity, weak governance, and climate shocks threaten to derail recovery and prolong cycles of displacement. Without consistent investment in solutions, millions of IDPs may either remain trapped in precarious conditions, unable to rebuild their lives or contribute to national development or be forced to continue onward flight, either internally or cross-border.

HIGHLIGHT

UNHCR's role in leading the global clusters and the Humanitarian Reset

As global protection lead, UNHCR works with UN country teams to enhance the centrality of protection in the humanitarian response, to promote collective action to mitigate protection risks and respond to needs. A major focus is on simplifying and consolidating global clusters – integrating all protection responses and bringing together shelter and camp coordination efforts to reduce coordination processes and strengthen impact. The aim is to ensure that humanitarian responses are faster, more coordinated, and centred on the needs and voices of affected communities, with a strong emphasis on supporting local leadership, especially women-led organizations.

Specifically, as the global lead for the Protection Cluster, UNHCR works with nearly 2,900 partners in 32 operations, aiming to reach 60 million people with quality protection support out of 168 million in need in 2025. The Global Protection Cluster is working with UNICEF, UNFPA and UNMAS to integrate child protection, gender-based violence, and mine action into a single, streamlined structure to reinforce joint action while maintaining expertise.

For shelter and camp coordination, UNHCR is working with IOM and IFRC to merge these clusters to create a unified approach that covers shelter, essential household items, site coordination, and housing, land and property issues. This new structure will prioritize life-saving responses, equitable access to services, and a smooth transition to national systems where possible, ensuring that protection remains at the heart of all humanitarian action.

Focus Area

Amida smiles proudly, holding her new ID card. After living stateless for more than five decades, Amida Demiri (55) finally received North Macedonian nationality in 2025, with support from UNHCR and its partner the Macedonian Young Lawyers Association (MYLA).
© UNHCR/Ljubinka Brashnarska

Statelessness

UNHCR's role and partnerships

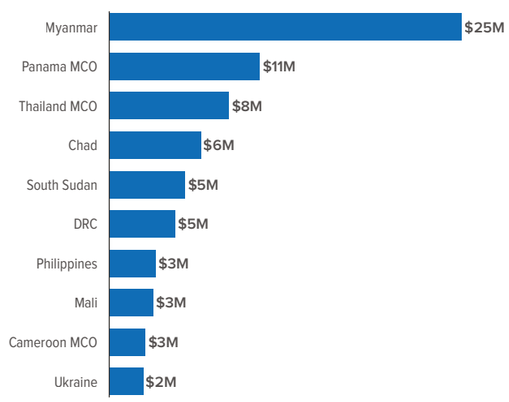
As the mandated UN agency on statelessness, UNHCR is uniquely positioned to lead and coordinate global action. In 2026, we will support governments to reform nationality laws and policies and provide technical assistance regarding introduction and implementation of legal safeguards against childhood statelessness, and measures to protect stateless persons. At the individual level, UNHCR will help stateless people access nationality, legal aid, and essential documentation, ensuring their rights are recognized and protected. UNHCR will also continue to partner with UN Women and UNICEF to advocate for change in the 24 countries where women are still unable to confer nationality to their children on an equal basis with men and for measures to prevent statelessness among children.

GLOBAL NEEDS FOR STATELESSNESS

$100 million required in 2026
-35% vs 2025 current budget

Operations with the largest budgets

The total requirements for these 10 country operations is **$71 million** or **71%** of the global needs for this Focus Area.



Other operations and HQs: $29 million or 29% of the global needs for Statelessness.
DRC: Democratic Republic of the Congo | MCO: Multi-country office

UNHCR will also generate and promote data and evidence to inform policies, build visibility, and link statelessness to progress on the Sustainable Development Goals, advocating for the inclusion of stateless persons in national development plans and initiatives. As Secretariat of the Global Alliance to End Statelessness, we will drive collaborative initiatives with over 150 partners, including States, civil society and stateless-led organizations, while promoting the application of the UN statelessness conventions and international human rights law. UNHCR's unique combination of legal mandate, operational presence, and convening power allows us to turn commitments into action, helping millions of stateless people find solutions, live with dignity, security and equal rights.

Key actions

UNHCR's goal is clear and ambitious: more stateless persons acquire a nationality and those at risk have their nationality confirmed. To achieve this, we want to increase the number of stateless persons and those at risk of statelessness who can access procedures and documents for nationality; more States must demonstrate real political will to reduce and prevent statelessness; more stateless people must be empowered to speak out and claim their rights; and more must gain equal access to services and economic opportunities alongside nationals. With sustained support, these objectives are not aspirational – they are achievable, and they can transform millions of lives.

In 2026, UNHCR will continue to implement its Focus Area Strategic Plan on Ending-Statelessness 2023-2026 and drive forward the work of the Global Alliance to End Statelessness. Priorities include:

- **Expanding legal identity and nationality rights**: supporting States to enact or amend nationality laws, remove gender discrimination, and adopt safeguards to prevent childhood statelessness. In 2026, **12** States will improve their nationality laws, policies and procedures in line with international standards on the prevention and reduction of statelessness, and the protection of stateless persons; and there will be **3** accessions to the UN statelessness conventions. **Increasing access to nationality**: providing technical and legal assistance so stateless persons can apply for nationality, access civil registration, and secure identity documents. In 2026, it is hoped **30,000 stateless persons** will acquire nationality, or have it confirmed.
- **Improving data and visibility**: advancing the implementation of the International Recommendations on Statelessness Statistics, strengthening national data systems, and integrating stateless persons into official statistics.
- **Empowering stateless communities**: ensuring stateless-led organizations are meaningfully involved in advocacy and solutions, including through the Global Alliance.
- **Broadening multi-stakeholder action**: facilitating, together with the 150+ Global Alliance members, regional dialogues and thematic working groups, including on gender discrimination, childhood statelessness, and protection frameworks.

Global Alliance to End Statelessness

The Global Alliance: advancing collective action to end statelessness

© UNHCR/Charity Nzomo

Launched in 2024, the Global Alliance to End Statelessness has become a dynamic multi-stakeholder platform for collective action, uniting over 150 members to drive permanent solutions and international cooperation. Over the past year, Global Alliance members such as Thailand and North Macedonia have transformed commitments into concrete results: Thailand is implementing its Cabinet Resolution enabling nearly 500,000 stateless people to gain nationality or permanent residency, while North Macedonia became the first country in the Western Balkans to resolve all known cases of statelessness from the breakup of the former Yugoslavia. Through regional network labs, thematic working groups, and an online marketplace connecting initiatives with donors, the Alliance is helping translate pledges into coordinated action with lasting impact – demonstrating that statelessness can be ended through political will and sustained partnerships.

In 2025, UNHCR's IBELONG campaign received an honourable mention in the prestigious SDG Action Awards, underscoring its global leadership in driving systemic change and mobilizing partners through the Global Alliance. The recognition highlights the voices and resilience of millions denied a nationality and renews the call for a world where no one is left behind.

Challenges and risks

Despite progress over the last decade – including more than 600,000 people gaining or confirming nationality, and the recent accessions to one or both of the UN statelessness conventions by São Tomé and Príncipe, South Sudan and Slovenia – advances remain uneven and fragile. In 2026, underfunding threatens to reduce dedicated staff, weaken advocacy, and limit UNHCR's capacity to support governments, civil society, and stateless-led organizations. Political resistance in countries with large, protracted stateless populations continues to slow reforms, while entrenched discrimination and lack of political will block progress.

Gender inequality leaves millions of children at risk of statelessness where women cannot confer nationality, and new risks linked to conflict and climate-driven displacement mean that people may lose documents or children may be born in exile facing difficulties in proving their entitlement to a nationality. Momentum for change also depends on sustained engagement and financing; without adequate resources, critical initiatives under the Global Alliance to End Statelessness risk stalling, threatening the durability of gains made and leaving millions without the protection and recognition they need.

High Commissioner Filippo Grandi inaugurates a reception centre for refugees in Tiné, Chad, on the border with Sudan. The "One-Stop Shop" in Tiné, the main entry point into Chad, is a refugee reception, orientation and assistance centre, established to maximize border security and provide appropriate assistance to refugees, migrants, returnees and asylum-seekers.
© UNHCR/Bienvenu Daldigué

Route-based approach

UNHCR's role and partnerships

With its global mandate and operational presence in 128 countries, UNHCR is well placed to lead protection-sensitive, cross-border, cross-regional responses along key mixed-movement routes. The route-based approach was conceptualized by UNHCR and IOM to identify and address protection gaps by providing life-saving protection services and supporting States to effectively manage mixed movements and increase alternatives to dangerous journeys for refugees and migrants. Appropriate tools and innovative projects are critical to make it a reality – from multipurpose hubs to digital platforms such as the UNHCR Digital Gateway. Initiatives like "Telling the Real Story 2.0" and UNHCR Help pages expand access to reliable, life-saving information, while community networks enable feedback that informs more responsive programming.

UNHCR supports States in developing fair and efficient asylum systems in line with its Strategic Approach to Strengthening National Asylum Systems, and regional cooperation grounded in international norms. To ensure sustainability and scale, it engages development, peace, and private-sector partners to strengthen national systems that serve both refugees and host communities, advancing inclusion and self-reliance and reducing dependence on humanitarian aid. The routes-based approach is built on joint ownership – with States; IOM; NGOs; regional bodies; UN agencies such as UNODC, UNICEF and WHO; and refugee-led organizations and refugees themselves – and underpinned by timely data and analysis that inform advocacy, programming, and equitable responsibility-sharing along major routes.

HIGHLIGHT

Routes-based innovation and policy developments in 2025

UNHCR's route-based approach has delivered notable results and is shaping action in 2026:

- **Multipurpose hubs**: The first hub in Tiné, Chad – launched with local and international partners – offers integrated protection services and links people to education and digital learning, and will be followed by five more in Chad. A scale-up is underway across Africa to deliver integrated, predictable services at key points in **Ethiopia**, **Kenya**, **Malawi**, **Niger**, **Senegal**, **Somalia**, **Sudan** and **Uganda**. [See Route-Based Approach: Establishing Multi-Purpose Hubs - A guide | Refworld; Minimum Operational Guidance for Multi-Purpose Hubs Route-Based Approach | Refworld]
- **Lawful policy frameworks**: In 2025, UNHCR issued guidance on effective return systems and on international agreements for the transfer of refugees and asylum-seekers, helping States implement rights-based solutions that uphold protection standards and support predictable cooperation. These frameworks will continue to guide policy development in 2026.
- **Data for action**: UNHCR strengthened the evidence base through route reports, dashboards, and joint initiatives with IOM and MMC for the Central Mediterranean, Southern Africa, and South-West Asia routes in particular. Drawing on this, a new data interoperability initiative launching in 2026 will enable harmonized analysis and more coordinated responses. [See reports on the Central Mediterranean, Southern Africa and South-West Asia]
- **Collaborative solutions**: UNHCR is deepening cooperation with IOM, States, civil society, refugee-led organizations, and specialized UN agencies to deliver protection-sensitive, multisectoral responses. Joint strategies, child protection partnerships, and inter-agency coordination on trafficking and search and rescue will remain central to advancing shared ownership and accountability.
- **Refugees are at the centre** of the route-based approach's implementation, including a dedicated reference group established with refugee-led organizations on the route-based approach's operationalization.

Key actions

Every year, thousands of people with international protection needs undertake desperate and dangerous journeys, alongside migrants seeking safety, protection and better opportunities – across the Mediterranean, the Sahara, the Gulf of Aden, the western Indian Ocean and beyond. They face grave risks: trafficking, torture, gender-based violence, and death. UNHCR's priority is to ensure people do not need to risk their lives to find safety.

The route-based approach shifts focus from only trying to stop arrivals at borders to addressing vulnerabilities and rights along the entire journey. Developed with IOM and partners, it promotes coordinated action by States and others across origin, transit, and destination countries. This framework enables protection-sensitive entry, admission, reception, and asylum systems; support for hosting and return areas; safe inclusion of refugees in migration pathways; dignified voluntary repatriation; and predictable readmission processes.

In 2026, UNHCR will prioritize:

- **Access to protection and rescue**: Supporting States to ensure search and rescue at sea, safe disembarkation, humane border management, early identification of protection needs, and referral pathways.
- **Stronger asylum systems**: UNHCR will prioritize strengthening fair, efficient and sustainable national asylum systems and improving State and refugee status determination procedures so refugees can quickly access life-saving protection and those without international protection are quickly identified and can be returned or referred to other migratory pathways.
- **Meeting urgent needs**: Providing immediate assistance – legal aid, psychosocial support, safe spaces, anti-trafficking services – at critical points along major routes.
- **Expanding safe and regular pathways**: Working to increase access to labour and education mobility, family reunification, and resettlement to save refugee lives and help them secure a better future.
- **Stabilizing and inclusive conditions**: Supporting access to national and local services, education, health and cash assistance in regions of origin and transit, while promoting economic inclusion to foster self-reliance and resilience among refugees and host communities. This work links humanitarian action with development investment and national systems, reducing pressure for onward movement.
- **Renewed focus on voluntary repatriation, reintegration and peacebuilding**: UNHCR will place greater emphasis on voluntary, safe, dignified and sustainable return as a central element of the route-based approach, in line with its protection and solutions mandate. In 2026, UNHCR will work with national authorities supported by peace actors as well as international financial institutions and bilateral development actors to create the conditions for sustainable repatriation and reintegration. It will also strengthen community-based initiatives that promote peaceful coexistence, address the root causes of displacement, and contribute to long-term stability in regions of origin.
- **Strengthened collaboration**: this will include work with specialized UN agencies, civil society, and refugee-led organizations to improve child protection, counter-trafficking, health, and access to protection services. Inter-agency coordination on search and rescue and accountability will remain a priority. Collaboration with regional organizations will be enhanced to harness their unique mandates and foster stronger regional partnerships in the context of mixed movements. Tailored and contextualized approaches will be implemented on each prioritized route in collaboration with national authorities.

Challenges and risks

The global displacement and migration landscape is complex. Conflict, persecution, poverty, and climate shocks are driving more people into mixed and onward movements, while overstretched asylum systems struggle to respond. Some States are resorting to deterrence or externalization policies, limiting access to protection and increasing reliance on traffickers and smugglers. Vulnerable groups – particularly women, girls and unaccompanied children – face heightened exposure to exploitation, abuse, and trafficking along dangerous routes.

Resource constraints and persistent underfunding threaten UNHCR's ability to sustain monitoring at the borders, assistance to victims of trafficking, multipurpose hubs, legal clinics, information campaigns, and referrals, even as demand rises. In many transit and asylum countries, weak governance and overstretched services limit absorption capacity, increasing the risk of instability and secondary movements. Political backlash and misperceptions that conflate refugees with irregular migrants are narrowing space for protection-sensitive policies, while reduced support for essential services – health, education, cash assistance, and legal aid – undermines inclusion and stability for host communities and first countries of asylum. Without sustained investment, early interventions that prevent onward and irregular movement risk collapsing, erasing gains made under the route-based approach.

Sustainable responses across the route-based approach

The route-based approach aims to be sustainable so that protection, inclusion, and solutions are strengthened wherever people find themselves. Linking immediate assistance with long-term inclusion and self-reliance helps to prepare the ground for durable solutions and supports host communities and local development.

The route-based approach provides a coherent framework to align humanitarian, development, and financial efforts, helping avoid fragmented or short-term interventions that can undermine long-term sustainability.

By expanding access to essential services, economic and financial inclusion in first countries of asylum and key transit countries, these partnerships help reduce onward movement pressures and reinforce the conditions for durable solutions and regional stability.

Partnerships with governments, international financial institutions, bilateral development actors, and private sector actors are central to this effort, and their sustained, coordinated engagement is essential to preserve progress and advance stability, inclusion and solutions along key routes.

In Herat, Afghanistan, Sakina Hussaini runs a successful bag-making business with support from UNHCR's small and medium enterprises programme. The financial assistance helped her expand her workshop, purchase sewing machines and employ 22 people – 15 of them women – creating sustainable livelihoods and empowering her community. © UNHCR/Oxygen Empire Media Production

Sustainable responses

UNHCR's role and partnerships

By mid-2025, displacement driven by conflict, persecution, and the effects of climate change has affected every region of the world. Most people forced to flee remain in low- and middle-income countries that continue to provide safety and support despite mounting economic and social pressures, upholding a vital global public good in an increasingly fractured world.

Guided by the Global Compact on Refugees, the Secretary-General's Action Agenda on Internal Displacement, and global efforts to end statelessness, UNHCR continues to work with governments and partners to advance the commitments made under these frameworks. Progress over the past year shows that shared responsibility can deliver results, yet challenges persist as displacement grows, resources tighten, and national systems face increasing strain.

To respond to these challenges and build on recent progress, UNHCR and its partners are accelerating sustainable responses – a nationally led and inclusive way of working that strengthens protection and supports durable solutions by enhancing self-reliance while reducing dependency on humanitarian assistance. Developed through dialogue with Member States and partners, sustainable responses are guided by commitments to equitable responsibility-sharing and grounded in national priorities and systems. They bring humanitarian, development, peace and private sector actors together under government leadership to ensure coherent, predictable and nationally-owned responses to displacement.

This approach focuses on strengthening national and community systems so they can deliver protection, inclusion, and essential services more effectively for both displaced and host populations. It also promotes economic and financial inclusion, ensuring that displaced and stateless people can access work, livelihoods, and financial services alongside nationals. By expanding opportunity and participation, these efforts strengthen local economies and make asylum more sustainable.

Key actions

In 2026, UNHCR will work with governments, communities, development institutions, and the private sector to consolidate and scale the results outlined above achieved in 2025. The IFC-UNHCR Joint Initiative will continue to support refugees and host communities to become self-reliant through private sector engagement. Moreover, the World Bank-UNHCR Joint Data Center, in line with its strategy for 2024-2027, is guiding delivery, analysis and use of socioeconomic data to inform policies and programming in 41 countries, enabling UNHCR to respond sustainably and in collaboration with the World Bank and other development actors.

Supporting conditions for return

Nearly 7 million displaced people returned to their areas or countries of origin during the first half of 2025, including nearly 5 million IDPs and almost 2 million refugees. Many movements have taken place, or are taking place, in fragile contexts, thus underscoring the need to strengthen peace and socioeconomic conditions in areas of origin and to ensure that returns are voluntary, safe and sustainable.

In 2026, UNHCR will intensify its work on intention surveys, counselling, and monitoring of conditions in asylum and countries of origin. UNHCR will advocate in return areas that area-based programmes will link humanitarian assistance to development and private sector investment so that health, education and employment and financial services can benefit returnees and host communities alike. National strategies, developed in collaboration with humanitarian, development, peace and private sector actors, will form the basis for improving conditions for return and supporting durable solutions.

See also
Outcome Area 14 Voluntary repatriation and sustainable reintegration
Focus Area on Internal displacement

HIGHLIGHT

Sustainable returns in action

Returns done well reduce the risk of new displacement and promote long-term stability. UNHCR works with governments to ensure these returns are safe and lasting, by:

- Supporting housing, land and property rights.
- Aligning reintegration with national strategies: in **Burundi** and the **Central African Republic**, data-driven investments in health, education and livelihoods are laying the foundation for safe and lasting return.
- Driving area-based programming that strengthens services for both returnees and host communities.
- Supporting the production of high quality data and evidence on returnees and host communities. In 2025, for example, UNHCR and the World Bank partnered to collect comprehensive data on refugees' intentions to return to Syria across Egypt, Iraq, Lebanon, and Jordan, as well as socio-economic outcomes of returnees inside Syria - including IDPs, IDP returnees, and non-displaced Syrians. This evidence has been critical for shaping UNHCR's planning figures on returns and supporting governments, development actors, and humanitarian partners in preparing for sustainable reintegration.

Expanding third-country solutions and regional cooperation

In 2026, UNHCR will work with States and partners to expand access to protection and durable solutions beyond countries of first asylum. Third-country solutions remain a cornerstone of responsibility-sharing and a tangible demonstration of international solidarity working with States and partners. The organization will sustain the momentum achieved in 2024 and 2025 by strengthening resettlement, sponsorship, education and labour mobility schemes that open opportunities for refugees and reduce pressure on host countries.

Regional cooperation will remain key to achieving results at scale. Platforms such as MIRPS, the Comprehensive Regional Protection and Solutions Framework in the Americas, the Solutions Support

Platform for Afghan Refugees, and the Central African Republic Solutions Support Platform show how coordinated planning and shared investment can improve protection and deliver durable outcomes across borders. Around the world, regional organizations are integrating displacement into economic, social and development agendas, whether through free-movement frameworks, labour mobility schemes, or resilience and inclusion initiatives in Africa, Asia, the Middle East and the Americas.

In 2026, UNHCR will deepen engagement with these frameworks and with international financial institutions, bilateral development actors and private-sector partners to link humanitarian, development, peace and trade efforts. By expanding safe pathways, reinforcing regional cooperation, and investing in mobility and inclusion, UNHCR and its partners aim to turn global pledges into concrete, sustainable solutions for refugees and the communities that host them.

See also
Related regional summaries and operational planning
Outcome Area 15 Resettlement and complementary pathways

HIGHLIGHT

Bridging skills and opportunity: Italy's train-to-hire pathway for refugees

The Italian government has pledged to expand labour migration opportunities for refugees and, in 2024, launched a pioneering programme that specifically includes refugees within its labour migration framework through a dedicated *train-to-hire* channel. The initiative engages training institutions in countries of first asylum to prepare pre-selected refugees for employment opportunities in Italy, focusing on sectors with high demand for skilled workers. Participants undergo targeted training and certification before relocating to Italy for work. The programme has already trained refugees in multiple locations, including **Uganda**, **Egypt**, **Jordan**, and **Colombia**, with the first arrivals reaching Italy in 2025. Project partners are also exploring innovative funding mechanisms, such as revolving funds, and engaging additional foundations to support the scaling up of refugee labour mobility pathways across various sectors.

Strengthening inclusion through education, livelihoods and policy reform across Africa

© UNHCR/Ala Kheir

The Mastercard Foundation and UNHCR are joining forces to transform education, livelihoods, and inclusion for refugees and host communities across Africa. With a new $300 million investment, the partnership will expand opportunities in eight countries, aiming to reach over 500,000 young people with quality secondary education, support 10,000 learners in pursuing higher or technical studies, and help 200,000 people transition into dignified work – with a strong focus on women (70% of participants) and persons with disabilities (5%). Over the next 4.5 years, the initiative will also strengthen 100 local and refugee-led organizations, train teachers, and advocate policies that make education and employment more accessible and inclusive across the continent.

Enhancing self-reliance and inclusion in countries of asylum

Building self-reliance through inclusion in national systems remains central to sustainable responses and to every durable solution. When refugees and host communities can access education, health care, employment and social protection through national and community systems, they gain the stability and skills needed for return, resettlement or local integration. For governments, inclusive approaches strengthen public services, boost local economies and reduce the need for parallel humanitarian structures.

In 2026, UNHCR will continue supporting governments to move from camp-based and humanitarian delivery models to nationally led, area-based approaches that link humanitarian assistance with development and private-sector initiatives. This work helps ensure that refugees are included in national plans, budgets and service delivery from the outset of a response.

This shift is already under way in many countries. For example, in **Kenya**, the Shirika Plan is transforming camps into integrated settlements; in **Ethiopia**, legal reforms under the Makatet Roadmap are opening access to jobs and education; and in **Zambia** and **Mauritania**, refugees are being included in national services and local economies. In **Chad**, inclusion in national health systems — supported by development and private sector partners — has strengthened national services and achieved cost efficiencies. Elsewhere, from **Ecuador** to **Uganda**, financial and economic inclusion initiatives are enabling refugees to open bank accounts, access credit, and build businesses, particularly women and young people.

See also
Related regional summaries and operational planning
Outcome Area 13 Self-reliance, economic inclusion and livelihoods
Outcome Area 9 Sustainable housing and settlements
Outcome Area 10 Healthy lives
Outcome Area 11 Education
Outcome Area 12 Clean water, sanitation and hygiene

HIGHLIGHT

The triple win of inclusion

In **Chad**, aligning refugee and host populations with national health services cut delivery costs by 20% while expanding coverage for all, whilst in **Poland** early inclusion of refugees in national systems enabled them to meet 80% of their needs within two years, significantly reducing pressure on social services. This goes a long way to proving that when refugees and IDPs are included in national services and labour markets, three groups benefit:

- Displaced people gain dignity, skills and independence.
- Host communities see stronger services and local economies.
- Donors reduce the need for costly, long-term humanitarian assistance.

Strategic partnerships and enablers

Advancing sustainable responses requires bridging humanitarian and development action from the outset so that short-term aid contributes to long-term inclusion, resilience, and stronger national systems. In 2026, UNHCR will continue aligning refugee response plans with national development strategies, UN Sustainable Development Cooperation Frameworks, and disaster risk reduction plans, while expanding joint planning and monitoring with governments, development actors, and the private sector. Development financing currently represents about one third of international support for displacement contexts, with mechanisms such as the World Bank's IDA Window for Host Communities and Refugees and the Global Concessional Financing Facility channelling predictable, multi-year resources to both displaced and host communities.

Bilateral donors and development agencies complement this through direct assistance, technical expertise, and targeted investments. However,

as global budgets tighten, these resources are expected to come under increasing pressure. Going forward, greater donor coordination and delivery through national systems will be essential, as will the focus on policies and practices that enable self-reliance.

Timely, reliable socioeconomic data and evidence is considered a fundamental enabler of UNHCR's sustainable response approach. The statistical inclusion agenda – including through the support of the World Bank-UNHCR Joint Data Center – is leading to more government-owned data on forced displacement that helps to inform policy dialogue and development programming. The Joint Data Center has supported 22 countries on forced displacement statistics and is expanding to five more countries in 2026.

See also
Related regional summaries and operational planning
Focus Area on Engaging with development actors
Focus Area on Accountability to affected people
Enabling Area on External engagement.

Building sustainable responses also depends on strong partnerships across the UN system, local authorities, communities, and the private sector. Resident Coordinators have already helped advance refugee inclusion in planning and service delivery in contexts like **Iraq** and **Kenya**. Refugee-, women- and community-led organizations are playing an increasing role in shaping programmes. At the same time, private sector engagement is also creating new opportunities: from Mastercard Foundation's work on livelihoods in Africa, to IFC–UNHCR initiatives that expand access to financial services, agriculture, and small business opportunities for refugees and host communities. Looking ahead, extending such investment into areas of return will be vital to ensure reintegration is not only safe but also sustainable.

HIGHLIGHT

Smart investment, lasting impact

Sustainable responses require upfront investment, but the payoff is clear:

- At the 2023 Global Refugee Forum, 36 countries pledged to include forcibly displaced and stateless people in national statistics. This commitment, co-led by the World Bank – UNHCR Joint Data Center,[1] has enabled governments to generate accurate data for effective planning and resource allocation, improving the impact of investments
- Strategic engagement with the Mastercard Foundation has expanded access to financial services, employment, and value chains for refugees and host communities in Africa.

1 Also co-led by the Republic of Djibouti, represented by Institut National de la Statistique de Djibouti (INSTAD) and the Expert Group on Refugee, IDP and Statelessness Statistics (EGRISS)

Challenges and risks

The challenges ahead are profound but UNHCR's vision is clear: sustainable responses protect people today, while laying the groundwork for solutions tomorrow. By aligning humanitarian aid with national systems, mobilizing development financing, and ensuring displaced communities are agents of their own future, these approaches deliver lasting and cost-effective impact. Every investment in sustainable responses reduces long-term aid dependency, strengthens host communities, and unlocks the human potential of refugees, IDPs, and stateless people.

These approaches, while cost-effective and beneficial in the long term – promoting self-reliance, stronger institutions, and reduced aid dependency – require upfront investment and time. Yet the global funding landscape is tightening: preliminary OECD data show a 9% drop in Official Development Assistance (ODA) in 2024, with projected declines of 9–17% in total ODA and 21–36% in humanitarian financing for 2025. Development resources, which already account for only about one third of support to displacement contexts, face mounting pressure. With displacement expected to rise, failure to scale these approaches could lock millions into protracted dependency.

Jamil Bassam, 41, a Syrian refugee who fled the conflict in his country with his wife and three children, bakes cookies in his Pastry and Bakery shop in Bishoftu town after the Ethiopian Government allowed the refugees to have access to health care, education, and business licenses through the FAYDA ID system. © UNHCR/Tiksa Negeri

The Global Compact on Refugees

Turning commitments into impact

In 2026, the Global Compact on Refugees (GCR) enters a pivotal phase ahead of the next Global Refugee Forum (GRF) in 2027. Building on the momentum of the GRF Progress Review 2025, the year will focus on accelerating action toward the Compact's four objectives. This includes delivering on the pledges made at past Forums and developing new commitments that respond to emerging challenges. The Compact remains a practical blueprint for sharing responsibility more fairly and for helping refugees rebuild their lives while supporting the communities that host them.

The GRF Progress Review is a key moment to take stock, identify where progress is stalling, and steer efforts toward greater impact ahead of the Forum in 2027. While challenges persist, progress over the past years has been significant: of more than 3,400 pledges made, around 60% are either fulfilled or in progress. Encouraging developments include new financial commitments, advances in economic inclusion, education, health and climate action, and progress on protection priorities such as asylum capacity, statelessness and child protection. Notably, economic inclusion and social protection have expanded with at least 10 countries, including Armenia, Mexico, Rwanda, South Sudan and Rwanda, making significant strides in adopting and strengthening laws and policies to promote inclusion and resilience. Similarly, health inclusion has been enhanced in 11 out of 15 target countries, with thousands of refugees included and supported through national health systems in Cameroon, Kenya, Mauritania, Morocco and others. Regional Support Platforms are also showing tangible results, though unevenly across contexts.

Momentum is growing across all levels of engagement. Governments, UN Country Teams, cities, civil society, and the private sector are increasingly working together to support inclusion and service delivery. Refugees themselves are gaining a stronger voice through advisory mechanisms and regional networks. These collective efforts reaffirm the GCR's value as a platform for coordination, accountability and shared progress.

In 2026, UNHCR will continue to drive this agenda forward – championing whole-of-society engagement, supporting evidence-based policymaking through the GCR Indicator Report, and helping partners translate commitments into measurable impact. The Compact remains a vital framework for aligning humanitarian, development, and peacebuilding efforts, mobilizing predictable, multi-year investments, and fostering coherent national responses.

As convener and catalyst, UNHCR will help shape new pledges, strengthen partnerships, and ensure that existing commitments turn into real results on the ground. Success will depend on sustained political will, adequate financing, and meaningful inclusion of refugees and stateless people in shaping policies and solutions that affect their lives. The GCR continues to be central to this vision – proving that shared responsibility and solidarity can deliver lasting change.

Franches, 18, a South Sudanese refugee and single mother in Biringi, Democratic Republic of the Congo, farms to secure her child's future. UNHCR promotes refugee self-reliance through empowerment projects and start-up funds so that refugees can become independent. © UNHCR/Blaise Sanyila

Outcome Areas

Outcome Area 1

UNHCR launched a self-renewal service via kiosks, making it easier and faster for refugees in Jordan to update their information and renew their documents. Lubna Zeineh from UNHCR registration staff conducts an iris scan for Hamza Al-Homsi, a 9-year-old Syrian refugee using the kiosk system. © UNHCR/Shawkat Alharfoush

Access to territory, registration and documentation

Ensuring refugees and asylum-seekers can cross borders safely, access asylum, and that displaced and stateless persons and persons at risk of statelessness can obtain legal identity documentation.

UNHCR's role and partnerships

UNHCR's primary role is securing international protection by ensuring that refugees and asylum-seekers can access territory and that forcibly displaced and stateless people can register and obtain documents. The prevention and response to refoulement is essential. This is the cornerstone of international protection and UNHCR's mandate responsibilities. UNHCR works closely with authorities and partners to strengthen national capacities for registration and documentation, promoting processes that are inclusive, secure, and consistent with international protection standards.

CORE OUTPUT INDICATORS*

Number of people registered on an individual basis

2026 Target:

4.2 million refugees and asylum-seekers

2024 Result: **2.7 million** refugees and asylum-seekers

Number of people supported to obtain civil status, identify or legal status documentation

2026 Target:

8.6 million people
(including 5.6 million refugees and asylum-seekers, 2.6 million IDPs and 230K stateless people)

2024 Result: **4.6 million** people
(including 4.3 million refugees and asylum-seekers, 152K IDPs and 62K stateless people)

*In 2024, the results reflect what we were able to achieve with the funding available. The 2026 targets show what we aim to accomplish if we secure the funding requested in this Global Appeal.

Key actions

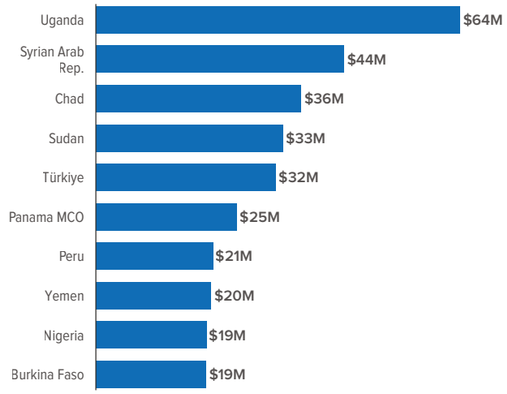
- UNHCR will ensure refugees and asylum-seekers are individually **registered in comprehensive data systems**. For example, in **Nigeria**, the goal is for all refugees and asylum-seekers to be registered with biometric data in the PRIMES ecosystem. Similarly, **Uganda** is working to make its registration system interoperable with other data systems while ensuring continued alignment with protection principles. At a global level, UNHCR is also developing the Digital Gateway, allowing for increased self-service and in the longer run for increased efficiencies and reduced costs related to registration.
- UNHCR will reinforce the **capabilities of government bodies** to manage asylum and protection procedures. In **Panama MCO**, the goal is for governments to have strengthened capacity on asylum and other legal stay arrangements.
- UNHCR will assist authorities in providing essential **legal identity and civil documentation** to forcibly displaced and stateless people, and for persons at risk of statelessness. In **Nigeria**, activities will support government institutions in refugee-hosting areas to issue identity and civil documents within national timelines, with UNHCR providing strengthened capacities and tools.
- Provide **legal aid** so that forcibly displaced and stateless people have access to legal support and information about their rights. In **Ukraine**, individuals receive legal assistance to obtain essential documents supporting access to services and freedom of movement. In the **Panama MCO**, people in need of international protection receive legal information, guidance, and assistance through public and private legal service providers.
- UNHCR will continue monitoring **access to territory, collecting data, and coordinating protection responses**. In **Chad**, there is a focus on enhanced monitoring of access to territory and asylum procedures for Sudanese refugees. In **Sudan**, coordination mechanisms for protection monitoring and early warning systems will be strengthened.

GLOBAL NEEDS FOR OUTCOME AREA 1 IN 2026

$694 million I **-7%** vs 2025 current budget

Operations with the largest budgets

The total requirements for these 10 country operations is **$312 million** or **45%** of the global needs for this Outcome Area.



Other operations and HQs: $382 million or 55% of the global needs for OA1.
MCO: Multi-country office

- Ensure that asylum-seekers have safe and dignified **access to territory and adequate reception facilities**. In **Uganda**, UNHCR will strengthen reception centres with improved infrastructure. In **Peru**, the goal is for forcibly displaced people to have improved access to the territory and be made aware of their rights by receiving information and orientation at border and transit points.
- UNHCR will continue to **support stateless persons** and those at risk of statelessness to obtain civil status and identity documents and increase access to nationality by providing technical and legal assistance so stateless persons can apply for nationality. In **Thailand**, UNHCR will support efforts to ensure close to 500,000 stateless persons will have their nationality and legal status resolved.
- UNHCR will continue facilitating and expanding access to **localized, reliable, accessible and timely information** for people forced to flee. UNHCR currently connects people to services and assistance in over 148 countries and territories through its Help websites, which receive on average 13.5 million people annually, and which assist people with, for example, legal aid, asylum and partner information.

Challenges and risks

Limited access to territory, risk of refoulement and infrequent joint border monitoring continue to pose significant challenges. The major reductions in UNHCR registration staff and resources due to the financial situation have increased the resource constraints hindering sustained registration and documentation efforts, particularly in remote and inaccessible locations and for emergency responses. Delays in adopting policy and legal frameworks and institutional capacity limitations impede progress in registration and documentation in a high number of countries. A lack of political will in some contexts is hindering solutions to statelessness and continues to pose risks of new cases of statelessness. The reduction of protection staff will also result in a scaling back of technical assistance and support to governments to address statelessness.

EXAMPLE OF CORE OUTCOME INDICATOR TARGETS BY SELECTED OPERATIONS

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

Country	Population type	Baseline	Target
Bangladesh	Refugees and asylum-seekers	100%	100%
Dem. Rep of the Congo	Refugees and asylum-seekers	57%	85%
Egypt	Refugees and asylum-seekers	60%	65%
Sudan	Refugees and asylum-seekers	76%	100%
Malaysia	Refugees and asylum-seekers	77%	77%
Tunisia	Refugees and asylum-seekers	67%	88%

OUTCOME AREAS I ACCESS TO TERRITORY, REGISTRATION AND DOCUMENTATION

Refugees renew or obtain UNHCR certificates at Baherka Registration Centre in Erbil, Iraq which are key for applying for legal documents and gaining access to public services. © UNHCR/Rasheed Hussein Rasheed

Outcome Area 2

Matin, a 20-year-old refugee from Afghanistan, on his way to work in Sarajevo, Bosnia and Herzegovina. He arrived in Bosnia and Herzegovina in 2022 and was granted international protection in 2023, enabling him to stay and access basic rights.
© UNHCR/Vanja Cerimagic

Status determination

Supporting governments to develop and strengthen asylum systems and ensure fair and efficient status determination, including statelessness determination procedures.

UNHCR's role and partnerships

UNHCR works with authorities to strengthen national asylum systems. It also conducts refugee status determination under its mandate where it has a clear impact, ensuring fairness, efficiency and system integrity. In line with its Strategic Approach to Strengthening National Asylum Systems, it works with governments, civil society, forcibly displaced people and many other stakeholders to improve procedures, enhance sustainability and uphold international standards. Robust asylum systems are an integral part of sustainable responses, ensuring timely access to protection, legal status, and essential services.

CORE OUTPUT INDICATORS*

Number of countries where UNHCR has provided capacity development support to strengthen the national status determination system(s), in accordance with international standards

2026 Target:

88 countries

2024 Result: **101 countries**

*In 2024, the results reflect what we were able to achieve with the funding available. The 2026 targets show what we aim to accomplish if we secure the funding requested in this Global Appeal.

Key actions

- In many contexts, as an integral part of a comprehensive, route-based approach to mixed and onward movement, UNHCR will prioritize strengthening **national asylum systems and improving refugee status determination procedures** so refugees can quickly access life-saving protection and those without international protection are quickly identified and can be returned or referred to other migratory pathways. This involves providing technical support to governments to help them manage asylum applications through fair and efficient processes tailored to their caseloads in countries like **Mexico**, **Türkiye** and **Uganda**.
- Ensure people seeking asylum can access **free legal services and information**. This work, taking place in countries such as **Ecuador** and **Guatemala**, involves providing guidance and support throughout the asylum process, informing people about their rights and obligations, which also enhances the efficiency of the process.
- Advocate for and support the assumption of **State responsibility for refugee status determination** in countries such as **Egypt** through a structured and gradual transition.
- As part of a comprehensive, route-based approach, UNHCR will assist authorities in responding to people moving along key **mixed movement routes** such as in West and Central Africa and the East and Horn of Africa by reinforcing asylum capacity to ensure prompt recognition of refugee status and to facilitate the referral of those migrants who are fairly and finally rejected to other services or returned to their country of origin.
- **Strengthen the capacity of status determination personnel** in countries such as **Ecuador** and **Uganda**. UNHCR will provide comprehensive training on refugee status determination procedures, protection principles, and the needs of vulnerable groups, including children, survivors of violence, and older persons, to ensure fair and high-quality RSD processes.

Challenges and risks

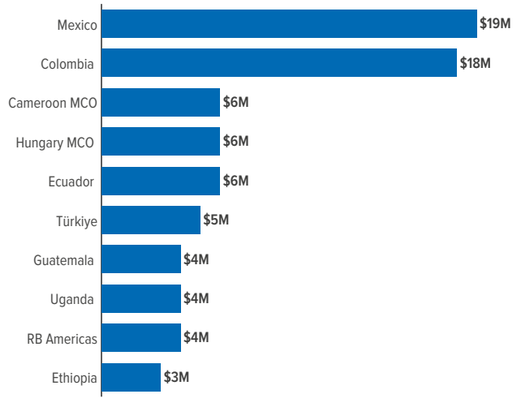
A primary challenge for 2026 is the strengthening of national asylum systems to ensure they are fair and efficient and function with integrity. A significant risk is that systems will remain strained by large backlogs of asylum applications, a problem exacerbated by inadequate funding, a shortage of human resources, and insufficient infrastructure. Another key challenge is the transition of responsibilities to national governments, many of which still rely heavily on UNHCR's financial and technical support and need to build the capacity to manage asylum procedures independently. Furthermore, a lack of legal and migratory pathways for migrants puts additional strain on asylum systems, as they are increasingly used by people without international protection needs to obtain legal stay.

GLOBAL NEEDS FOR OUTCOME AREA 2 IN 2026

$155 million | -23% vs 2025 current budget

Operations with the largest budgets

The total requirements for these 10 country operations is **$74 million** or **48%** of the global needs for this Outcome Area.



Other operations and HQs: $81 million or 52% of the global needs for OA2.
RB: Regional Bureau | MCO: Multi-country office

EXAMPLE OF CORE OUTCOME INDICATOR TARGETS BY SELECTED OPERATIONS

2.1 Average processing time (in days) from registration to first instance asylum decision

Country	Population type	Baseline	Target
Colombia	Refugees and asylum-seekers	1,345	620
Ecuador	Refugees and asylum-seekers	298	180
Guatemala	Refugees and asylum-seekers	420	410
Hungary	Refugees and asylum-seekers	120	120
Slovenia	Refugees and asylum-seekers	174	150
Uganda	Refugees and asylum-seekers	389	389

Outcome Area 3

After fleeing twice and losing her land documents, Mary returned to Hai Matar in South Sudan. With support from the European Union, UNHCR and partners, she reclaimed her family's land and built a new home. The housing, land and property project helps displaced families secure shelter and resolve land issues through legal aid and peaceful solutions. © UNHCR/Reason Moses Runyanga

Protection policy and law

Promoting the rights of refugees and stateless people by working with States to develop and implement laws and policies that align with key international conventions.

UNHCR's role and partnerships

UNHCR promotes and advocates for inclusive law and policy frameworks, legal reform and alignment with international standards on the protection of refugees and stateless persons. It works with legislative actors, policy makers, judges, civil society and other practitioners, and academia to influence law and policy.

Key actions by UNHCR

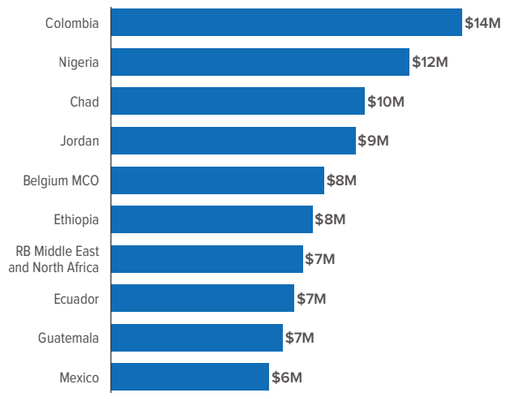
- Enhance State law and policy frameworks towards their alignment with **international standards** as a primary focus and core mandate activity of UNHCR. This involves improving the legal framework in **Nigeria** to allow refugees and IDPs better access to protection services, and strengthening the national legal and regulatory framework in **Ethiopia**. In **Guatemala**, work will focus on aligning regulatory frameworks and public policies with international human rights standards. In **Kenya** and **Lebanon**, efforts include technical advice to the governments to better align nationality laws with the international standards to prevent and resolve cases of statelessness.
- **Mark the 75th anniversary of the 1951 Convention relating to the Status of Refugees**. This will involve global engagement with stakeholders on reinvigorating the multilateral framework for the protection of refugees, including by updating and consolidating UNHCR's legal interpretative guidance on refugee protection relevant for countries across the globe.
- **Strengthen national and local State systems and institutions** to improve responses for forcibly displaced and stateless people. This includes UNHCR providing multisectoral support to government bodies in **Colombia**, offering capacity development for government institutions in **Jordan**, and supporting institutional capacity-building in **South Sudan**. The capacity of national and local stakeholders in **Ethiopia** will also be strengthened to implement legal and policy frameworks of refugees, IDPs and stateless persons.
- Strengthen the protection environment by promoting the **adoption and use of legal instruments**. This includes UNHCR advocacy for the adoption of relevant national legal instruments in **Chad** and supporting the domestic integration of international standards like the Kampala Convention in **Ethiopia**. At a **global level**, this includes the advancement of tools assisting States in implementing international instruments for the protection of forcibly displaced and stateless people and for the prevention and reduction of statelessness.
- Advocate for the rights of displaced and stateless people and for policies consistent with **human rights standards**. This includes conducting advocacy to address forced displacement in **Colombia** and strengthening advocacy for asylum-related issues and refugee rights in **Jordan**. At the **global level** this includes improving content and accessibility of Refworld and the Rights Mapping and Analysis Platform, including treaty and legislation dashboards covering refugees, internally displaced and stateless people.

GLOBAL NEEDS FOR OUTCOME AREA 3 IN 2026

$209 million | **-20%** vs 2025 current budget

Operations with the largest budgets

The total requirements for these 10 country operations is **$88 million** or **42%** of the global needs for this Outcome Area.



Other operations and HQs: $122 million or 58% of the global needs for OA3.
RB: Regional Bureau | MCO: Multi-country office

CORE OUTPUT INDICATORS*

Number of countries where UNHCR has engaged in legislative and judicial processes to strengthen laws and policies for the protection of refugees, IDPs, returnees and stateless people and/or the reduction and prevention of statelessness

2026 Target:

80 countries

2024 Result: **131 countries**

*In 2024, the results reflect what we were able to achieve with the funding available. The 2026 targets show what we aim to accomplish if we secure the funding requested in this Global Appeal.

Challenges and risks

In 2026, a primary challenge will be the continued effort to strengthen national legal, policy, and administrative frameworks to align them with international protection standards at a time when the multilateral legal framework is being severely tested. This includes domesticating international conventions, improving asylum procedures, preventing statelessness, and ensuring forcibly displaced and stateless people have access to rights. Persisting risks include barriers for forcibly displaced and stateless persons accessing legal aid and protection from violence, particularly due to institutional protection systems that remain fragmented and underfunded. A broader, overarching risk is the decline in State commitments to protection, which threatens to weaken the overall protection environment for displaced and stateless people.

EXAMPLE OF CORE OUTCOME INDICATOR TARGETS BY SELECTED OPERATIONS

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

Country	Baseline	Target
Colombia	Not yet aligned	Broadly aligned
Kenya	Not yet aligned	Broadly aligned
South Sudan	Progressing toward alignment	Broadly aligned
Lebanon	Not yet aligned	Progressing toward alignment
Uganda	Not yet aligned	Progressing toward alignment

Outcome Area 4

Ancila, a Burundian refugee and psychologist, stands alongside a UNHCR staff member during a gender-based violence sensitization session in northern Mozambique. Together, they hold a poster with key messages on protection from sexual exploitation and abuse.
© UNHCR//Isadora Zoni

Gender-based violence

Preventing and responding to gender-based violence by addressing root causes, strengthening quality and access to response services, and advocating for inclusion of refugee women and girls in national systems.

UNHCR's role and partnerships

UNHCR leads inter-agency coordination in refugee settings, and together with partners implements survivor-centred GBV prevention and response programming and conducts capacity building. UNHCR partners with national authorities, women-led organizations (including those led by displaced women), I/NGOs and UN entities to ensure access to life-saving GBV programming.

Key actions

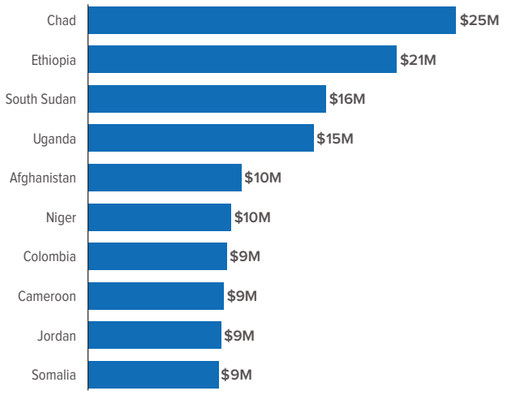
- UNHCR will provide **holistic response services for survivors** and persons at risk of gender-based violence, primarily women and girls. This involves ensuring timely and safe access to quality survivor-centred legal, psychosocial support (including case management) and health. This work is planned in refugee hosting countries like **Chad**, **Uganda** and **Jordan** and will be prioritized in emergency settings.

GLOBAL NEEDS FOR OUTCOME AREA 4 IN 2026

$262 million | **-21%** vs 2025 current budget

Operations with the largest budgets

The total requirements for these 10 country operations is **$133 million** or **51%** of the global needs for this Outcome Area.



Other operations and HQs: $129 million or 49% of the global needs for OA4.

- UNHCR will work to **prevent gender-based violence** by addressing its root causes, such as gender inequality and discriminatory gender norms. Activities include implementing evidence-based initiatives together with communities in places like **Ethiopia**, **Uganda**, **Somalia** and **South Sudan**.
- UNHCR will strengthen **engagement with local partners and institutions**. This is achieved through targeted engagement and capacity development where necessary. UNHCR will continue to engage with women-led organizations, including those led by displaced women. Examples of this work can be found in **Cameroon** and **Lebanon**.
- UNHCR will ensure strong **GBV coordination** in refugee settings. Together with partners UNHCR will provide a coherent, effective and coordinated response. This will be a focus in **Chad** and the **Republic of Moldova**.

Challenges and risks

Continued conflict and forced displacement create environments where women and girls in all their diversity are at higher risk of violence. Systemic gaps, such as fragmented or limited available response services and weak enforcement of legal frameworks and widespread impunity exacerbate risks. A critical concern is securing adequate and sustained funding, as limited financial support hinders the provision and expansion of lifesaving services for survivors of GBV, impacting their recovery. It also limits the capacity of operations to implement multi-year prevention programming.

In **Uganda**, 26 safe spaces were closed, and in **Ethiopia**, over 200,000 women and girls have lost access to GBV services.

In addition to increased resources, addressing these challenges will also require a sustained focus on strengthening national systems, enhancing community-based interventions and working with women-led organizations while maintaining strong coordination mechanisms.

CORE OUTPUT INDICATORS*

Number of people who benefited from specialized GBV programmes

2026 Target:

4.3 million people
(including 1.4 million refugees and asylum-seekers)

2024 Result: **1.7 million** people
(including 1 million refugees and asylum-seekers)

*In 2024, the results reflect what we were able to achieve with the funding available. The 2026 targets show what we aim to accomplish if we secure the funding requested in this Global Appeal.

EXAMPLE OF CORE OUTCOME INDICATOR TARGETS BY SELECTED OPERATIONS

4.3 Proportion of survivors who are satisfied with GBV case management services

Country	Population type	Baseline	Target
Chad	Refugees and asylum-seekers	81%	100%
Ethiopia	Refugees and asylum-seekers	95%	100%
Ethiopia	IDPs	84%	100%
Jordan	Refugees and asylum-seekers	94%	100%
Lebanon	Refugees and asylum-seekers	89%	90%
Pakistan	Refugees and asylum-seekers	81%	100%
Somalia	Refugees and asylum-seekers	93%	95%
Somalia	IDPs	85%	90%
Somalia	Returnees	72%	85%
South Sudan	Refugees and asylum-seekers	89%	76%
Uganda	Refugees and asylum-seekers	92%	95%

Protecting women and girls in South Sudan: the Slaight Family Foundation's impact

© UNHCR/Reason Moses Runyanga

The Slaight Family Foundation is helping UNHCR protect women and girls in South Sudan, where funding cuts have put 75% of Women and Girls' Safe Spaces at risk. Through a three-year partnership, the Foundation's support will help keep these safe spaces open, provide dignity kits to over 3,000 women, and strengthen essential staffing and training. This collaboration will ensure life-saving services continue, offering safety, dignity and hope to some of the most at-risk women and girls facing one of the world's most severe humanitarian crises.

UNHCR works in Haiti with local partners including NGOs and community groups to raise awareness on gender-based violence and HIV. © UNHCR/Juan Pablo Terminello

Outcome Area 5

After losing their home in a missile strike, a Ukrainian foster family relocated from Kherson to Odesa. With State support, they moved into a new permanent home in December 2024. © UNHCR/Oleksii Barkov

Child protection

Protecting forcibly displaced and stateless children from abuse, neglect, exploitation, violence, and family separation, through strengthening child protection systems, promoting coordinated interventions, and solutions in children's best interests.

UNHCR's role and partnerships

UNHCR establishes global policies and guidance to ensure that protection of refugees and stateless children aligns with international legal framework and standards. UNHCR coordinates refugee child protection and advocates upholding their rights in being protected from violence, including along the routes to safety. UNHCR collaborates with States, UN agencies, partners and global inter-agency child protection platforms.

CORE OUTPUT INDICATORS*

Number of children and caregivers who received child protection services

2026 Target:

1.7 million children and caregivers
(including 1.4 million refugees and asylum-seekers)

2024 Results: **1.5 million** children
(including 1.2 million refugees and asylum-seekers)

*In 2024, the results reflect what we were able to achieve with the funding available. The 2026 targets show what we aim to accomplish if we secure the funding requested in this Global Appeal.

Key actions

- UNHCR will work with host States to promote the inclusion of refugee and stateless children in **national child protection systems**. In **Ethiopia**, UNHCR and the authorities are including refugee children in the national digital identification system. In **Niger** and **Chad**, collaboration with Civil Registration and Justice Ministries enhances birth registration and legal identity for displaced and stateless children.
- Strengthen the operationalization of child protection within **the route-based approach**, improving cross-border case management and referrals for refugee children in mixed movements. In **West Africa**, UNHCR works with ECOWAS, IOM and UNICEF to prevent family separation and trafficking.

- In the **East and Horn of Africa**, regional coordination supports identification and case follow-up for unaccompanied and separated children moving across borders, including between **Sudan**, **Ethiopia** and **Uganda**.
- Progressively transition UNHCR's Best Interests Procedures (BIP) to **national systems**. UNHCR will support partners in implementing BIP where gaps persist while supporting national authorities to adopt child-sensitive procedures. In **Egypt**, UNHCR trains government staff from the National Council for Childhood and Motherhood and Ministry of Social Solidarity and establishes referral pathways. In **Ethiopia**, UNHCR is reducing direct case management while enhancing national and community-based mechanisms.
- UNHCR will build the **capacity of local and refugee-led organizations** to deliver community-based child protection, and psychosocial support. In **Lebanon** and **Uganda**, partnerships with NGOs and refugee-led organisations enhance child-friendly spaces, peer support networks, and referral mechanisms, ensuring community ownership and early identification of children at risk.
- **Prevent and respond to violence against children,** with a focus on child marriage, sexual violence, and trafficking. In **Afghanistan**, women and girls' centres provide integrated GBV and child protection services. In **Cameroon** and **Ethiopia**, multisectoral coordination addresses child marriage and exploitation through education, livelihoods, and protection linkages.

EXAMPLE OF CORE OUTCOME INDICATOR TARGETS BY SELECTED OPERATIONS

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

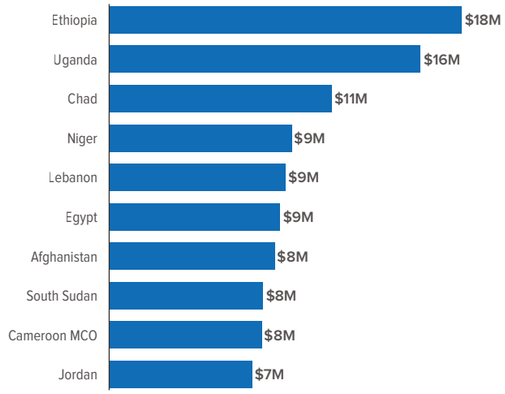
Country	Population type	Baseline	Target
Chad	Refugees and asylum-seekers	100%	100%
Egypt	Refugees and asylum-seekers	21%	65%
Ethiopia	Refugees and asylum-seekers	56%	67%
Lebanon	Refugees and asylum-seekers	82%	95%
South Sudan	Refugees and asylum-seekers	40%	85%
Uganda	Refugees and asylum-seekers	85%	100%

GLOBAL NEEDS FOR OUTCOME AREA 5 IN 2026

$197 million | -12% vs 2025 current budget

Operations with the largest budgets

The total requirements for these 10 country operations is **$102 million** or **52%** of the global needs for this Outcome Area.



Other operations and HQs: $94 million or 48% of the global needs for OA5.
MCO: Multi-country office

Challenges and risks

In 2026, implementation will be challenged by a reduced UNHCR field presence and the loss of specialized child protection expertise, as funding declines and humanitarian space shrinks. Already, as of mid-2025 UNHCR faced a 35% funding cut to child protection programming, resulting in a significant drop in the number of children and caregivers receiving child protection services compared to the same period in 2024.

With children representing over 40% of displaced populations worldwide, increasingly complex crises outpace available resources, limiting UNHCR's ability to respond to children's needs. Hard-won gains risk being reversed, as efforts to strengthen national systems, build social service capacity, and sustain child protection programming are scaled back. As resources shrink and displacement grows, reductions in basic services including education, shelter and livelihoods, will disproportionately affect the protection of children, heightening their vulnerability and undermining family resilience. Without renewed investment in child protection, millions of children risk losing essential protection and access to solutions.

Ali, a Syrian refugee, was arrested in March 2025 in Baghdad, Iraq, when his documents weren't recognized. With legal aid from Raghad, a lawyer from UNHCR's partner IRC, he was released after three days and continues to receive legal assistance.
© UNHCR/Lilly Carlisle

Outcome Area 6

Safety and access to justice

Providing legal assistance to individuals and families to support access to rights and justice, prevent arbitrary detention while promoting alternatives to detention, and addressing protection risks related to security, crime, trafficking and smuggling.

UNHCR's role and partnerships

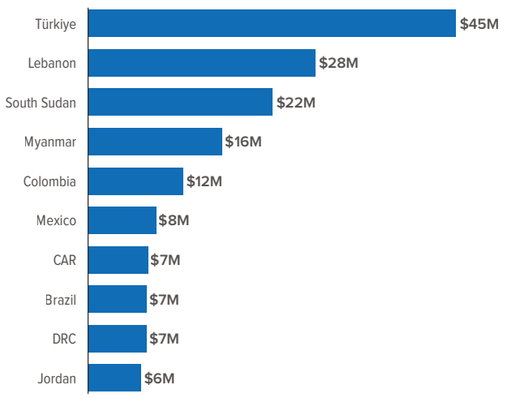
UNHCR strengthens access to justice for displaced populations and stateless persons by facilitating legal assistance and promoting inclusion in national justice systems. It partners with bar associations, Ministries of Justice, judicial bodies, legal NGOs, community-led organizations and human rights defenders. These partnerships work to advance justice via training, protection monitoring and immigration detention monitoring, alternative to detention, strategic litigation, court interventions, and access to multisectoral services to enhance safety and protection of forcibly displaced and stateless people from abuse and exploitation.

GLOBAL NEEDS FOR OUTCOME AREA 6 IN 2026

$237 million | **-27%** vs 2025 current budget

Operations with the largest budgets

The total requirements for these 10 country operations is **$159 million** or **67%** of the global needs for this Outcome Area.



Other operations and HQs: $78 million or 33% of the global needs for OA6.
CAR: Central African Republic | DRC: Democratic Republic of the Congo

Key actions

- **Provide legal assistance, counselling, and representation** to help refugees and asylum-seekers understand their rights and access remedies. For example, in **Ethiopia**, the focus is on detention monitoring, provision of free legal assistance, supporting housing, land and property (HLP) rights and awareness raising on a range of legal rights; while in **Mexico**, the goal is to ensure forcibly displaced people have access to legal assistance to obtain documentation and essential services.
- UNHCR will strengthen the **capacity of national institutions** to assist forcibly displaced and stateless people. This involves providing technical knowledge and support to government bodies and justice sector actors. In **Colombia**, this means working with State authorities to better protect displaced, returnees and stateless people and reduce risks and rights violations. In **Costa Rica**, it involves enhancing the capacity of relevant institutions to support effective access to asylum and recognition of refugees' rights. As part of UNHCR's supervisory mandate, it will continue to act as an amicus/third party intervener in Courts to ensure the proper interpretation of international refugee law.
- **Monitor and assess the safety and protection** situation of refugees, internally displaced people, and returnees. UNHCR helps identify protection risks and address human rights abuses. UNHCR's activities in **South Sudan** focus on identifying individuals and communities most at risk, enabling tailored responses that promote their safety and uphold their rights. In the **Democratic Republic of the Congo**, community-based mechanisms are used by UNHCR to gather information on human rights abuses and to implement response, prevention, and risk mitigation measures.
- Ensure displaced and stateless people have **access to timely and accurate information** about their rights and available services. This is done through awareness-raising campaigns and dedicated communication channels. In **Brazil**, this includes awareness-raising activities with communities to enhance access to rights. In **Türkiye**, the focus is on supporting Bar Associations to provide legal aid to refugees to access rights and remedies as well as on facilitating access to legal assistance for Syrian refugees wishing to return, in order to help them resolve legal issues prior to departure.
- UNHCR will assist people at risk or in **immigration detention**, advocate alternatives to their detention, and advocate ending detention of children for reasons related to their legal or migratory status or that of their parents. This includes addressing the legal needs of those detained, working to identify those with specific needs and preventing arbitrary detention while promoting alternatives and freedom of movement. In **Jordan**, this involves advocating the release of individuals from detention and promoting alternative measures. In **Lebanon**, UNHCR's work focuses on addressing the legal needs of most vulnerable categories of detained individuals, with children as a primary concern for interventions.
- Address the safety, protection and assistance needs of people affected by **trafficking and irregular onward movements**. In **Bangladesh**, UNHCR works to foster a safer environment and address the increasing vulnerability of Rohingya refugees to abuse, exploitation and trafficking. In **Ethiopia**, UNHCR engages refugee communities to raise awareness of rights and protection risks, including those associated with irregular onward movements, and facilitate access to support.
- UNHCR is supporting stateless persons and persons at risk of statelessness with legal assistance in **Dominican Republic**, **Lebanon**, **Mauritania**, and **Thailand**.

CORE OUTPUT INDICATORS*

Number of people who received legal assistance

2026 Target:

2.4 million people
(including 1 million refugees and asylum-seekers and 565K returnees)

2024 Results: **1.4 million** people
(including 818K refugees and asylum-seekers and 233K returnees)

*In 2024, the results reflect what we were able to achieve with the funding available. The 2026 targets show what we aim to accomplish if we secure the funding requested in this Global Appeal.

Challenges and risks

Refugees and asylum-seekers face increasing protection needs amid limited institutional capacity and worsening social and legal environments. Rising displacement, ongoing conflicts, and economic pressures are expected to deepen vulnerabilities among forcibly displaced and stateless people, particularly women, children and those with specific needs. Key risks include restricted access to justice and legal remedies for forcibly displaced and stateless persons due to weak national systems, documentation gaps, and restrictive policies; shortages in protection services, exposure to gender-based violence and trafficking, especially in mixed and onward movement and protracted situations; overcrowded or unsafe detention conditions; and challenges related to inclusion into national service systems. Coordination gaps among humanitarian actors, governments and local institutions, compounded by limited resources, may further hinder timely, inclusive and sustainable protection responses.

UNHCR–LG CNS partnership harnesses AI to empower asylum-seekers' legal claims

© LG CNS

In 2025, UNHCR and LG CNS launched a strategic partnership to create the Republic of Korea's first AI-powered legal drafting tool for refugee lawsuits. Through the RELAIT project, LG CNS is providing over $1.5 million in pro bono technical expertise to help asylum-seekers present their cases more effectively in court. This innovation addresses a critical gap in legal representation for refugees in the Republic of Korea, empowering pro bono lawyers and advocates to submit clear, comprehensive court documents and improving access to justice and protection for people forced to flee. UNHCR looks forward to building on this collaboration and promoting legal technology as a global best practice for refugee rights.

A Syrian refugee mother receives legal counselling from a UNHCR partner lawyer in Gawilan Refugee Camp, Duhok Governorate. In Iraq. Legal support for refugees includes counselling, awareness sessions, and representation in court.
© UNHCR/Rasheed Hussein Rasheed

Outcome Area 7

In Ban Mai Nai Soi refugee camp, Thailand, Karenni women refugees from Myanmar take part in a weaving training led by WEAVE NGO. The initiative helps preserve traditional artisan skills while promoting refugee women's empowerment and sustainable livelihoods. © UNHCR/Beatriz Huélamo

Community engagement and women's empowerment

UNHCR promotes active and meaningful participation of displaced and stateless communities in decisions that affect them. It fosters two-way communication and collaboration through grassroots networks, women's groups, refugee-led and community-based organizations, outreach volunteers, and other local partners. These efforts ensure programmes reflect community priorities and capacities and foster peaceful coexistence.

UNHCR's role and partnerships

UNHCR promotes the meaningful participation and leadership of forcibly displaced and stateless people, gender equality, and community-based protection outcomes by engaging with community structures and supporting empowerment initiatives, while applying an age, gender and diversity approach to this work, in line with its policies and commitments. Through community-based protection, UNHCR works to ensure that communities are not only consulted but actively shape protection strategies and solutions.

This includes partnering with local authorities, women's organizations, and organizations led by refugees, IDPs, returnees and stateless people.

UNHCR is committed to enhancing funding and support for local organizations, and strengthening their capacity, particularly organizations led by refugee and other forcibly displaced women. UNHCR will actively participate in inter-agency initiatives supporting localization in general and women-led organizations in particular, including with strong presence and advocacy role in pooled funding initiatives such as chairing the Women Peace and Humanitarian Fund (WPHF).

Key actions

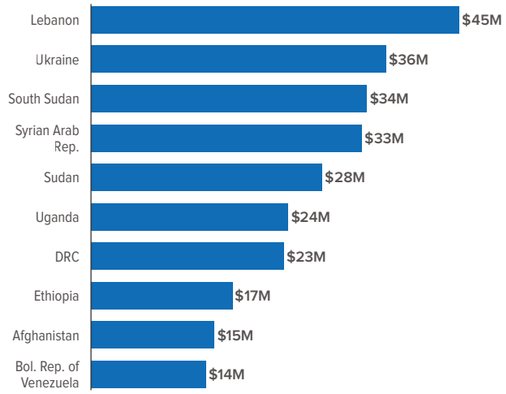
- **Strengthen community participation and self-management**. UNHCR will support community networks and leadership structures so that displaced people can meaningfully participate in and influence decisions that affect their lives. This work will be carried out in places like **Colombia**, the **Democratic Republic of the Congo** and the **Syrian Arab Republic**.
- **Systematically engage communities t**o identify their protection risks, capacities, and proposed solutions, to inform responses. UNHCR will work to ensure that women, men, girls and boys of diverse backgrounds are systematically consulted to identify their protection needs and their concerns are at the centre of UNHCR strategies and activities. The analysis of this information helps shape evidence-based activities and is shared with partners in places like **Afghanistan** and **Ukraine**.
- **Promote and strengthen community-led protection strategies** that respond to risks and priorities identified by affected communities. This will support locally driven initiatives to address harmful practices and advance inclusion and non-discrimination.
- **Support peaceful coexistence projects** that strengthen social cohesion and reduce tensions among displaced populations as well as with the communities that host them, with activities planned in **South Sudan** and **Uganda**.

GLOBAL NEEDS FOR OUTCOME AREA 7 IN 2026

$497 million | -18% vs 2025 current budget

Operations with the largest budgets

The total requirements for these 10 country operations is **$269 million** or **54%** of the global needs for this Outcome Area.



Other operations and HQs: $228 million or 46% of the global needs for OA7.
DRC: Democratic Republic of the Congo

Women-led organization enhances participation and access to assistance for refugees at heightened risk

© UNHCR/Xavier Bourgois

In Mbera refugee camp in Mauritania, a women-led organization, *Comité des Femmes Ressources*, which gathers women community leaders from diverse backgrounds and age groups, plays a pivotal role in advancing inclusive participation of groups at higher risk of discrimination and exclusion, particularly women, children, older persons and persons with disabilities. The organization regularly engages community members through consultations, awareness-raising activities and outreach initiatives to identify protection risks and agree on actions to address them. Through increased participation of marginalized groups in the identification and design of responses to prevent child labour, child marriage, gender-based violence (including female genital mutilation), and improved access to available camp services, *Comité des Femmes Ressources* contributed to improve the protection environment for groups at risk

- Improve access to communication channels and **feedback and response systems**, thus ensuring refugees receive timely and accurate information about their rights and available services. This will also facilitate better responses to community feedback and complaints, thereby improving humanitarian responses and enhancing trust. Countries such as **Iraq**, which will be piloting the Digital Gateway Contact Centre Solution, UNHCR's corporate feedback and response tool, will be a focus for these types of activities.
- UNHCR will support **inclusive programmes** so that people with disabilities and other groups at risk of exclusion can access services and fully participate in community life. These focused inclusion activities will continue and expand in places like **Ethiopia** and **Pakistan**.
- Across operations UNHCR will work to promote the equal and meaningful **participation of forcibly displaced and stateless women** in decision-making processes. To achieve this, UNHCR will implement initiatives aimed at strengthening women's inclusion and representation in leadership structures and community governance mechanisms across humanitarian responses.
- UNHCR will continue to ensure that forcibly displaced and stateless women and girls have **equal access to individual registration and documentation, livelihoods opportunities, education, and health**, thereby further enhancing their protection, access to rights, and opportunities for self-reliance, in line with UNHCR's commitments to women and girls included in its AGD Policy.
- UNHCR will continue engaging with and strengthening **women-led organizations**. This will in particular include those led by forcibly displaced and stateless women by expanding partnerships, supporting their capacity, and providing flexible, direct funding, in alignment with UNHCR's localization guidelines and the commitment towards the UN Gender Equality Acceleration Plan.
- UNHCR will work with organizations led by women affected by statelessness in advocacy efforts to **remove gender discrimination in nationality laws**.

CORE OUTPUT INDICATORS*

Number of people consulted through Participatory Assessments

2026 Target:

605,000 people
(including 363K refugees and asylum-seekers and 193K IDPs)

2024 Results: **263,300** people
(including 157K refugees and asylum-seekers and 88K IDPs)

Number of people who used UNHCR-supported feedback & response mechanisms to voice their needs/ concerns/feedback

2026 Target:

6.9 million people
(including 6.1 million refugees and asylum-seekers and 511K IDPs)

2024 Results: **4.3 million** people
(including 3.7 million refugees and asylum-seekers and 500K IDPs)

*In 2024, the results reflect what we were able to achieve with the funding available. The 2026 targets show what we aim to accomplish if we secure the funding requested in this Global Appeal.

EXAMPLE OF CORE OUTCOME INDICATOR TARGETS BY SELECTED OPERATIONS

7.3 Proportion of women participating in leadership/ management structures

Country	Population type	Baseline	Target
Ethiopia	Refugees and asylum-seekers	<50%	50%
Ethiopia	IDPs	<50%	50%
South Sudan	IDPs	<50%	50%
South Sudan	Refugees and asylum-seekers	<50%	50%
Uganda	Refugees and asylum-seekers	50%	50%
Ukraine	IDPs	50%	50%

Challenges and risks

The exclusion of vulnerable groups will remain a significant risk in 2026, highlighting the need to ensure the meaningful participation of women, youth, persons with disabilities, and other marginalized groups in decision-making processes that affect them, including with the support of their structures and organizations.

Promoting gender equality policies and initiatives, including in community leadership, remains a particular hurdle in regressive social contexts, while funding or capacity shortfalls could hinder UNHCR's support to local and community-based organisations, including those led by women, with negative repercussions on local ownership and sustainable interventions.

In resource-constrained environments, building and maintaining trust with communities can be more complex, particularly where unpredictable funding affects UNHCR and partners' presence and continuous engagement. Similarly, limited access to communities due to operational constraints, including restricted humanitarian access, may impact the frequency and depth of interaction. Resource constraints can also negatively affect the establishing and maintaining of effective, safe, and accessible feedback and complaint mechanisms to ensure accountability to affected populations.

Tensions between host and displaced communities will also be more difficult to mitigate, where UNHCR or other humanitarian and recovery partners cannot adequately support already strained local services and infrastructure.

Mapping protection services, enhancing information access, and promoting refugee-led organizations in Chad

© UNHCR/Ala Kheir

In eastern Chad, funding shortages have led to critical gaps in services for displaced communities. One major challenge is the lack of RLOs – refugee-led organizations – involved in humanitarian efforts, along with limited access to information. To help address this, a **multilingual digital app** – co-designed with local communities and adapted for connectivity challenges – will provide a central hub for service maps, newsletters, activity updates and other vital information, while also raising the profile of local RLOs. The app will empower refugees to access important resources, spread awareness about RLO-led activities, and promote community initiatives within the camps, ultimately supporting localization and improving the overall humanitarian response.

Outcome Area 8

At a UNHCR-supported transit centre in Pavlohrad, Ukraine, newly displaced people – many vulnerable and arriving with few belongings – receive clothing, cash assistance, hygiene kits, legal aid and psychosocial support from UNHCR and partners Proliska and Right to Protection. © UNHCR/Oleg Platonov

Well-being and basic needs

Providing cash assistance and in-kind and core relief items to meet the basic needs of forcibly displaced and stateless people.

UNHCR's role and partnerships

UNHCR ensures access to basic needs through cash assistance, and essential non-food items, prioritizing vulnerable populations. It partners with WFP, NGOs, and national social protection systems to deliver life-saving support.

Key actions

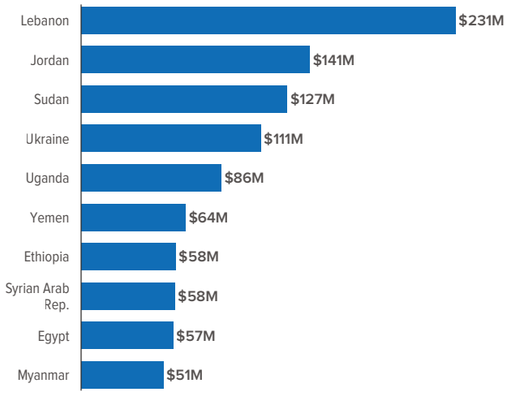
- UNHCR will provide **cash assistance in emergencies** for displaced people to meet urgent needs and ultimately contribute towards reducing harmful practices such as financially deprived people moving to poorer quality housing. UNHCR will give such assistance, for example in **Egypt, Lebanon, South Sudan, Ukraine and Yemen**, complementing government systems. Possessing a small amount of money will transform the lives of refugees but also returnees in such countries as **Afghanistan**, **Burundi** and the **Syrian Arab Republic**.
- UNHCR will ensure **cash assistance is secure, mostly digital, trackable and measurable**. This methodology also enables women's access to financial services. We will expand our award-winning cash delivery through blockchain technology, leveraging successes in **Afghanistan**, **Argentina** and **Ukraine**.
- UNHCR will lead **cash coordination** and maximize common cash arrangements with partners that reduce fees and increase efficiency.
- Efforts will also focus on **distribution of essential household items** to displaced individuals and families, where cash assistance is not possible or preferred. This includes support for newly displaced people in **Ethiopia** and providing items to internally displaced persons at heightened risk in **Sudan**.
- UNHCR will maintain **seven global stockpiles** and associated logistical capacity. This will see UNHCR remain ready to dispatch life-saving supplies anywhere in the world within 72 hours for up to 1,000,000 people in need.
- UNHCR will also enhance planning and proximity sourcing to **procure goods closer to the point of delivery,** as well as other sustainability initiatives to deliver more durable, sustainable and cost-effective items faster.
- UNHCR will deliver **targeted support for individuals with specific needs**, such as older persons, minorities, or those requiring specialized services. For instance, in **Sudan**, specific services will be provided for minorities and older persons of concern, and in the **Syrian Arab Republic**, returnees with specific needs will be identified and assisted or referred to required services.
- UNHCR will promote access to **cleaner and safer energy** for forcibly displaced people and host communities. In **Bangladesh** and **Chad**, this will entail facilitating access to safe and affordable cooking energy solutions for refugees, while in **Sudan**, efforts will focus on enabling refugees and asylum-seekers to transition to cleaner energy sources. In **Jordan**, UNHCR supports access to cleaner energy through cash-based programmes, helping refugees meet their fuel needs for both cooking and heating more safely and sustainably.

GLOBAL NEEDS FOR OUTCOME AREA 8 IN 2026

$1.581 billion | **-30%** vs 2025 current budget

Operations with the largest budgets

The total requirements for these 10 country operations is **$983 million** or **62%** of the global needs for this Outcome Area.



Other operations and HQs: $598 million or 38% of the global needs for OA8.

CORE OUTPUT INDICATORS*

Number of people who received cash assistance

2026 Target:

6.8 million people
(3.9 million refugees and asylum-seekers and 1.7 million IDPs)

2024 Results: **5.3 million** people
(including 2.8 million refugees and 1.5 million IDPs))

Number of people who received non-food items

2026 Target:

9.6 million people
(including 3.6 million Refugees and Asylum-seekers, 4.8 million IDPs and 745K returnees)

2024 Results: **6.0 million** people
(including 3.35 million refugees and asylum-seekers and 1.9 million IDPs)

Number of people supported with improved cooking options

2026 Target:

2.4 million refugees and asylum-seekers

2024 Results: **1.0 million** refugees and asylum-seekers

*In 2024, the results reflect what we were able to achieve with the funding available. The 2026 targets show what we aim to accomplish if we secure the funding requested in this Global Appeal.

EXAMPLE OF CORE OUTCOME INDICATOR TARGETS BY SELECTED OPERATIONS

8.2 Proportion of people with primary reliance on clean (cooking) fuels and technology

Country	Population type	Baseline	Target
Bangladesh	Refugees and asylum-seekers	98%	100%
Ethiopia	Refugees and asylum-seekers	5%	35%
Myanmar	Stateless persons	14%	25%
United Republic of Tanzania	Refugees and asylum-seekers	3%	17%
Uganda	Refugees and asylum-seekers	44%	70%

Challenges and risks

The number of forcibly displaced people requiring aid is expected to increase. Shrinking funds will force more targeted and prioritized assistance. Cuts to cash assistance will have potentially significant knock-on effects on people's choice of accommodation, the food they can buy, and the health care and education they can afford.

A significant operational risk involves logistical and supply chain constraints, including challenges in budgeting, infrastructure, and inventory management that can hinder the timely delivery of critical non-food items.

Furthermore, access to populations in need remains a critical challenge, necessitating strategic collaboration with local partners to overcome impediments.

In most countries where UNHCR works, the national governments' social protection programmes do not allow or are not sufficiently developed to take over even part of humanitarian assistance, prolonging the need for intervention.

Lastly, environmental pressures such as deforestation caused by overreliance on wood for fuel continue to pose a risk to both displaced and host communities, exacerbating climate vulnerability as well as increased exposure to protection and health risks.

From emergency aid to lasting resilience, IRUSA helps refugees rebuild their lives

© UNHCR/Miguel Pachioni

Islamic Relief USA (IRUSA) is a vital partner in UNHCR's global efforts to support refugees and displaced communities.

Together, we deliver urgent and long-term assistance to vulnerable families in countries like Afghanistan, Brazil, Colombia, Jordan, Mexico and Sudan. For example, in Brazil, IRUSA and UNHCR are working to help over 2,000 Afghan refugees overcome language barriers and access essential services, so they can rebuild their lives with dignity. Thanks to this partnership, thousands of families worldwide are receiving critical emergency aid and support for long-term resilience, livelihoods and self-reliance.

Outcome Area 9

At the Luakdong site in Gambella, Ethiopia, a South Sudanese refugee sets up the tallest pole of his family's tent using a UNHCR shelter kit. © UNHCR/Sona Dadi

Sustainable housing and settlements

Delivering emergency shelter, transitional and housing options resilient to extreme weather events for forcibly displaced people, as well as facilitating planning and development of settlements for them and their hosting communities.

UNHCR's role and partnerships

UNHCR supports forcibly displaced people through a range of settlement responses and housing options to foster resilient, inclusive communities. It does so in partnership with line ministries, UN-Habitat and other development actors as well as humanitarian partners and the cluster system, while placing affected communities at the centre of its responses.

Key actions

- UNHCR will continue providing **critical shelter** support to the most vulnerable people in war-affected countries that are also home for refugees, like **Sudan**. In **Lebanon** and **Ukraine**, cash-for-rent programmes will enable families to maintain access to dignified shelter. In **Afghanistan** and the **Syrian Arab Republic**, UNHCR will continue to support returnees by providing them with cash for repairs and winterization assistance, to enable minimum living shelter standards. Other shelter assistance types will range from emergency tents to more durable housing, depending on the local context and tenure security.

CORE OUTPUT INDICATORS*

Number of people who received shelter and housing assistance

2026 Target:

3.4 million people (including 1.6 million refugees and asylum-seekers, 826K IDPs and 524K returnees)

2024 Results: **2.6 million** people (including 1.2 million refugees and asylum-seekers, and 842K IDPs and 226K returnees)

*In 2024, the results reflect what we were able to achieve with the funding available. The 2026 targets show what we aim to accomplish if we secure the funding requested in this Global Appeal.

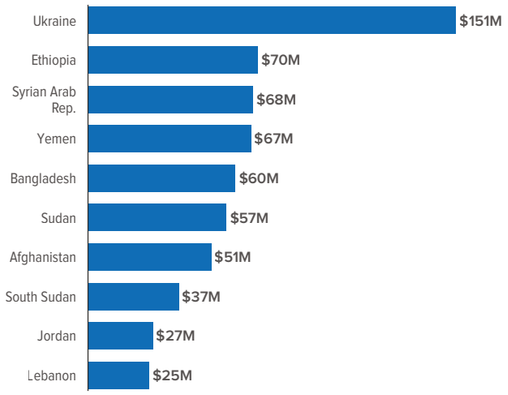
- UNHCR will improve **community and settlement-level infrastructure** by developing and maintaining critical services that make them safe and secure. In **Bangladesh**, in Cox's Bazar, home to the world's largest refugee settlement, UNHCR will enhance weather-resilient infrastructure, emergency preparedness measures, and community-driven solutions critical in an area highly prone to devastating floods and landslides.
- UNHCR will promote access to **sustainable energy**. In **Afghanistan** and **Mali**, UNHCR will assist forcibly displaced and host communities to adopt modern lighting and electricity solutions, contributing to safety, mitigating GBV risks, and enhancing environmental sustainability. In **Ethiopia** and **South Sudan**, solarization of communal facilities like hospitals will allow for lower operational facility costs while a sustainable transition to local authorities will be sought.
- UNHCR will also build **climate-resilient shelters** and settlements to improve their safety and durability. This work can be seen in **Afghanistan, Somalia, Ethiopia and Mozambique**, where shelters are enhanced with climate-resilient features. In **Sudan**, where flat terrain and seasonal rains contribute to widespread flooding, mitigation measures such as drainage networks coupled with capacity building of displaced communities will protect thousands of households from recurrent and costly flood emergencies.
- UNHCR will support **environmental protection** through activities like reforestation in **Ethiopia** and improving climate-sensitive resource management in **South Sudan**. Further advancing environmental sustainability, the Refugee Environmental Protection (REP) Fund will enable carbon-financed reforestation, with pilot projects set to begin in **Uganda** and **Rwanda** and a scale-up phase planned in more refugee-hosting countries. Such ambitious, innovative financed programmes aim to attract private sector investment that will ease the humanitarian burden.

GLOBAL NEEDS FOR OUTCOME AREA 9 IN 2026

$800 million | **-25%** vs 2025 current budget

Operations with the largest budgets

The total requirements for these 10 country operations is **$611 million** or **76%** of the global needs for this Outcome Area.



Other operations and HQs: $189 million or 24% of the global needs for OA9.

EXAMPLE OF CORE OUTCOME INDICATOR TARGETS BY SELECTED OPERATIONS

9.1 Proportion of people living in habitable and affordable housing

Country	Population type	Baseline	Target
Afghanistan	Returnees	43%	80%
Bangladesh	Refugees and asylum-seekers	8%	15%
Ethiopia	Refugees and asylum-seekers	38%	40%
Jordan	Refugees and asylum-seekers	16%	35%
Lebanon	Refugees and asylum-seekers	71%	79%
Sudan	Refugees and asylum-seekers	39%	44%
Syrian Arab Republic	Returnees	73%	75%
Ukraine	IDPs	41%	45%
Yemen	IDPs	17%	40%

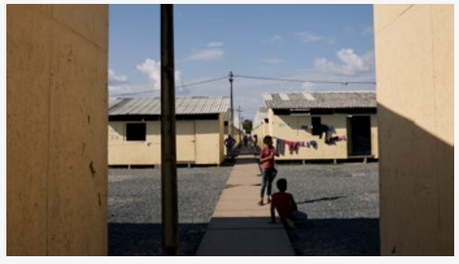
Challenges and risks

For many forcibly displaced people, shelter is not just a roof, it is a lifeline. Without adequate resources in 2026, UNHCR will be forced to scale back critical, life-saving shelter interventions such as constructing safe housing, upgrading infrastructure, and ensuring accessibility for people with disabilities. This will leave millions of displaced people, including children and the elderly, in overcrowded, unsafe conditions that heighten their exposure to natural disasters, health risks, and protection threats.

In many locations, the inability to use durable materials increases the risk of fires, floods, and structural collapse. These vulnerabilities are compounded by the sheer scale of need: millions are currently living in damaged shelters or precarious settlements that require ongoing support.

If UNHCR cannot deliver, the humanitarian consequences will be immediate and severe. Families will be left without safe shelter and forced to live in hazardous environments with limited privacy, dignity and protection.

Designing climate-resilient shelters: Sustainable and adaptable models for displacement tested in Brazil



© UNHCR/Marina Calderon

Displacement often lasts for years – much longer than most emergency shelters can withstand. As climate risks grow, with refugee settlements expected to face twice as many extreme heat days by 2050, there's an urgent need for durable, climate-adapted shelter solutions. In Brazil, UNHCR is working with Better Shelter to design a sustainable shelter system that puts communities at the centre. The system uses a strong, modular frame that can be easily assembled and adapted with local materials or prefabricated panels, making it suitable for different climates and needs. By involving displaced people and local markets in every step – from design to construction and testing – this project ensures shelters are not only long-lasting but truly meet the needs of those who live in them.

Outcome Area 10

In Zaatari camp, at the IMC emergency clinic, funded by UNHCR, Syrian refugees receive 24/7 primary health care. Hasan Al-Hariri brought his son Saddam for treatment and praised the clinic's responsive and caring service. © UNHCR/Shawkat Alharfoush

Healthy lives

Strengthening refugees' access to health services by advancing inclusion in national systems, building local health system capacities and implementing programmes to sustain their access to essential services, including health, nutrition, mental health, reproductive health and HIV services.

UNHCR's role and partnerships

UNHCR actively supports refugee inclusion in national health systems, strengthens local health services and supports services for mental health and psychosocial support, sexual and reproductive health, HIV services, and nutrition. It partners with ministries of health, WHO, UNICEF, development actors, the private sector, NGOs and refugee-led organizations.

Key actions

- A central objective of UNHCR is the inclusion of refugees into **national health systems** to ensure sustainable access to care for refugees and stateless people. This includes advocacy for inclusive health policies, developing costed transition plans to move away from parallel humanitarian health services, and supporting Health Ministry-led led service provision in partnership with development actors, the private sector and other partners. For example, in **Uganda**, UNHCR will support Ministry of Health-operated facilities with personnel and medicines to provide services to refugees and host communities. In **Kenya**, UNHCR's focus is to help vulnerable refugees enrol in the national Social Health Insurance Fund.
- UNHCR will support **access to primary healthcare services** for refugees, including essential services such as treatment of common illnesses, immunizations and community health outreach. Sexual and reproductive health services are an integral part of primary health care, including care like safe motherhood services, medical care for survivors of gender-based violence and HIV prevention and treatment. For example, in **Bangladesh**, **Ethiopia** and **Rwanda** among others, these services are provided to refugees and their host populations.
- UNHCR will facilitate access to **life-saving referral health care,** including for example hospital care for complications during delivery or life-saving surgeries. For instance, in **Cameroon** and **Jordan**, UNHCR's support is for refugees to access these higher levels of care.
- UNHCR will aim to improve the **nutritional well-being of refugees**. This includes UNHCR support for community-based management of acute malnutrition, promotion of maternal and child nutrition and supplementary feeding programmes. Countries with a high burden of malnutrition like **Bangladesh**, **Chad**, **Ethiopia**, **Sudan** and **Uganda** will be prioritized for UNHCR's interventions.
- UNHCR will provide key services for **mental health** and psychosocial support to foster health and wellbeing. UNHCR facilitates routine integrating of mental healthcare within primary health care and community work. This support is provided in many places including those with fragile health systems such as **Burundi**, **Chad** and **Niger**.

CORE OUTPUT INDICATORS*

Number of individual consultations in UNHCR supported health care services

2026 Target:

14.1 million refugees and asylum-seeker individual consultations

2024 Results: **14.7 million** refugees and asylum-seeker individual consultations

Number of consultations in UNHCR supported mental health and psychosocial support services

2026 Target:

1 million refugees and asylum-seeker individual consultations

2024 Results: **854,000** refugees and asylum-seeker individual consultations

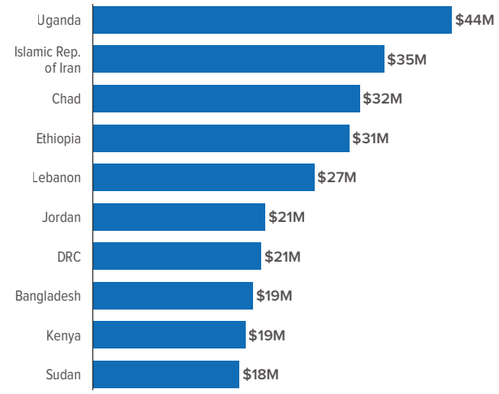
*In 2024, the results reflect what we were able to achieve with the funding available. The 2026 targets show what we aim to accomplish if we secure the funding requested in this Global Appeal.

GLOBAL NEEDS FOR OUTCOME AREA 10 IN 2026

$387 million | -23% vs 2025 current budget

Operations with the largest budgets

The total requirements for these 10 country operations is **$267 million** or **69%** of the global needs for this Outcome Area.



Other operations and HQs: $120 million or 31% of the global needs for OA10.
DRC: Democratic Republic of the Congo

Challenges and risks

In 2026, shrinking humanitarian funding and reduced partner services will threaten access to life-saving health and nutrition care for millions of forcibly displaced people. With fewer resources, UNHCR and its partners will be forced to prioritize critical, life-saving services even as the number of functioning health facilities declines. Already overstretched health systems will struggle to cope with increased numbers of patients, disease outbreaks, and rising mental health needs among displaced communities.

The consequences of underfunding are severe: children risk falling back into malnutrition as food and nutrition programmes scale down, while especially women and young children face higher risks of preventable illness and death. Barriers to inclusion will further limit access to care for refugees and stateless people. UNHCR's goal remains to include refugees in national health systems, but without stronger partnerships and sustained investment, this transition cannot succeed, putting lives at risk, reversing progress, and leaving vulnerable communities behind.

EXAMPLE OF CORE OUTCOME INDICATOR TARGETS BY SELECTED OPERATIONS

10.2 Proportion of births attended by skilled health personnel

Country	Population type	Baseline	Target
Bangladesh	Refugees and asylum-seekers	88%	89%
Chad	Refugees and asylum-seekers	90%	90%
Dem Rep of the Congo	Refugees and asylum-seekers	100%	100%
Ethiopia	Refugees and asylum-seekers	82%	100%
Kenya	Refugees and asylum-seekers	90%	100%
Sudan	Refugees and asylum-seekers	58%	70%
Uganda	Refugees and asylum-seekers	97%	100%

Outcome Area 11

Sudanese refugees attending secondary school at the Farchana refugee camp in eastern Chad face an uncertain future, as cuts to global humanitarian funding have made it impossible to pay their teachers' salaries. © UNHCR/Ala Kheir

Education

Promoting the inclusion of refugees in national education, ensuring access to primary, secondary and tertiary education, including higher vocational education.

UNHCR's role and partnerships

UNHCR promotes access to national education systems, basic and tertiary education for refugees, asylum-seekers and stateless populations, as well as advocating for better education services for host communities where relevant. Through sustainable response approaches, UNHCR partners with Ministries of Education and other education actors, including development partners, to ensure inclusive learning opportunities.

CORE OUTPUT INDICATORS*

Number of people who benefited from education programming

2026 Target:

2.8 million refugees and asylum-seekers

2024 Result: 1.96 million refugees and asylum-seekers

*In 2024, the results reflect what we were able to achieve with the funding available. The 2026 targets show what we aim to accomplish if we secure the funding requested in this Global Appeal.

Key actions

- UNHCR will prioritize integrating refugee children into **national education systems**. Sustainable response approaches mean providing individual level support for refugees to be able to transition to national schools (e.g. language support, recognition of prior qualification) and system level transition (e.g. school and teacher capacity improvement and resources, data etc). In **Egypt**, this includes providing bridging programmes and language classes. In **Uganda**, efforts will focus on formalizing community schools. In **Türkiye**, support will be provided for Turkish language acquisition and life skills for refugees.
- Providing **access to primary and secondary education** will be a core activity for UNHCR in places like **Ethiopia** and **Sudan**, with an emphasis on increasing the enrolment and attendance of girls. In the **United Republic of Tanzania**, priorities include continued access to school for learners, teacher incentives, and safe learning environments. Sustainable responses includes both continued basic service delivery during transition to national systems, and the provision of services where other actors are unable to step in.
- UNHCR will improve **school infrastructure** and create better learning environments. For example, in the **Islamic Republic of Iran**, UNHCR will construct or improve educational infrastructure. In **Kenya**, UNHCR will provide necessary equipment and supplies to learning institutions.
- UNHCR will strengthen the **capacity of teachers** and education personnel, which is key to both school safety and quality of learning. In **Chad**, this includes incentives and professional development. In **Kenya**, teacher training will be expanded through targeted training in literacy, numeracy, and core competencies, supported by ongoing mentoring to improve learning outcomes.
- UNHCR will implement **direct support to learners**, thereby helping improve attendance and completion. UNHCR will provide school kits and cover fees for refugees in **Chad** and offer education grants to vulnerable learners in **Egypt**.
- Support from UNHCR for **tertiary education** will include the DAFI Scholarship Programme, one of the core pillars of the 15by30 Roadmap, targeting 15% enrolment of young refugee women and men in higher education by 2030.

Challenges and risks

Ensuring the sustainable inclusion of refugees in national education systems amid declining resources and financial instability is increasingly challenging.

Reliance on short-term humanitarian funding, vulnerable to fluctuations and insufficient for essential needs such as teacher salaries and operational costs, poses a major risk. This financial pressure hampers the transition of community-supported schools into government systems and limits efforts to expand infrastructure for the growing number of out-of-school children.

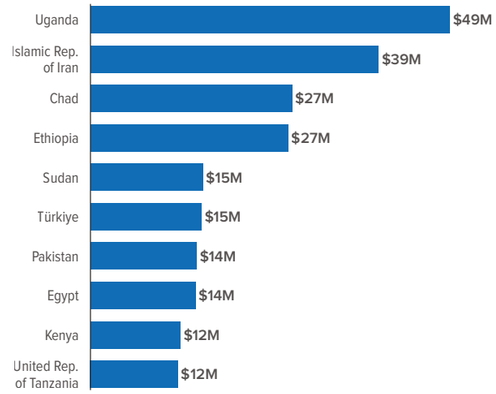
Balancing service delivery with long-term sustainable response goals will remain difficult, particularly under potential staffing and budget cuts.

GLOBAL NEEDS FOR OUTCOME AREA 11 IN 2026

$370 million | **-20%** vs 2025 current budget

Operations with the largest budgets

The total requirements for these 10 country operations is **$226 million** or **61%** of the global needs for this Outcome Area.



Other operations and HQs: $144 million or 39% of the global needs for OA11.

EXAMPLE OF CORE OUTCOME INDICATOR TARGETS BY SELECTED OPERATIONS

11.2 Proportion of children and young people enrolled in the national education system (refugees and asylum-seekers)

Country	Population type	Baseline	Target
Chad	Refugees and asylum-seekers	44%	60%
Egypt	Refugees and asylum-seekers	30%	72%
Iran, Islamic Republic of	Refugees and asylum-seekers	60%	82%
Sudan	Refugees and asylum-seekers	16%	20%
Türkiye	Refugees and asylum-seekers	79%	85%
Uganda	Refugees and asylum-seekers	33%	35%

Sustainable responses aim to accelerate inclusion in national systems whilst ensuring adequate resources and meaningful partnerships with governments and development actors aligned toward integrating refugees into national education plans and data systems, ensuring equitable access to quality education.

ANTA's Moving for Change brings education and play to displaced youth

© UNHCR/Eric Bakuli

Through the "Moving for Change" initiative, UNHCR and ANTA Group are partnering to bring education and play to displaced children and youth. Over three years, ANTA is donating at least 1.2 million items of clothing and $1.5 million to support access to primary education, learning resources, and play-based programmes that boost well-being and resilience. By 2025, the initiative aims to reach 300,000 displaced children across Kenya, Ethiopia and Burundi. This collaboration directly supports Sustainable Development Goals for quality education and strong partnerships, and both UNHCR and ANTA Group plan to expand its impact even further in 2026 and beyond.

In the Al Jabalain secondary school for girls in White Nile State, Sudan, over 700 refugee, internally displaced, and host community children are returning to class after more than two years of conflict. With support from UNHCR, the Ministry of Education, and partners through the PROSPECTS partnership, classrooms have been rehabilitated, furnished, and supplied with learning materials.
© UNHCR/Antonia Vadala

Outcome Area 12

Solar-powered water points provide safe, reliable water for refugees and host community in Maban, South Sudan.
© UNHCR/Philip James Lukudu

Clean water, sanitation and hygiene

Improving community well-being and access to basic human rights through the provision of sustainable and inclusive water supply, sanitation and hygiene to vulnerable displaced people in emergencies and protracted situations.

UNHCR's role and partnerships

UNHCR facilitates forcibly displaced people's access to safe water, sanitation, and hygiene services. It partners with national authorities, UN agencies, humanitarian and development partners and the private sector to provide life-saving services and contribute to the protection, health, well-being and dignity of refugees.

CORE OUTPUT INDICATORS*

Number of people supported with access to water and/or sanitation services

2026 Target:

8.1 million refugees and asylum-seekers

2024 Result: **7.2 million** refugees and asylum-seekers

*In 2024, the results reflect what we were able to achieve with the funding available. The 2026 targets show what we aim to accomplish if we secure the funding requested in this Global Appeal.

Key actions

- UNHCR will facilitate forcibly displaced people's access to clean and safe water through the **construction, rehabilitation, and maintenance of water supply systems**. These efforts aim to ensure displaced people can safely meet their drinking water needs, with inclusion in sustainable local systems pursued wherever possible across both emergency and protracted settings. For example, in **Chad**, the solarization of water systems will reduce the consumption and reliance on fossil fuels used in generators and hence reduce UNHCR's operational costs, carbon emissions and logistical complexity. In turn, cost savings made through solarization efforts will allow for upgrading or expanding water systems, enabling UNHCR to meet the life-saving needs of refugees. In **Kenya**, UNHCR will work on diversification of water supplies to reduce dependency on vulnerable sources.

Such efforts in upgrading water infrastructure for refugees will facilitate a responsible handover to local water providers.

- **Basic sanitation facilities** will be provided so as to mitigate public health and protection risks. UNHCR will build household and communal toilets to improve health, dignity, and safety. In **Bangladesh**, a key goal is ensuring people have access to functional sanitation facilities. In **Chad**, the active participation of refugees in the construction of toilets will contribute to longer-term ownership and relevance of these facilities.
- UNHCR will work with line ministries and local partners to strengthen their capacity to deliver **inclusive and sustainable WASH services**. UNHCR will focus on ensuring that services are effectively managed and maintained over the long term, supporting both displaced and host communities. In **Cameroon**, UNHCR will support the inclusion of refugees in local urbanization plans for water and sanitation access, and in **Chad**, the capacity of government and other actors to provide sustainable water services will be improved.
- UNHCR will implement **waste management** services to ensure safe and healthy living environments. Activities include establishing systems for solid waste disposal in displacement settings. In **Algeria**, refugees will be provided with solid waste management services, and in **Cameroon**, composting and recycling plastic waste will minimize the volume of waste.

EXAMPLE OF CORE OUTCOME INDICATOR TARGETS BY SELECTED OPERATIONS

12.1 Proportion of people using at least basic drinking water services

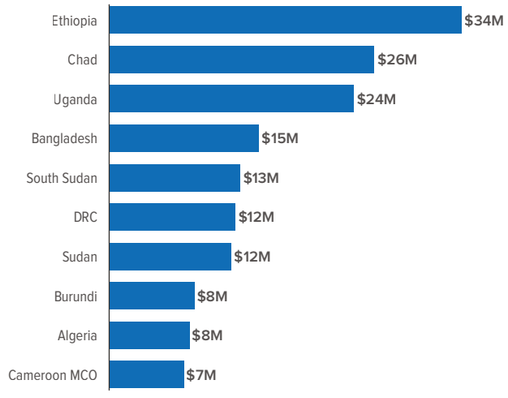
Country	Population type	Baseline	Target
Algeria	Refugees and asylum-seekers	100%	100%
Bangladesh	Refugees and asylum-seekers	94%	100%
Cameroon	Refugees and asylum-seekers	87%	100%
Chad	Refugees and asylum-seekers	86%	95%
Dem Rep of the Congo	Refugees and asylum-seekers	85%	100%
Ethiopia	Refugees and asylum-seekers	81%	85%
Sudan	Refugees and asylum-seekers	51%	76%
Uganda	Refugees and asylum-seekers	95%	100%

GLOBAL NEEDS FOR OUTCOME AREA 12 IN 2026

$197 million | -16% vs 2025 current budget

Operations with the largest budgets

The total requirements for these 10 country operations is **$158 million** or **80%** of the global needs for this Outcome Area.



Other operations and HQs: $39 million or 20% of the global needs for OA12.
DRC: Democratic Republic of the Congo | MCO: Multi-country office

Challenges and risks

The main challenges and risks concern sustaining the continuity of essential services and scaling these up to meet the needs of increasing refugee numbers amid growing pressures, including protracted displacement and climate stressors. Many UNHCR operations anticipate difficulties in maintaining adequate water, sanitation and hygiene systems due to the high cost of ageing infrastructure and the limited capacity of local water utilities.

Seasonal and climate-related stresses, such as droughts and shifting rainfall patterns, threaten water availability and could increase reliance on costly emergency measures. Population growth, increasing congestion within existing settlements, and protracted displacement add further strain, making it harder to meet minimum service standards, particularly for sanitation coverage.

Lengthy and complex processes for integration of services into national systems and unpredictable funding streams also risk undermining not only long-term sustainability and transition efforts, but also our ability to maintain current service levels and cover life-saving needs.

Bernard Munyaneza, a Congolese refugee, hangs maize to dry in Rwanda. Through a farming project funded by the Government of Denmark, refugee and host community farmers in Nyabicwamba marshland receive seeds, fertilizers and training to earn an income and build resilience amid rising living costs and reduced cash assistance. © UNHCR/Eric Didier Karinganire

Outcome Area 13

Self-reliance, economic inclusion and livelihoods

When forcibly displaced and stateless people are supported to become self-reliant, they can contribute meaningfully to their communities and shape their own futures – helping to foster resilience and advance progress toward durable solutions. In line with sustainable responses approach, UNHCR works under government leadership and in collaboration with development and private-sector partners and communities to link humanitarian action with longer-term efforts that expand access to financial services, entrepreneurship and decent work for refugees and host communities.

UNHCR's role and partnerships

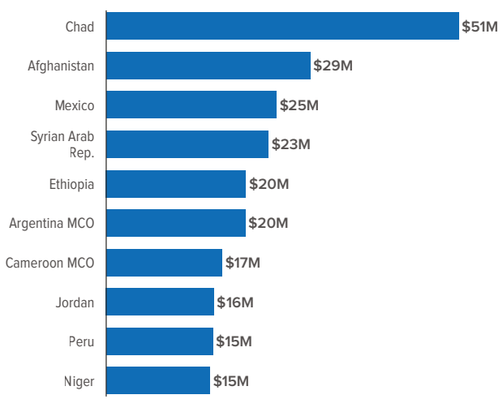
UNHCR contributes to advancing economic and financial inclusion of forcibly displaced and stateless people and returnees by convening stakeholders and supporting policy reform and increased access to economic opportunities in hosting areas and areas of return.

GLOBAL NEEDS FOR OUTCOME AREA 13 IN 2026

$489 million | **-17%** vs 2025 current budget

Operations with the largest budgets

The total requirements for these 10 country operations is **$231 million** or **47%** of the global needs for this Outcome Area.



Other operations and HQs: $258 million or 53% of the global needs for OA13.
MCO: Multi-country office

CORE OUTPUT INDICATORS*

Number of people who benefited from Livelihoods and economic inclusion interventions

2026 Target:

1.1 million people
(including 766K refugees and asylum-seekers)

2024 Results: **469,400** people
(including 379K refugees and asylum-seekers)

*In 2024, the results reflect what we were able to achieve with the funding available. The 2026 targets show what we aim to accomplish if we secure the funding requested in this Global Appeal.

Through evidence-based programming and advocacy, UNHCR works with governments, refugee-led organizations, development partners, international finance institutions and the private sector to expand access to decent work, entrepreneurship, financial services and inclusive markets.

In areas of return, UNHCR supports reintegration through inclusive economic programmes that rebuild productive assets, strengthen access to services and foster community cohesion. These efforts promote productive economic participation, reduce long-term reliance on humanitarian assistance, and enable displaced and host populations to contribute meaningfully to local economies and progress towards durable solutions.

Key actions

UNHCR will expand the collection and analysis of socioeconomic data to guide self-reliance programmes and demonstrate the economic impact of financial and economic inclusion. Improved data and evidence will inform the design of sustainable responses tailored to local contexts.

- To strengthen self-reliance, UNHCR will expand refugees' and stateless people's **access to national employment and financial services**. This includes helping displaced populations in **Costa Rica** connect with job opportunities and financial inclusion programmes and advocating in **Iraq** for refugees' access to formal employment.
- Targeted **investments in skills and entrepreneurship** will expand livelihood opportunities – from vocational and digital training in **Somalia**, to support for self-employment in **Peru**, and the growth of refugee-led enterprises in **Niger**.
- Based on sectoral assessments, UNHCR supports **agri-enterprises** that strengthen local economies, enhance food security, and promote self-reliance among refugees and host communities. Through investment and value-chain development, these initiatives generate shared economic gains. In **Cameroon** and **Zambia**, efforts will boost production and market access; in **Nigeria**, **Rwanda**, **South Sudan**, and **Burundi**, they will link refugee cooperatives to larger markets. In **Afghanistan**, UNHCR will promote climate-resilient farming and support small and medium-sized enterprises driving local recovery.
- UNHCR will strengthen **financial inclusion** to build the economic resilience and self-reliance of refugees and host communities. In **Uganda**, microfinance initiatives will expand to include a 2026 pilot on agricultural and climate-related microinsurance. In **Ecuador**, **Zambia**, and across select countries in West and Central Africa, UNHCR will promote financial education and help financial institutions tailor services for displaced and local populations. Globally, it will identify good regulatory practices in 85 countries to inform advocacy for inclusive financial systems.

EXAMPLE OF CORE OUTCOME INDICATOR TARGETS BY SELECTED OPERATIONS

13.1. Proportion of people with an account at a bank or other financial institution or with a mobile money service provider

Country	Population type	Baseline	Target
Chad	Refugees and asylum-seekers	8%	40%
Ethiopia	Refugees and asylum-seekers	14%	31%
Jordan	Refugees and asylum-seekers	43%	60%
Mexico	Refugees and asylum-seekers	48%	55%

MBRGI helps shape and empower refugee communities through livelihoods

© UNHCR/Jeoffrey Guillemard

Through its partnership with MBRGI – Mohammed Bin Rashid Al Maktoum Global Initiatives – UNHCR is supporting impactful livelihoods projects in Bangladesh, India, Nigeria and Pakistan throughout 2025 and 2026. Thousands of forcibly displaced people are receiving the tools, training and support they need to start their own businesses, become self-reliant, and provide for their families and communities. Having seen the long-term benefits of this approach, MBRGI remains committed to standing with displaced communities and empowering them to achieve their goals across Asia and Africa.

Challenges and risks

Supporting the self-reliance, economic inclusion and livelihoods of forcibly displaced and stateless people remains difficult due to restrictive laws, missing documentation and limited access to formal jobs, farmland and financial services. High costs and complex procedures for residence and work permits, limits on movement, and the limited recognition of foreign qualifications make it even harder for people to find decent work.

Many areas hosting forcibly displaced populations face weak infrastructure and low investment, while uncoordinated efforts, short-term projects, and poor data systems reduce effectiveness. Without inclusive policies, strong coordination, and sustainable financing, progress toward stable livelihoods for refugees, stateless people, and host communities will remain slow and uneven.

Economic exclusion increases the risk of poverty, exploitation, poor health, and vulnerability to climate change. If governments, development partners, and the private sector do not fulfil their commitments under the Global Compact on Refugees (GCR) and the Global Refugee Forum, displaced and stateless people will remain dependent on humanitarian assistance and may be viewed as a burden. This can force them into harmful coping strategies and leave their talents underused.

With 71% of refugees living in fragile or lower-income countries as of mid-2025, urgent, coordinated action is critical. Addressing these challenges requires long-term investment, inclusive policy reform, and a shift from short-term humanitarian responses to sustainable solutions that unlock the economic potential of forcibly displaced and host communities.

OUTCOME AREAS I SELF-RELIANCE, ECONOMIC INCLUSION AND LIVELIHOODS

Muhigirwa Balyahamwabo, a refugee tailor from the Democratic Republic of the Congo, earns a small income through sewing to support his family amid ongoing food shortages in Kakuma. He fled violence twice, first to Uganda, then to Kenya, and arrived in Kakuma with eight children and a single sewing machine. “The little money I make from sewing helps us buy soap and a bit of food,” he says. “But the food we get doesn’t last long.” © UNHCR/Eric Bakuli

Outcome Area 14

UNHCR and IOM in Lebanon – working in close coordination with the authorities of both countries – facilitated the first voluntary return convoy of 72 Syrian refugees from Lebanon to the Syrian Arab Republic, as part of the organized voluntary return programme.
© UNHCR/Vivian Toumeh

Voluntary repatriation and sustainable reintegration

Facilitating the voluntary return of refugees, creating conditions for return in safety and dignity, and supporting sustainable reintegration of refugees and IDPs.

UNHCR's role and partnerships

UNHCR supports safe, dignified and voluntary returns and helps returnees rebuild their lives through protection, multi-sectoral assistance, and ongoing monitoring of conditions in areas of return. The voices of displaced people are central to this process: UNHCR conducts participatory intention surveys to understand refugees' hopes and concerns, provides clear and timely information about conditions in their home countries, and works to remove barriers to return.

Together with governments and partners, UNHCR promotes the conditions for sustainable reintegration, ensuring that returnees can access documentation, protection from discrimination, and essential services such as health care, education, housing, and livelihoods. It also advocates for peace and stability in areas of return, helping communities recover and thrive.

As part of its catalytic role, UNHCR works with national authorities, development actors, and peacebuilding partners to strengthen local systems, promote social cohesion and integrate returnees into national services and development plans – laying the foundations for resilient communities and lasting solutions.

CORE OUTPUT INDICATORS*

Number of people who received counselling and/or information on voluntary repatriation

2026 Target:

1.8 million refugees and asylum-seekers

2024 Result: **353,000** refugees and asylum-seekers

*In 2024, the results reflect what we were able to achieve with the funding available. The 2026 targets show what we aim to accomplish if we secure the funding requested in this Global Appeal.

Key actions

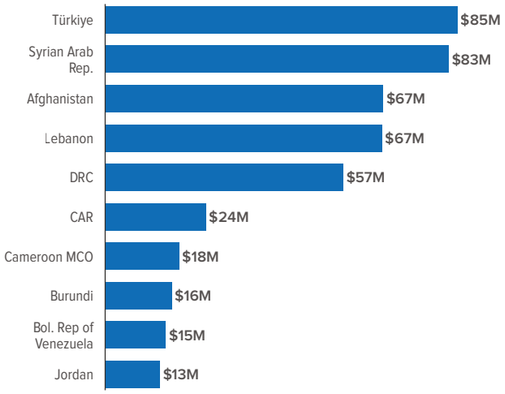
- UNHCR will facilitate **safe, dignified voluntary returns** by first assessing conditions in countries of origin to determine whether return is safe, dignified and sustainable. Refugees are provided with counselling and the needed information to help them make informed decisions, assessing that the decision is voluntary.
  For example, in **Lebanon**, **Jordan** and **Türkiye**, the focus remains on enabling Syrian refugees to make informed decisions vis-à-vis return, including through the Syria is home platform. Also in **Kenya**, UNHCR supports refugees with counselling and provides up to date and relevant information on conditions in their areas of origin.
- UNHCR will provide **direct financial and/or material assistance** to returnees upon their return, including through cash grants or vouchers to help them meet immediate needs and mitigate protection risks.
  For instance, in **Burundi**, the **Central African Republic** and the **Syrian Arab Republic**, refugee returnees receive repatriation cash grants, sometimes based on eligibility criteria to help them re-establish their lives.
- UNHCR will support the **long-term reintegration** of refugee returnees into their communities by promoting access to livelihoods, local services, secure housing, land and property rights and (re) building infrastructure. In **Afghanistan**, UNHCR will continue supporting the PARRS – the Priority Areas of Return and Reintegration, an area-based model linking humanitarian assistance with investments in essential services and livelihoods. UNHCR also monitors conditions upon return to evaluate the extent of reintegration and identify protection needs. Findings from these monitoring activities inform programming, guide advocacy efforts, and support future return planning by offering updated information to prospective returnees.
- UNHCR conducts **intention surveys** to better understand refugees' perspectives on return, including their concerns, expectations, and conditions they consider necessary for repatriation. These surveys are a key tool for shaping strategies that support voluntary return and for engaging with governments and partners to address barriers. By capturing refugees' voices, intention surveys help ensure that return planning is responsive and grounded in actual needs.
- UNHCR facilitates **tripartite agreements** with host countries and countries of origin to establish a formal framework for voluntary repatriation. These agreements are key because they outline the roles and responsibilities of each party, ensuring that returns are safe, dignified, and voluntary. They help create the legal and operational conditions necessary for return, including guarantees of non-refoulement and access to documentation and services.
- UNHCR will strengthen **local communities and systems** to manage return and reintegration more effectively through partnerships and capacity-building. UNHCR will work with local governments, host communities, and partners to enhance their ability to plan, coordinate, and sustain reintegration efforts.

GLOBAL NEEDS FOR OUTCOME AREA 14 IN 2026

$561 million | **+12%** vs 2025 current budget

Operations with the largest budgets

The total requirements for these 10 country operations is **$445 million** or **79%** of the global needs for this Outcome Area.



Other operations and HQs: $116 million or 21% of the global needs for OA14.
CAR: Central African Republic | DRC: Democratic Republic of the Congo | MCO: Multi-country office

Challenges and risks

2026 could be another year of high – and precarious – returns. Large-scale movements, including to the Syrian Arab Republic, Sudan and other fragile contexts, may accelerate even as global funding and organizational capacity decline. Without sustained support, returns risk becoming unsafe, premature or unsustainable, leaving people vulnerable to renewed displacement.

UNHCR faces persistent challenges in ensuring returns are voluntary, safe, dignified and sustainable. Peace processes remain fragile and insecurity persists in many areas of origin. Refugees are not systematically included in peacebuilding and repatriation planning, limiting their ability to contribute. Sustainable reintegration is further hindered by unresolved disputes over housing, land, and property; overstretched public services and infrastructure; and the lack of viable livelihood opportunities. These challenges must be addressed comprehensively to enable durable solutions and prevent renewed displacement.

With funding shortfalls expected to deepen in 2026, the ability to support returnees to rebuild their lives, sustain protection monitoring and maintain field presence in areas of return will be increasingly constrained, raising real risks of unmet needs, instability and renewed displacement.

EXAMPLE OF CORE OUTCOME INDICATOR TARGETS BY SELECTED OPERATIONS

14.1 Proportion of returnees with legally recognized identity documents or credentials

Country	Population type	Baseline	Target
Afghanistan	Returnees	40%	40%
Somalia	Returnees	52%	70%
Syrian Arab Republic	Returnees	69%	80%

OUTCOME AREAS I VOLUNTARY REPATRIATION AND SUSTAINABLE REINTEGRATION

At Aden Airport, Yemen, 147 Somali refugees board a UNHCR-assisted flight to Mogadishu for a long-awaited journey home.
© Field Medical Foundation

Mahmoud Suji, a Rohingya refugee, poses with his wife Mariam and sons Maher and Mahdi in Athens, Greece, after reuniting through the family reunification programme. Fleeing persecution in Myanmar, Mahmoud was granted refugee status in Greece in 2019 and supported by the Greek Council for Refugees and UNHCR throughout the asylum and reunification process. © UNHCR/Achilleas Zavallis

Outcome Area 15

Resettlement and complementary pathways

Supporting refugee resettlement and complementary pathways, including family reunification and opportunities to work or study in third countries.

UNHCR's role and partnerships

UNHCR works to expand third-country solutions through resettlement, job and education mobility, family reunification, and sponsorship opportunities. To achieve that, we partner with an ecosystem of actors that includes countries that host and receive refugees, IOM, refugee-led and other organizations, civil society and the private sector.

Key actions

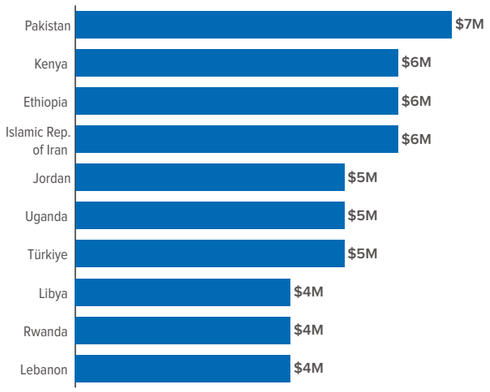
- UNHCR will use resettlement strategically as both a lifeline for refugees facing the **most acute protection risks** and a tool for international responsibility-sharing. In 2026, largest resettlement needs are expected in the **Islamic Republic of Iran**, **Türkiye**, **Pakistan**, **Ethiopia**, and **Uganda**, with notable increases also in **Chad** and **Bangladesh**.
- UNHCR will work to promote comprehensive approaches for **integrating resettled people** with States, building on evidence that refugees perform on par with nationals and make strong social and economic contributions over time.
- UNHCR will collaborate with partners to by strengthening refugee inclusion in migration frameworks and initiatives such as the UNHCR–IOM "train-to-hire" programme in the Asia-Pacific region.
- UNHCR will explore how to address **data gaps on family reunification** in collaboration with the Global Family Reunification Network, drawing on lessons from the 2025 pilot data project in **Chad**, **Ethiopia**, **Italy**, and **Germany**.
- UNHCR will advocate with governments, donors and partners for **opening more resettlement places** and remove barriers that limit access to safe and regular pathways.
- UNHCR will enhance **refugee mobility** by improving access to machine-readable travel documents, in partnership with States and the International Civil Aviation Organization, with joint guidance to be revised in 2026.

GLOBAL NEEDS FOR OUTCOME AREA 15 IN 2026

$150 million | **-33%** vs 2025 current budget

Operations with the largest budgets

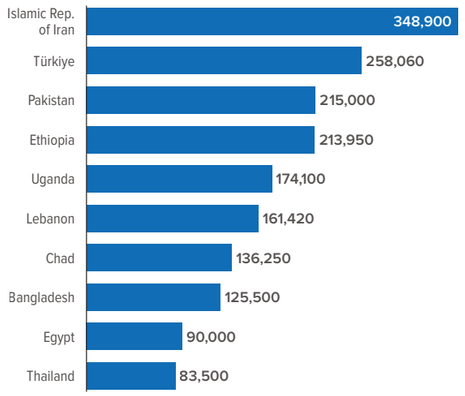
The total requirements for these 10 country operations is **$51 million** or **34%** of the global needs for this Outcome Area.



Other operations and HQs: $99 million or 66% of the global needs for OA15.

Country of asylum with the greatest resettlement needs in 2026 (projections)

The total number of individuals with resettlement needs in these 10 countries is **1.8 million** or **71%** of the 2.5 million people in need of resettlement worldwide.



EXAMPLE OF CORE OUTCOME INDICATOR TARGETS BY SELECTED OPERATIONS

15.1 Number of refugees submitted by UNHCR for resettlement

Country	Population type	Baseline	Target
Bangladesh	Refugees and asylum-seekers	12,439	2,000
Chad	Refugees and asylum-seekers	1,826	6,000
Egypt	Refugees and asylum-seekers	5,253	5,000
Ethiopia	Refugees and asylum-seekers	5,953	6,000
Iran, Islamic Republic of	Refugees and asylum-seekers	3,775	4,000
Lebanon	Refugees and asylum-seekers	7,718	2,500
Pakistan	Refugees and asylum-seekers	3,161	7,500
Thailand	Refugees and asylum-seekers	10,746	1,120
Türkiye	Refugees and asylum-seekers	14,320	8,000
Uganda	Refugees and asylum-seekers	4,855	3,500

Challenges and risks

Severe funding shortfalls are already eroding UNHCR's and partners' capacity and threatening hard-won progress. With limited or uncertain resettlement quotas and tightened eligibility criteria driven by shifting political priorities, even fewer refugees would be able to access resettlement in 2026.

At the same time, legal and procedural barriers continue to restrict refugee access to complementary pathways, including family reunification, education, and employment opportunities. Without stronger partnerships, sustained advocacy, and investment in systems that expand access, third country opportunities will shrink even further.

If these trends continue, fewer refugees will find safety through regular pathways, undermining self-reliance and increasing dependence on humanitarian aid, while weakening resettlement as a life-saving protection tool, and driving more people toward dangerous and irregular journeys in search of safety.

Outcome Area 16

Senior Chief Mumena of the Kaonde people in Zambia's Northwestern Province is a strong advocate for refugee inclusion. In Meheba Refugee Settlement, he promotes peaceful coexistence and local integration, urging communities to welcome refugees as neighbours. © UNHCR/Charity Nzomo

Local integration and other local solutions

Refugees, IDPs and stateless persons achieve local solutions when they can settle in the country or place that offered them refuge, secure in the human rights protections offered by access to national institutions. For refugees and stateless persons, local solutions require either confirmation or acquisition of nationality or, in the case of refugees, permanent residency in the host country coupled with the renunciation of the need to be protected against forced return home.

UNHCR's role and partnerships

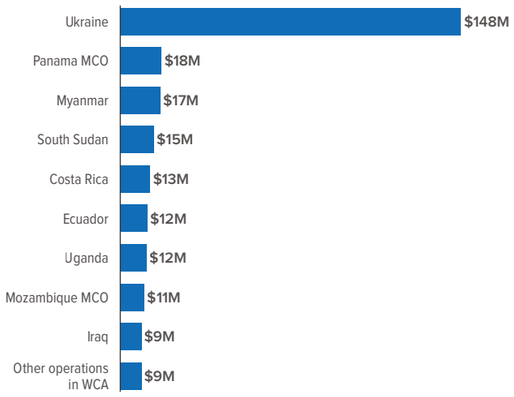
Solutions for all population groups require environments that are conducive for former refugees, IDPs and stateless persons to live ordinary lives where they can look after their families and contribute to their communities, safe in the knowledge that their legal status affords them human rights protection via access to national and civil society services and institutions.

GLOBAL NEEDS FOR OUTCOME AREA 16 IN 2026

$409 million | **-4%** vs 2025 current budget

Operations with the largest budgets

The total requirements for these 10 country operations is **$262 million** or **64%** of the global needs for this Outcome Area.



Other operations and HQs: $147 million or 36% of the global needs for OA16.
MCO: Multi-country office | WCA: West and Central Africa

UNHCR's role is to support Governments in the search for durable solutions to displacement and statelessness, working with them on law and policy change, as well as with programming that advances inclusion in national systems. It also partners with relevant Ministries, Agencies and Departments, civil society, UN agencies, development actors, and international financing institutions, leveraging the technical and strategic strength of all stakeholders to ensure formerly displaced and stateless persons and their new communities have the best chance of advancing safely together.

Key Actions

- UNHCR will advocate with government and development actors for **inclusive national laws, policies and systems**. In **Armenia** and **Ukraine**, for example, legal and policy dialogues with line ministries and parliamentary counterparts will remove regulatory barriers, while in **Uganda** efforts will strengthen advocacy and coordination with partners towards inclusive national frameworks and systems.
- UNHCR will support solutions through **inclusion in government identification systems and administrative registries**.
  In **Kenya** and **Rwanda**, UNHCR will facilitate refugee inclusion in the national social registry while linking this with access to health insurance, targeted assistance and other social benefits. Support will be provided to individuals seeking long-term legal solutions, such as obtaining legal status through permanent residence status and /or nationality with adequate documentation.
  In **Brazil**, **Mexico** and **Ukraine**, refugees will be supported, where needed through legal assistance to facilitate access to naturalization procedures, and in **West and Central Africa**, the work aims to help long-term refugees realize alternative legal statuses, including through advocacy measures for access to adequate ID documentation, while in **Ecuador** inter-institutional mechanisms will connect legal stay processes with civil registry, documentation services, and access to social protection systems.

CORE OUTPUT INDICATORS*

Number of countries with government social protection system is fully inclusive of forcibly displaced and stateless people

2026 Target:

55 countries

2024 Results: **11** countries

Number of people supported by UNHCR to acquire nationality, permanent residency status or to access naturalization procedures

2026 Target:

225,600 people
(including 90K refugees and asylum-seekers and 80K stateless people)

2024 Results: **115,600** people
(including 99K refugees and asylum-seekers and 16K stateless people)

*In 2024, the results reflect what we were able to achieve with the funding available. The 2026 targets show what we aim to accomplish if we secure the funding requested in this Global Appeal.

EXAMPLE OF CORE OUTCOME INDICATOR TARGETS BY SELECTED OPERATIONS

16.2 Proportion of people covered by national social protection systems

Country	Population type	Baseline	Target
Costa Rica	Refugees and asylum-seekers	72%	75%
Ecuador	Refugees and asylum-seekers	2%	10%
Ukraine	IDPs	72%	75%

- In **Thailand**, **Tajikistan**, the **Philippines**, the **Dominican Republic** and **Nepal**, UNHCR will support the governments in processing applications for nationality or in confirming nationality with adequate proof, enabling stateless individuals or individuals with undetermined nationality to access these procedures.
- UNHCR will work with governments to support **access to national services and social protection systems**, to ensure they also benefit refugees and stateless people.
  For example, in **Mauritania** and **Zambia**, through trusted legal identity and other documentation support, harmonized case-management and outreach, eligible refugees will be enrolled into national cash and social care schemes. In Zambia, access to such documentation for those in protracted displacement will also facilitate the legal pathways for a durable solution within the country.
- UNHCR will support **secure housing, land and property rights and integrated settlements** for former refugees and those living in camps. For example, in the **Democratic Republic of the Congo** and **Zambia**, access to housing will be supported while helping the transition of refugee camps into sustainable settlements in **Iraq**.
- UNHCR will focus on **strengthening data** to build an inclusion investment case for governments and development partners. In **Uganda**, for example, this evidence base will strengthen advocacy and coordination with partners, while in **Ukraine**, improved socioeconomic data collection and analysis on areas of return will drive programme design, monitoring, and scale-up of nationally-led solutions, which will benefit IDP and refugee returnees and existing refugees.

Challenges and risks

In 2026, UNHCR operations will face major challenges in supporting refugees, IDPs and stateless persons to settle legally and durably in the countries that host them, and to achieve sustainable inclusion in national service delivery systems.

Persistent legal and administrative barriers continue to block access to documentation, employment, and social protection, while access to naturalization or other legal pathways to nationality remains limited around the world. At the same time, funding shortages and overstretched national capacities threaten to stall progress. In many contexts, volatile security conditions, fragile infrastructure, and limited housing or livelihood options continue to undermine the prospects for sustainable inclusion into national systems and durable solutions.

If these constraints persist, millions risk remaining in temporary conditions, unable to invest in new communities as ordinary residents, giving rise to frustration and waste. Social tensions and discrimination could deepen, particularly where economic pressures are high.

OUTCOME AREAS I LOCAL INTEGRATION AND OTHER LOCAL SOLUTIONS

HIGHLIGHT

Bridging relief and recovery: UNHCR at the heart of local integration efforts in Ukraine

Durable solutions depend on environments where forcibly displaced and stateless persons and returnees can rebuild their lives, support their families, and contribute to their communities with access to national systems and services. In Ukraine, UNHCR supports the Government in advancing these solutions through law and policy reform and programmes that promote the inclusion of forcibly displaced people in new communities, helping them to rebuild their lives in new places. With its protection expertise, field presence, and convening role, UNHCR bridges the gap between humanitarian response and national recovery systems, applying a 'solutions from the start' approach wherever settlement is possible.

Through leadership of the Shelter and NFI Cluster, UNHCR continues to strengthen the Shelter Information Damage Assessment and Response Database system, ensuring emergency shelter support complements and transitions into the Government's compensation and recovery mechanisms. By linking humanitarian shelter assistance to State-led reconstruction, UNHCR helps forcibly displaced families, war-affected people and returnees secure sustainable housing — a cornerstone of local integration and community stability.

Drawing on its technical expertise and partnerships with the Ministry for Development, UNHCR invests in sustainable housing and inclusion solutions, including home repairs, rental support, and access to social housing for those unable to return home. These interventions are aligned with Ukraine's national recovery priorities and leverage planned investments by international financial institutions and the private sector, ensuring forcibly displaced families are included in reconstruction efforts rather than left behind. UNHCR also supports the creation of a national database of State-owned properties for rehabilitation and allocation to IDPs, reinforcing Government-led mechanisms for inclusion and social protection.

Complementing this, UNHCR leverages Ukraine's European Union accession process to strengthen the integration of refugees and stateless persons. Working with the State Migration Service, UNHCR is supporting the development of a Refugee Integration Plan based on EU best practices. Through targeted livelihoods support, legal aid, and citizenship law reform, UNHCR promotes self-reliance, legal identity, and equal access to opportunities — delivering concrete progress toward inclusion, social cohesion, and long-term national resilience.

Binta, a Sierra Leonean refugee, meets with her employability counsellor at UNHCR's Blue Refugee Centre in Thessaloniki, Greece. The centre, run by UNHCR's partner SolidarityNow, supports refugee integration and self-reliance through job counsellors and social workers. © UNHCR/Socrates Baltagiannis

Enabling Areas

Enabling Areas

UNHCR and its partner distributes core relief items to returnees in rural Lattakia in the Syrian Arab Republic. © UNHCR/Emad Kabbas

The five Enabling Areas refer to support and management functions needed to deliver UNHCR's Impact and Outcome Areas, and to do so effectively and efficiently. The following summarizes plans for the Enabling Areas in 2026.

Systems and processes

A new **Enterprise Data Platform** will provide timely, accurate data across corporate systems, making analytics and dashboards accessible to both internal and external audiences. This will strengthen evidence-based decision-making and transparency and enhance operational effectiveness across the organization.

Replacing outdated systems with agile, **cloud-based applications** will streamline workflows, eliminate duplication and increase responsiveness. **Generative AI** will be harnessed to automate routine tasks, reimagine service design, and further optimize the use of available resources. All of this will be underpinned by strong governance, risk, compliance, cybersecurity and project management frameworks – ensuring high standards while advancing efficiency.

At the same time, UNHCR will continue expanding **digital access for displaced communities**. The Digital Gateway, already live in **Egypt** and **Indonesia**, will soon reach **Iraq**, **India** and 10 more countries, giving refugees and asylum-seekers easier online access to services, including registration, case tracking and contact updates. Complementing this, the PRIMES[1] Interoperability Gateway (PING) is enabling secure, verified data exchange with governments and partners. Following successful deployments in **Ethiopia**, **Chad** and the **United Republic of Tanzania**, PING will scale to over a dozen countries, improving service delivery and accountability.

In 2026, UNHCR will operate with a lighter and more **cost-effective headquarters and regional bureaux structure**, following a rapid but comprehensive review in 2025.

1 UNHCR's digital Population Registration and Identity Management Ecosystem. PRIMES brings together all of UNHCR's digital registration, identity management and case management tools into one internally connected and interoperable ecosystem. Please refer to the UNHCR Registration and Identity Management page for more information.

Country presence has also been reviewed and adjusted through strategic office closures, mergers, and downsizing across operations. Programmes will increasingly be managed by multi-country and national offices, with strong capacity maintained in 35 countries that host 73% of forcibly displaced and stateless people. In the course of the year, UNHCR will continue to finetune its operating models and presence to ensure alignment with operational needs and to contribute to the broader UN transformation efforts.

To ensure more forward-looking planning, UNHCR introduced COMPASS, a results based management system in 2022 which requires operations to put in place multi-year strategies. By 2025, 99% of UNHCR operations had developed **multi-year strategies**. Some of these are already reaching their end, and so in 2026, 46 of UNHCR's operations plan to develop new multi-year strategies for 2027 and beyond.

Indicator	Baseline 2024	Target 2026
% of annual risk reviews completed	100%	100%
% of operations, Bureaus and entities implementing multi-year strategic plans	96%	100%
% of official guidance reviewed within 5 years of issuance	86%	80%
Secure IT systems and processes in place and regularly maintained	Yes	Yes
Programme budget preparation and approval managed in a timely manner	Yes	Yes

Artificial intelligence (AI) to strengthen protection and service delivery

UNHCR has launched a range of AI-supported initiatives through its Data Innovation Fund, providing both financial and technical support to make humanitarian services more efficient and proactive. These projects use AI to spot bottlenecks in refugee status determination, strengthen country-of-origin research for asylum procedures, and design a global early-warning system to anticipate forced displacement based on climate, conflict and other triggers. Other innovations include using generative AI to synthesize multilingual community feedback – even in low-resource and minority languages – and computer modelling to explore possible refugee return scenarios to Ukraine. All of these efforts are guided by human rights frameworks, data protection policies, humanitarian and ethics principles, and a human-centred approach, showing how AI can help advance UNHCR's mandate.

Operational support and supply chain

In light of recent workforce adjustments, UNHCR will increasingly rely on **emergency deployment mechanisms to sustain life-saving operations**. This includes short-term missions and a greater dependence on the Standby Partnership scheme, which enables the rapid deployment of experts to emergency contexts. This approach reflects UNHCR's commitment to maintaining strong emergency preparedness and response capacities while maximizing efficiency in human resource management – ensuring the organization remains agile and capable of responding swiftly to emerging crises.

Comprehensive business and service continuity plans will safeguard uninterrupted operations of IT systems, while a full suite of fit-for-purpose tools will support flexible, high-performing teams. A centrally managed fund will ensure timely updates of software and hardware while maximizing impact. Rapid deployment mechanisms and IT support will ensure critical operational continuity during emergencies, allowing UNHCR to respond swiftly regardless of workforce reductions.

Seven strategically positioned stockpiles will enable the rapid dispatch of life-saving relief items for up to 1 million people within 72 hours. Simplified supply processes, enhanced training, centralized transactional services and stronger partnerships will drive greater delivery capacity and accountability. Starting in 2026, UNHCR will introduce more durable, environmentally sustainable core relief items without UNHCR branding, pre-positioned in every UNHCR global stockpile. This shift will cut delivery lead times, reduce environmental impact, and foster greater coherence and efficiency across the humanitarian system by making our core relief items available to our partners.

UNHCR will continue to ensure robust **security management** through regular threat and risk analyses, a comprehensive person-centred approach to security risk management, decision-maker training, policy and security risk management compliance review, and critical incident management as required. As an active member of the Inter-Agency Security Management Network and the UN Security Management System, UNHCR plays a key role in shaping collective security strategies. UNHCR will also enhance partner security through the Saving Lives Together initiative and will strengthen humanitarian-military engagement and advocate for humanitarian access to ensure protection, delivery of assistance to forcibly displaced populations, and a safer humanitarian operating environment for all.

Indicator	Baseline 2024	Target 2026
# of people forced to flee who can be assisted with Core Relief Items prepositioned in UNHCR Global Stockpiles	1,000,000	1,000,000
# of critical security incidents managed	36	150
# of emergency deployments	255	225

By simplifying **travel management processes**, advancing digitalization and leveraging global contracts, UNHCR will manage around 80% of international air travel under a single global contract – cutting costs and improving oversight. As part of its fleet rightsizing programme, UNHCR will reduce its vehicle fleet by 700 while expanding carpooling with UN partners. The Smart Fleet ridesharing programme, generating efficiency gains valued at $2 million and reducing 630 tonnes of CO_2 annually, will expand to all operations. UNHCR will auction over 2,000 vehicles from the UN system through the Global Disposal Service, building on 1,750 disposals in 2025. To improve efficiency, security and travel oversight, an advanced vehicle tracking system will digitalize trip data. UN FLEET, a flagship UN Reform initiative aligned with the UN80 vision, currently has 24 service agreements and 910 leased vehicles across 95 countries, and plans to expand its services with 1,290 additional vehicles forecasted for 2026.

In 2026, UNHCR will launch the Generator Efficiency Project in five target countries (Chad, Kenya, Nigeria, South Sudan and Uganda) focusing on optimizing the performance of UNHCR generators. Smart monitoring aims to cut fuel costs by 10%, while system and maintenance optimization targets savings of up to 25% upon full optimization, significantly reducing fuel expenditures in generator-reliant locations.

Office optimization efforts, including consolidation, relocation and co-location, will be guided by data-driven analysis to reduce costs and boost operational efficiency.

People and culture

Amid a highly constrained financial environment and growing global displacement, UNHCR is reshaping how it works to **sustain an agile, capable and efficient workforce**. The organization is streamlining processes and investing in digital transformation to enhance performance while adapting to significant workforce reductions.

The full integration of Workday, UNHCR's digital HR system, has modernized employee services through efficient case management and data-driven decision-making. Building on recent centralization efforts, location-independent HR transactions will progressively transition to the new Global Shared Services. A more agile workforce model is also being developed, balancing fixed and alternative contractual modalities to strengthen flexibility and career growth. This shift will be underpinned by a skills-based talent management approach, ensuring UNHCR attracts, develops, and deploys the expertise needed for the future. As co-chair of the Chief Executives Board Human Resources Network, we continue to shape common system reforms, with a focus on modernization, harmonization, and pooling of resources.

UNHCR's commitment to safeguarding its people and those it serves from **sexual misconduct** remains unwavering. UNHCR will continue to enhance prevention and response efforts in a context of increasing risks, including by seeking enhanced efficiencies and pooling of resources through inter-agency and partner engagement. This includes continued investments in localization through the UNHCR-ICVA Protection from Sexual Exploitation and Abuse Community Outreach and Communication Fund, as well as the roll-out of the Inter-Agency Sexual Exploitation and Abuse Referral Procedures and the UN Victims Assistance Protocol to enhance the timeliness and quality of support to victims. UNHCR will also champion the implementation of the joint UN-Government Framework on PSEA and roll out the dedicated learning programme in support of the organization's around 400 PSEA Focal Points at regional and operational level. UNHCR's Victim Care Team will continue to provide specialized psychosocial support, accompaniment and guidance to colleagues who have experienced sexual harassment. UNHCR will launch a Guide for Managers on Addressing Sexual Harassment, offering victim-centred, practical guidance to help them respond effectively and sensitively to such situations.

UNHCR will continue to reinforce organizational integrity through proactive engagement on retaliation prevention and ethical leadership. Expanded digital case-management tools and inter-divisional collaboration have improved responsiveness and reduced escalation risks. Safeguarding those who speak up reinforces UNHCR's commitment to accountability and survivor-centred protection.

Indicator	Baseline 2024	Target 2026
% of UNHCR staff who have completed mandatory trainings	82%	95%
% of incidents of Sexual Harassment brought to the attention of the Victim Care Officer where the victim chooses to engage in a resolution process	58%	55%
% distribution of UNHCR workforce by gender and region	46% women/ 54% men	47% women

Amid operational and financial uncertainty, **risk management** remains a cornerstone of efficiency and integrity. With all UNHCR country operations fully compliant with the requirement to carry out annual risk reviews, UNHCR continues to integrate risk considerations into planning and decision-making – anticipating threats, reducing disruptions, and ensuring that limited resources achieve the greatest possible impact. A leaner network of risk professionals will continue to monitor and support high-risk situations by applying risk-based practices tailored to diverse operational realities. UNHCR continues to refine its approach to risk management, drawing on lessons from past emergencies to strengthen resilience and ensure more adaptive and efficient risk practices.

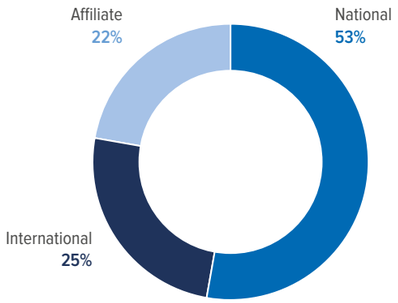
GLOBAL PRESENCE (as of 31 October 2025)

UNHCR was present in **128 countries and territories** with offices in **401 locations**, reflecting a reduction in its presence of 7 countries and 121 locations compared to 2024

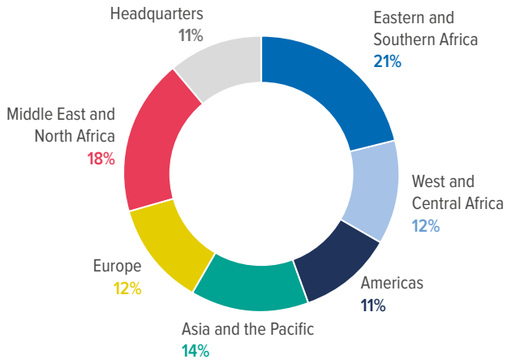
	STAFF MEMBERS	AFFILIATE WORKFORCE*	GLOBAL WORKFORCE
2025	11,413	3,194	14,607
2024	15,151	4,678	19,829
2025 vs 2024	-25%	-32%	-26%

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

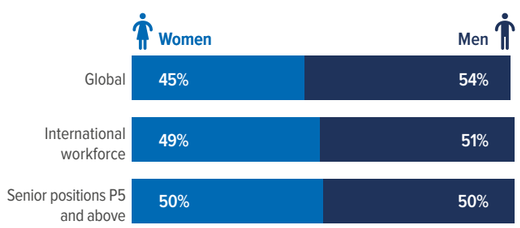
Global workforce by category



Global workforce by region



Global workforce by gender



Global workforce by location

*including 37% or 5,409 staff posted in hardship duty stations.

External engagement and resource mobilization

To deliver on UNHCR's 2026 budget and the priorities within it, UNHCR requires **funding of sufficient quality and that is timely, predictable and flexible**. To navigate current financial constraints, UNHCR will remain agile and forward-looking – exploring innovative fundraising approaches, strengthening engagement with both traditional and emerging donors, and deepening existing partnerships. Looking ahead to 2026, UNHCR has pinpointed two key opportunities for private sector income growth: improving retention of individual donors; building stronger partnership with corporations, foundations and philanthropists. For more details, please see the funding chapter of this Global Appeal 2026.

UNHCR will continue to foster diverse **strategic partnerships** that improve the lives of forcibly displaced and stateless people. UNHCR is making substantial progress with OCHA across **16 countries with mixed settings** to rationalize coordination, reduce duplication, and clarify leadership and accountabilities so refugee and IDP responses are more efficient and deliver stronger protection outcomes.

By reinforcing partnerships, aligning with regional frameworks, and avoiding duplication, the **2026 Refugee Response Plans (RRPs)** aim to ensure coherent, prioritized and context-specific responses that enhance predictability, accountability and collective impact. Central to this vision is the goal of strengthening national capacities and enabling the meaningful participation of refugees and host communities in shaping the priorities and outcomes that affect their lives. The 2026 RRPs, underpinned by the Humanitarian Reset, will be more context-specific and adaptable to the stage of each response – from emergency onset to protracted situations. A continued focus on localization will remain central, with increased investment in local leadership and community-driven initiatives to enhance sustainability and ensure that the response reflects the priorities and capacities of affected communities. For more details, please see the funding chapter of this Global Appeal 2026.

UNHCR also remains committed to local and national partners, while maintaining a 25% budget allocation in 2026 to strengthen their capacity and ensure programme quality.

LIV Golf's ongoing support to displaced and host communities across four continents

© UNHCR/Diana Diaz

In 2024, UNHCR partnered with LIV Golf to use the power of sport to create safe spaces for refugee and host community children and youth across six countries in Africa, Asia, Europe and Latin America. The partnership invests in multi-year sport and play-based activities, alongside essential support like education, job opportunities, and capacity-building and collective learning activities where girls and young women are included. In its first year, the initiative has already helped improve well-being, social connections, and a sense of belonging for young people, while making sure they can still access vital services.

This approach builds institutional resilience and lays the groundwork for future funding increases.

In 2026, UNHCR will continue to leverage **strategic communications**, creative storytelling and innovative partnerships to deliver high-impact, audience-focused content and products.

Through compelling communications, UNHCR will showcase its impact, expertise and ability to deliver protection and solutions for refugees. Continued investment in communications will strengthen trust, foster positive engagement, mobilize meaningful action, and generate essential funding to support the people UNHCR is mandated to protect.

Leadership and governance

As UNHCR undergoes major transformation, **dependable oversight and accountability** remain central. The Inspector General's Office will continue to safeguard integrity and trust, contributing to an organization that ensures high standards of conduct and astute programme delivery – even amidst resource constraints. In 2026, it will optimize efficiencies across assurance and investigations, harnessing data-driven insights and embedding technological tools, including artificial intelligence to maintain timely, high-quality oversight. In a year of consolidation and adaptation, this independent oversight function remains an indispensable part of UNHCR's integrity and assurance framework.

UNHCR will align its policies and accountabilities with the **reviewed organizational structures and operational footprint** introduced in 2025. The Design, Development and Risk Service (DDRS) supports this transformation by coordinating policy and organizational design, guiding change and risk management, and promoting accountability across the organization.

In the context of **governance**, UNHCR will strengthen relationships with Member States, supporting negotiations, building consensus in decision-making, enhancing advocacy efforts, increasing understanding around policy issues and fostering dialogue between UNHCR and the membership. It will ensure that statutory reporting obligations are met and will seek to leverage these relations with States to mobilize support for key initiatives and other high-level events, including those linked to the Global Compact on Refugees.

Through its evaluations UNHCR will generate credible evidence to guide planning and budgeting cycles, strategic decisions and ensure resources deliver maximum impact. In a period of constrained budgets, the focus is on cost-effective, high-value evaluations that inform sustainable protection and solutions for forcibly displaced and stateless people. Priorities include evaluating cash-based and localized responses and reviewing tightly earmarked funding providing forward-looking evidence to guide the organization as contributions become increasingly restricted. UNHCR will leverage artificial intelligence to efficiently synthesize insights from past evaluations, identify trends, and support strategic visioning. UNHCR will expand joint and inter-agency evaluations to share costs, strengthen collective learning, and enable smarter scale up and timely course correction.

Indicator	Baseline 2024	Target 2026
% of evaluations completed annually on time as per rolling evaluation work plan	72%	90%
Median time taken to assess complaints	15 days	15 days
# of governance meetings organized during the year in a timely manner	28	6

Together, these efforts reflect UNHCR's commitment to transformation with integrity – ensuring that even in a time of change, the organization remains accountable, effective, and focused on delivering protection and solutions for displaced and stateless people.

UNHCR fully supports the Secretary-General's UN80 Initiative, which was launched in March 2025 as a system-wide effort to make the UN more agile, effective, accountable and future-ready – so that every dollar, decision and mandate delivers greater impact for people and planet.

GLOBAL APPEAL 2026

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