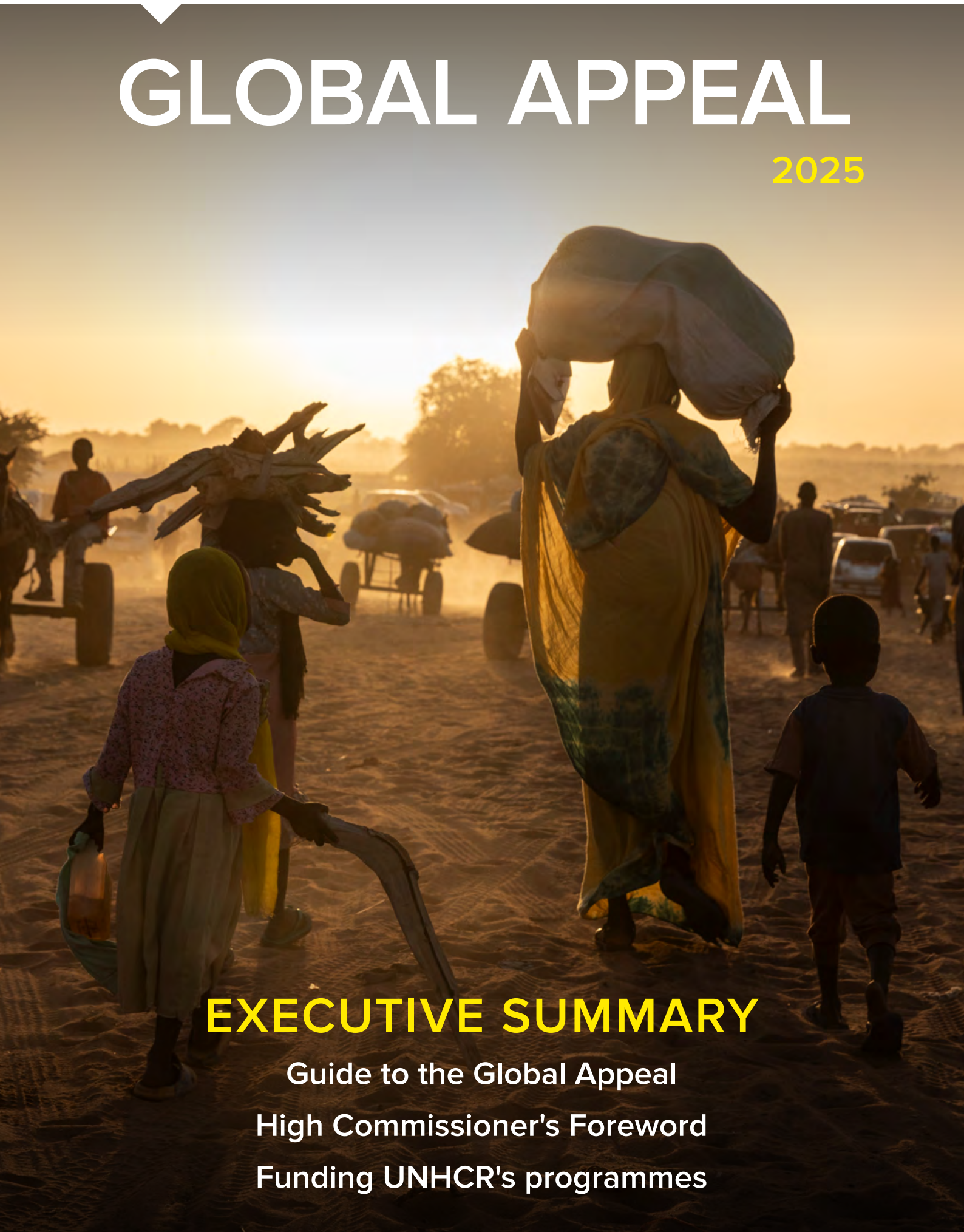
UNHCR
The UN Refugee Agency

GLOBAL APPEAL

2025



EXECUTIVE SUMMARY

Guide to the Global Appeal

High Commissioner's Foreword

Funding UNHCR's programmes

A guide to UNHCR's Global Appeal 2025

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 2025 are as follows:

What you will find in this Executive Summary:

High Commissioner's Foreword

A foreword by the High Commissioner.

2025 planning figures

UNHCR's 2025 population planning figures.

Funding UNHCR's programmes

Overview of UNHCR's 2024 funding and 2025 budget, and the funding outlook for 2025.

You will find online summaries for:

Funding UNHCR's programmes

Overview of UNHCR's 2024 funding and 2025 budget, and the funding outlook for 2025.

Impact Areas

Four overarching Impact Areas where UNHCR wants to see positive changes in the lives of forcibly displaced and stateless people.

- **Protect:** Attaining favourable protection environments
- **Respond:** Realizing rights in safe environments
- **Empower:** Empowering communities and achieving gender equality
- **Solve:** Securing solutions

Areas of strategic focus

UNHCR's proposed work in the following strategic areas:

- Internal displacement
- Accountability to affected people
- Statelessness
- Climate action
- Working with development actors
- Alternatives to dangerous journeys
- The Global Compact on Refugees

Outcome Areas

The activities that UNHCR will undertake around the world are described under 16 "Outcome Areas".

1. Access to territory, registration and documentation
2. Status determination
3. Protection policy and law
4. Gender-based violence
5. Child protection
6. Safety and access to justice
7. Community engagement and women's empowerment
8. Well-being and basic needs
9. Sustainable housing and settlements
10. Healthy lives
11. Education
12. Clean water, sanitation and hygiene
13. Self-reliance, economic inclusion and livelihoods
14. Voluntary repatriation and sustainable reintegration
15. Resettlement and complementary pathways
16. Local integration and other local solutions

Enabling Areas

This section covers the support and management functions needed to run UNHCR's programmes and help the organization work more efficiently and effectively.

UNHCR's work in seven regions

- East and Horn of Africa, and the Great Lakes
- Southern Africa
- West and Central Africa
- The Americas
- Asia and the Pacific
- Europe
- Middle East and North Africa

Country strategies

For country and multi-country operations (available for 56 operations).

Displacement situations in 2025

- Afghanistan situation
- Central African Republic situation
- Colombia situation
- Democratic Republic of the Congo situation
- El Salvador, Guatemala and Honduras situation
- Iraq situation
- Myanmar situation
- Sahel+ situation
- South Sudan situation
- Sudan situation
- Syria situation
- Ukraine situation
- Venezuela situation

High Commissioner Filippo Grandi meets a family leaving Lebanon for the Syrian governorate of Rural Damascus, travelling on foot with all their belongings because an Israeli airstrike had destroyed the main road at the Jdeidet Yabous crossing point.

© UNHCR/Houssam Hariri

High Commissioner's Foreword

We live in an era of relentless emergencies. Of crises without end.

In the last few months, conflict, persecution, and violence have forced millions to flee their homes – in Sudan, Ukraine, and most recently in Lebanon. Millions more have been displaced for years, decades even, having fled bloodshed and instability, from Myanmar to the Democratic Republic of the Congo, and many other places in between.

This Global Appeal 2025 describes how, against this backdrop, and with few solutions on the horizon, we expect forced displacement and statelessness to evolve in the coming year, what we plan to do about it, and why your support is more needed than ever.

Needed in emergency contexts, first and foremost, where UNHCR will continue to play its critical, life-saving role. When conflict breaks out, UNHCR is among the first to respond, to be on the frontlines of displacement, bringing relief to people whose lives were turned upside down. But we do not work alone. Reaching those in need – both displaced people and their hosts – requires that we work in partnership, with and through others: governments, local actors, civil society, academia, the UN, donor partners, or the private sector. It requires listening to and being guided by forcibly displaced and stateless people themselves, who are the best advocates for their own cause.

As people continue to flee violence and, increasingly, the effects of climate change and poor governance, forced displacement flows have become more complex. Refugees and migrants move together, often on long, transnational routes, where they face the same risks. Working closely with

IOM, UNHCR will continue to support countries of origin, transit and asylum with alternatives to dangerous journeys. This approach encourages governments to address mixed flows comprehensively, by looking for solutions and opportunities – including legal pathways to move from one country to another, regularization programmes, or strengthened asylum systems, to name a few.

Finding solutions will remain a key priority in 2025. Solutions in contexts where people are displaced internally – and UNHCR will be guided by its Strategic Plan for Protection and Solutions for IDPs. Solutions also for asylum-seekers and refugees, whether through efforts to support refugees when they choose to return to their countries of origin, or through opportunities for resettlement and other complementary pathways. And, leveraging the recently-launched Global Alliance to End Statelessness, solutions for stateless people as well.

In all these contexts, even as the work to find solutions continues, UNHCR will further invest in and support innovative approaches. Approaches that build on the vision of the Global Compact on Refugees. Approaches that promote refugee inclusion, resilience and self-reliance.

Traditional responses to forced displacement – which have relied on humanitarian actors, and on humanitarian funding – often place an enormous strain on countries hosting large numbers of refugees, especially in a context where humanitarian funding becomes less reliable the longer a crisis lasts. A more sustainable model lies in promoting the inclusion of displaced people in national and local structures – including, but not limited to, employment, education, health care, access to the internet, or banking. The inclusion of displaced people in national systems benefits both refugees and the communities that host them – but to succeed, it must be supported.

In 2025, and beyond, UNHCR – working with a wide array of partners, and in particular development actors, and our donors – will support efforts and policies that strengthen such sustainable responses – many of which, in Uganda, Colombia, or Kenya, are already well developed.

We often speak of UNHCR playing a catalytic role. Perhaps the greatest recent example of this was the Global Refugee Forum in 2023, which garnered thousands of pledges by States and others with the power to make a difference. A major challenge for 2025 will be to leverage those pledges – turning them from promises into action. This is the responsibility of the pledging entities, of course, but UNHCR will do all it can to remove the obstacles that lie in the path of progress – with technical knowhow, connections with expert partners and development funding, and coalitions of support.

As we look ahead to the next few months, we also know that there will be many as yet unknown crises, emergencies that we cannot foresee. But we are well prepared. Our determination, and our experience, enable us to face the future – as uncertain as it may be – with conviction, and with the confidence that, whatever challenges we might face over the next few months, we will face them together.

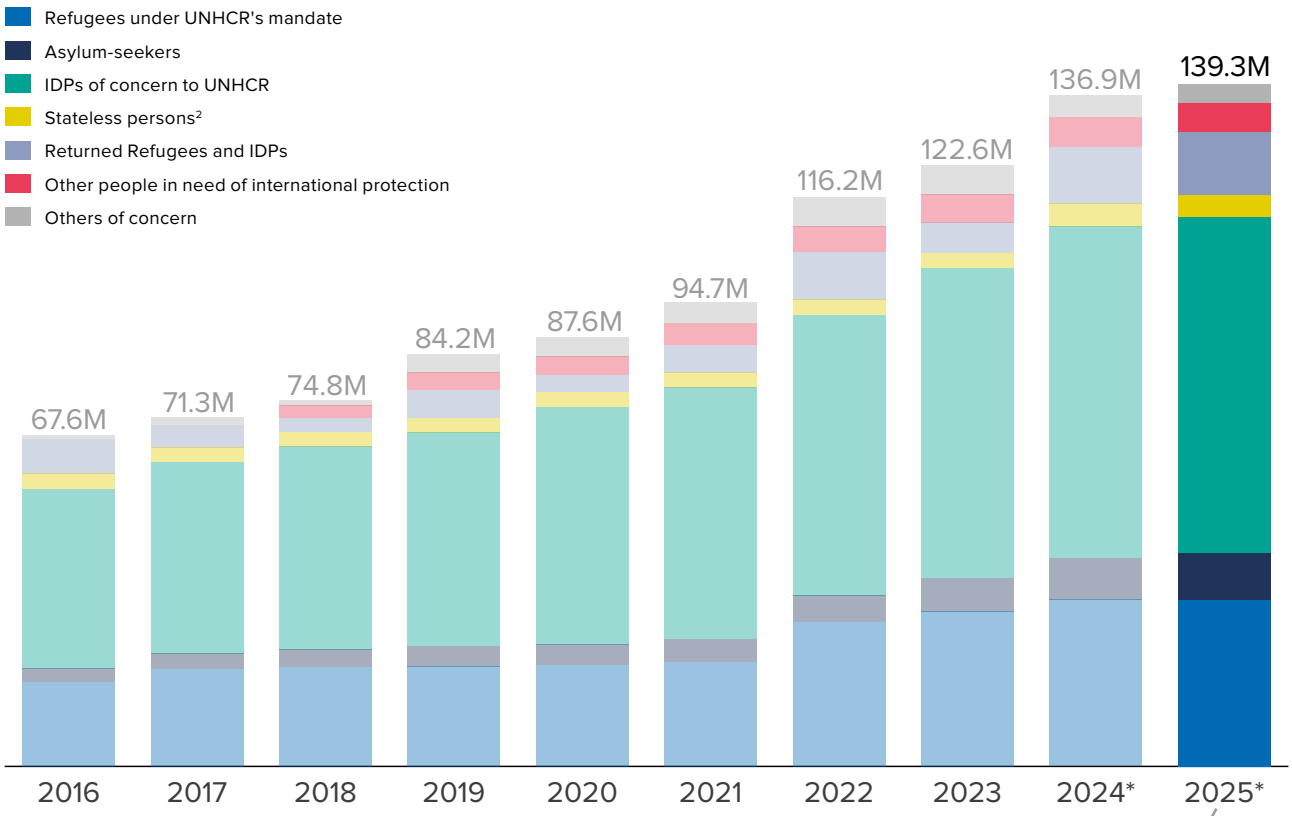
Thank you for your support.

– High Commissioner Filippo Grandi

2025 Global population planning figures[1]

FORCIBLY DISPLACED AND STATELESS PEOPLE I 2016-2025

+106% from 2016 to 2025



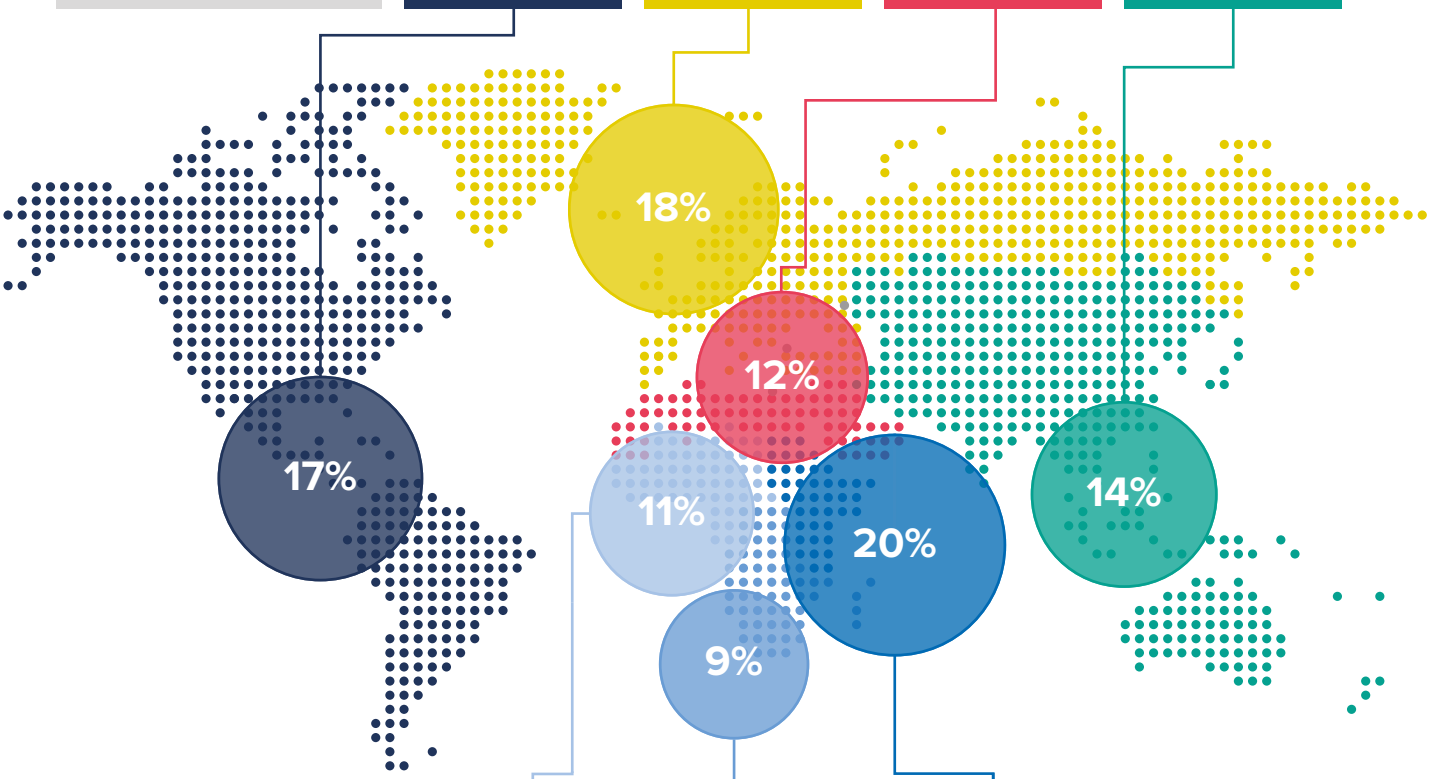
[1] Please see definitions of population types on UNHCR's Refugee Data Finder website, at https://www.unhcr.org/refugee-statistics/methodology/definition/
[2] Stateless figures do not include stateless people who are also displaced to avoid double counting.
[3] Figures from 2016 to 2023 are actual figures, figures for 2024 and 2025 are planning figures.

2025 PLANNING FIGURES OF FORCIBLY DISPLACED AND STATELESS PEOPLE

139.3 million forcibly displaced and stateless people in 2025

	Number of individuals
Refugees	34,024,027
Asylum-seekers (pending cases)	9,471,572
Internally displaced persons (IDPs)	68,528,241
Persons under UNHCR's statelessness mandate	4,577,313
Returnees (Refugees and IDPs)	12,793,841
Other people in need of international protection	6,014,790
Others of concern	3,863,441
Total	139,273,225

	The Americas	Europe	Middle East and North Africa	Asia and the Pacific
Refugees	1,215,023	13,563,581	2,763,525	7,507,905
Asylum-seekers (pending cases)	5,438,024	1,549,925	1,374,962	291,567
Internally displaced persons (IDPs)	8,310,858	4,239,580	11,814,529	7,626,518
Persons under UNHCR's statelessness mandate	100,313	465,239	354,220	1,204,787
Returnees (Refugees and IDPs)	300,004	5,750,190	701,000	813,232
Others of concern	2,233,606	36,000	32,758	1,469,683
Other people in need of international protection	6,014,790	-	-	-
Total	**23,612,618**	**25,604,515**	**17,040,994**	**18,913,692**



	West and Central Africa	Southern Africa	East and Horn of Africa and the Great Lakes	Total Africa Regions
Refugees	3,062,414	794,894	5,116,685	8,973,993
Asylum-seekers (pending cases)	135,984	215,671	465,439	817,094
Internally displaced persons (IDPs)	8,924,353	8,410,733	19,201,670	36,536,756
Persons under UNHCR's statelessness mandate	2,133,437	167,037	152,280	2,452,754
Returnees (Refugees and IDPs)	554,257	2,445,899	2,229,259	5,229,415
Others of concern	43,117	38,584	9,693	91,394
Total	**14,853,562**	**12,072,818**	**27,175,026**	**54,101,406**

FUNDING UNHCR's PROGRAMMES

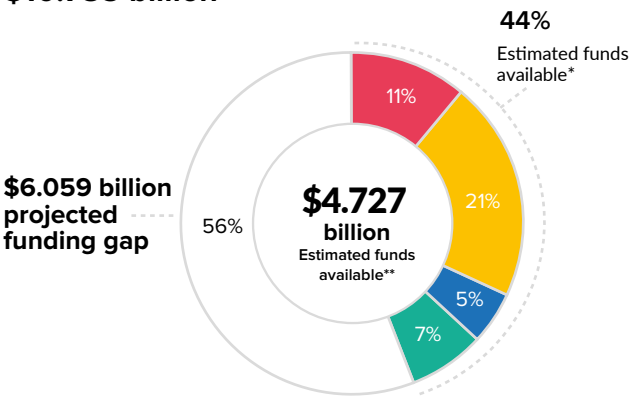
UNHCR presents an annual budget for approval by its Executive Committee each October. The 2025 budget of $10.248 billion is designed to enable UNHCR and its partners to provide life-saving protection, assistance and solutions in new and existing displacement situations.

This budget is driven by the needs of the projected population of 139.3 million forcibly displaced and stateless people during the year ahead, which would mark another year of record numbers.

Once approved, the budgeted total may be increased by supplementary budgets if unexpected crises add significantly to the needs during the year. UNHCR launches its annual fundraising effort with a Global Appeal and a Pledging Conference in December, and is continually engaged in resource mobilization from public and private sector donors to meet the identified needs and fund its work.

OVERVIEW OF 2024 BUDGET AND FUNDING | (as of 31 October 2024)

CURRENT BUDGET
$10.785 billion

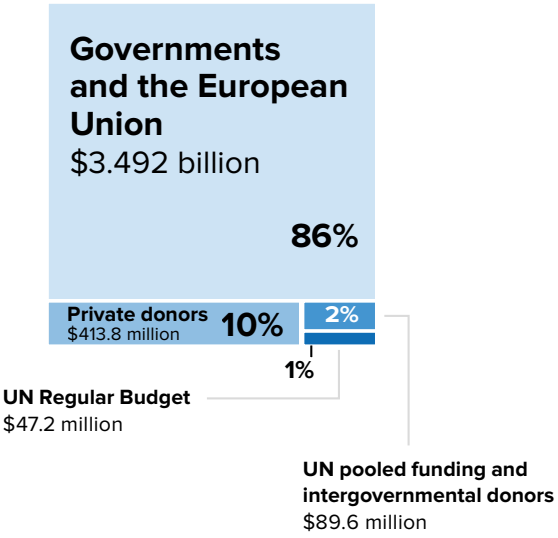


Fresh voluntary contributions

Unearmarked **$644,877,421**	Earmarked **$2,033,049,645**
Softly earmarked **$458,058,302**	Tightly earmarked **$859,822,985**

Total **$3,995,808,352**

VOLUNTARY CONTRIBUTIONS
in 2024 | USD



*Percentages may not add up to 100% due to rounding.
** For more details on funds available, see the Funding update of 31 October 2024.

Overview of 2024 budget and funding

As of 31 October, UNHCR's 2024 global budget stood at $10.785 billion, representing the budget approved by UNHCR's Executive Committee in October 2023, as well as supplementary increases due to additional unforeseen needs for the Sudan situation. Against this, as of 31 October 2024, the funds available to UNHCR stood at 44% ($4.727 billion), compared with 45% ($4.910 billion) at the same point of 2023. Of the funds available to UNHCR at the end of October 2024, $3.996 billion were fresh voluntary contributions. Meanwhile, we continue to respond to a high number of emergencies, including the consequences of the devastating Israeli strikes on Lebanon.

2024 started with much uncertainty around funding, particularly from some of UNHCR's largest public and private sector donors. This uncertainty continued until mid-year, when the estimated funds available to UNHCR covered only 35% of its budget. More ominously, the flexible funding within that total was $835 million, 18% less than a year earlier. The consequences of underfunding were presented in UNHCR's 2024 Underfunded Report.

The deep uncertainty around funding in 2024 prompted UNHCR to institute an Office-wide freeze of around 5% of expenditure as a temporary, precautionary measure, with the utmost done to preserve operational delivery and minimize the impact on forcibly displaced and stateless people.

This freeze came on top of the prioritization of UNHCR's needs-driven budget that had to be taken across the Office from the beginning of the year. While this type of prioritization is done every year, it was done more robustly in 2024 based on the funding outlook. By mid-year, 40% of our 2024 budget was prioritized, as compared to 46% at the same point of 2023, focusing on core protection and life-saving assistance activities.

One key indicator for the funding level was the annual pledging conference held in December 2023 for the 2024 budget. $973 million in commitments from the public sector were announced, along with $410 million from UNHCR's private sector National Partners, for a total of $1.383 billion, 14% less than for 2023.

Other humanitarian agencies and partners are also facing the same concerns. As of the end of September 2024, the plans in the Global Humanitarian Overview (GHO) were only 32.7% funded. Throughout the year, UNHCR has worked with other agencies – from the UN and from the NGO community – to jointly highlight the costs of inaction and the consequences of underfunding.

On top of issues related to the quantity and quality of funding, we remain concerned about diversification. While we continue with our efforts to diversify our donor base, 86% of our income as of 31 October 2024 was from governments and the European Union, with recorded contributions from the private sector at 10%. Additionally, with a number of key pooled funds – such as the CERF – facing the same resource constraints, income from pooled funds dropped to 2% compared with 4% in 2023. Only one private sector partner was in the top 10 as of the end of October 2024, and no pooled funds.

2024 MID-YEAR RESULTS | CORE OUTPUT INDICATORS

Reporting period 1 January – 30 June 2024

In 2024, UNHCR introduced core output indicators as part of our results-based management system, enabling us to report and consolidate our results globally. This update highlights UNHCR's key results during the first half of 2024.

Attaining favourable protection environments

Access to territory, registration and documentation	**3.04 million** people registered on an individual basis (**65** operations) **1.19 million** people supported to obtain civil status, identity or legal status documentation (**75** operations)
Status determination	**69** countries where UNHCR has provided capacity development support to strengthen the national status determination system(s), in accordance with international standards
Protection policy and law	**79** countries where 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
Gender-based violence	**630,000** people benefited from specialized gender-based violence programmes (**70** operations)
Child protection	**636,000** children and caregivers received child protection services (**70** operations)
Safety and access to justice	**501,000** people received legal assistance (**82** operations)

Realizing rights in safe environments

Well-being and basic needs	**2.16 million** people received cash assistance (**97** countries) **2.68 million** people received non-food items (**59** operations) **749,000** people supported with improved cooking options (**20** operations)
Sustainable housing and settlements	**630,000** people received shelter and housing assistance (**59** operations)
Healthy lives	**9.53 million** individual consultations in UNHCR-supported health care services (**59** operations) **411,000** consultations in UNHCR-supported mental health and psychosocial support services (**79** operations)
Education	**1.32 million** people benefited from education programming (**64** operations)
Clean water, sanitation and hygiene	**5.57 million** people supported with access to water and/or sanitation services (**29** operations)

Empowering communities and achieving gender equality

Community engagement and women's empowerment	**133,000** people consulted through Participatory Assessments (**96** operations) **2.32 million** people used UNHCR- supported feedback & response mechanisms to voice their needs/concerns/feedback (**96** operations) **8.03 million** people received protection services (**84** operations)
Self-reliance, economic inclusion and livelihoods	**174,000** people benefited from livelihoods and economic inclusion interventions (**79** operations)

Securing solutions

Voluntary repatriation and sustainable reintegration	**145,000** people received counselling and/or information on voluntary repatriation (**70** operations)
Resettlement and complementary pathways	**62** countries issued machine-readable travel documents to refugees and stateless people
Local integration and other local solutions	**80** countries where the government social protection system is inclusive of forcibly displaced and stateless people fully or partially **29,000** people supported by UNHCR to acquire nationality, permanent residency status or to access naturalization procedures (**58** operations)

These mid-year 2024 figures might be underreported due to some country operations submitting their data late, which prevented consolidation at the global level. However, all 104 operations did participate in this mid-year reporting for 2024.

People reported under the core output indicators include asylum-seekers, internally displaced people, refugees, returnees, and stateless persons. One operation may include more than one country.

Source: UNHCR and Partners

Internally displaced people who have arrived at a gathering site near Kassala, Sudan, walk towards their shelters.

© UNHCR/Aymen Alfadil

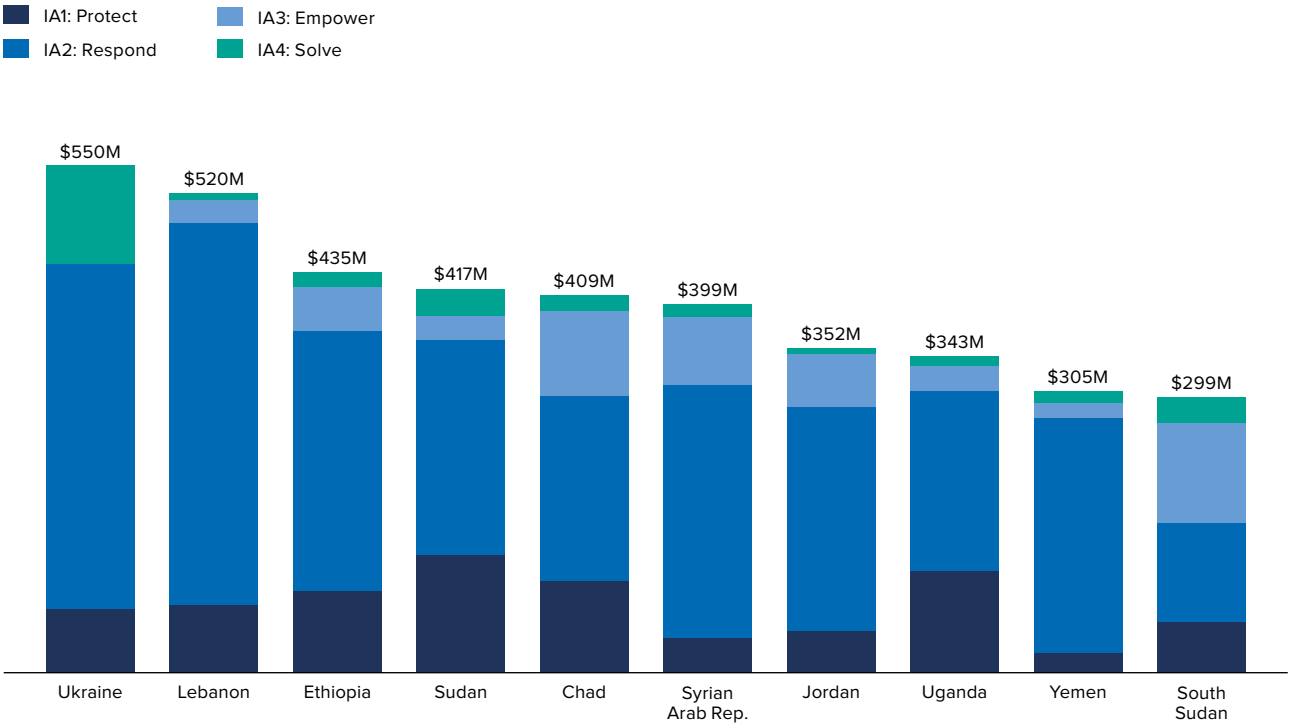
Designed for impact: UNHCR's budgeted needs in 2025

2025 BUDGET BY IMPACT AREAS I USD

IMPACT AREAS	AMOUNT	% of programmed activities	% of total	% variance vs 2024
Attaining favourable protection environments **IA 1: Protect**	**2,591,441,252**	27%	25%	-3%
Realizing basic rights in safe environments **IA 2: Respond**	**4,427,035,559**	45%	43%	-12%
Empowering communities and achieving gender equality **IA 3: Empower**	**1,365,095,022**	14%	13%	-1%
Securing solutions **IA 4: Solve**	**1,364,528,990**	14%	13%	16%
SUBTOTAL PROGRAMMED ACTIVITIES	**9,748,100,824**	**100%**	**95%**	**-5%**
Operational reserve (OR)	**487,405,041**		5%	-4%
Junior Professional Officers	**12,000,000**		0%	0%
TOTAL	**10,247,505,865**		**100%**	**-5%**

TOP TEN BUDGETS BY OPERATIONS AND IMPACT AREAS

These 10 country operations account for 41% of the global needs for programmed activities in 2025



Other country operations, Global Programmes and HQs = $5.719 billion

2025 BUDGET BY REGION AND IMPACT AREAS I USD millions

Total 2025 budget: **$10.248 billion**

THE AMERICAS

Protect	$332.1	41%
Respond	$126.0	15%
Empower	$95.7	12%
Solve	$261.4	32%
Total	$815.2 million	

EUROPE

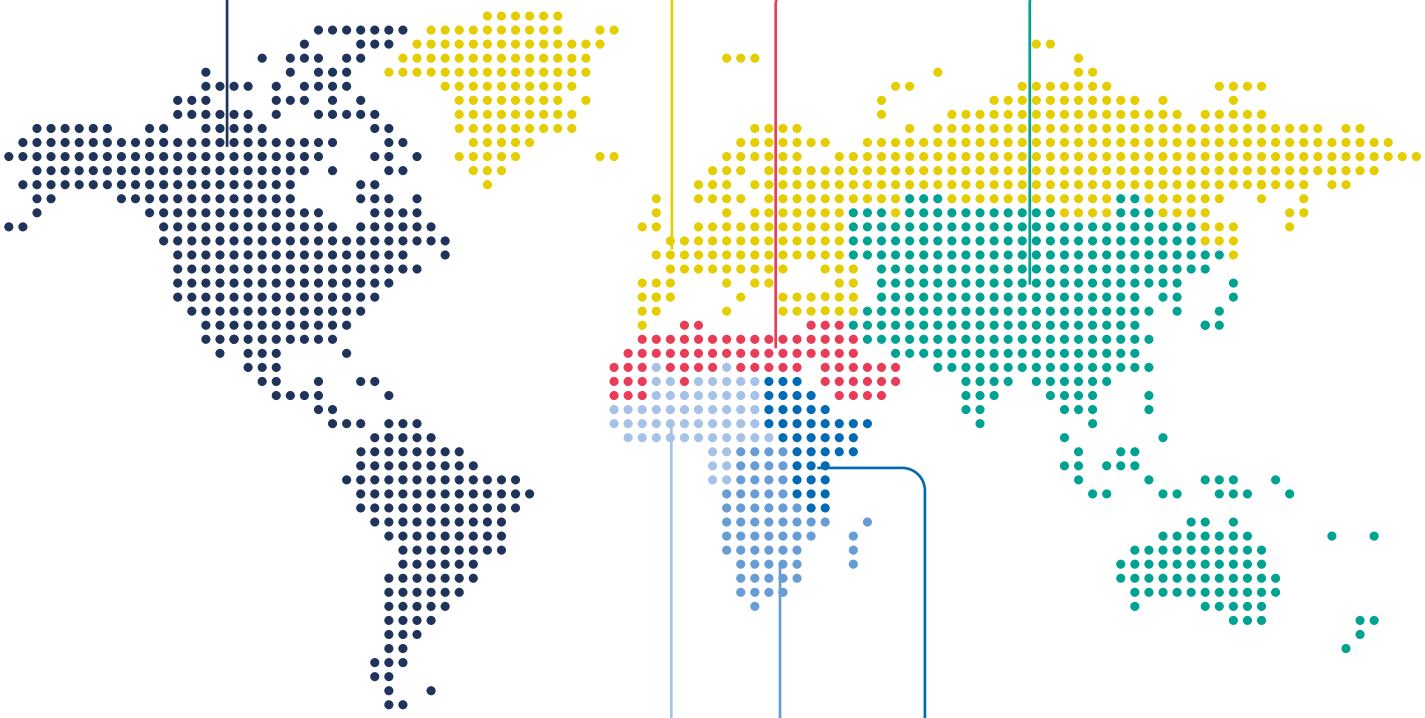
Protect	$432.7	35%
Respond	$484.0	39%
Empower	$90.9	7%
Solve	$239.5	19%
Total	$1.247 billion	

THE MIDDLE EAST AND NORTH AFRICA

Protect	$378.2	18%
Respond	$1,327.0	63%
Empower	$223.1	11%
Solve	$194.0	9%
Total	$2.122 billion	

ASIA AND THE PACIFIC

Protect	$240.9	25%
Respond	$409.7	43%
Empower	$187.6	20%
Solve	$119.8	13%
Total	$957.9 million	



WEST AND CENTRAL AFRICA

Protect	$357.8	30%
Respond	$443.0	37%
Empower	$250.3	21%
Solve	$140.0	12%
Total	$1.191 billion	

SOUTHERN AFRICA

Protect	$140.9	31%
Respond	$131.0	29%
Empower	$87.9	19%
Solve	$91.5	20%
Total	$451.3 million	

EAST AND HORN OF AFRICA AND THE GREAT LAKES

Protect	$515.2	24%
Respond	$1,108.1	51%
Empower	$327.5	15%
Solve	$216.3	10%
Total	$2.167 billion	

COUNTRY OPERATIONAL TECHNICAL SUPPORT*

Protect	$25.0	15%
Respond	$103.8	69%
Empower	$13.2	8%
Solve	$13.1	7%
Total	$155.1 million	

*See more on p.14-15

Investing in protection: upholding human dignity

IMPACT AREA 1 | ATTAINING FAVOURABLE PROTECTION ENVIRONMENTS

The budget for Impact Area 1 amounts to $2.591 billion, or 25% of the budget, a decrease of $78.7 million, or 3%, compared to the 2024 budget[1]. UNHCR will strengthen protection by improving legal frameworks and access to documentation, territory and asylum, and address protection risks. The largest regional increase ($24.8 million) is in the East and Horn of Africa and the Great Lakes, driven by the response to the Sudan situation in South Sudan and Uganda.

[1] The budget for 2024 of $10.765 billion as presented at the 75th Executive Committee.

For more information, see in particular the following sections in this Global Appeal

- Impact Area 'Protect'
- Focus Areas on Accountability to affected people; Internal displacement; Statelessness
- Outcome Areas: 1-3; 5; 7
- See Core output indicator reporting for key achievements to date in 2024 for Attaining favourable protection environments.

Providing humanitarian response: a lifeline in crisis

IMPACT AREA 2 | REALIZING RIGHTS IN SAFE ENVIRONMENTS

The budget for Impact Area 2 totals $4.427 billion, or 43% of the budget. Humanitarian crises demand swift and effective responses, and UNHCR stands at the forefront, delivering life-saving protection and assistance to millions of forcibly displaced and stateless people. It covers life-saving activities, responding to gender-based violence, providing core relief items and cash assistance, and developing preparedness capacities. Despite the increases in West and Central Africa ($7 million) and southern Africa ($2.8 million), a net decrease of $587.4 million, or 12%, is planned compared to the 2024 budget.

For more information, see in particular the following sections in this Global Appeal

- Impact Area 'Respond'
- Focus Areas on Climate action; Internal displacement
- Outcome Areas: 8-10; 12; 13
- Core output indicator reporting for key achievements to date in 2024 for Realizing Rights in safe environments

Empowering refugees: building self-reliance and opportunities

IMPACT AREA 3 | EMPOWERING COMMUNITIES AND ACHIEVING GENDER EQUALITY

The budget for Impact Area 3 totals $1.365 billion, or 13% of the budget, with a decrease of $19.2 million, or 1%, compared to the 2024 budget. UNHCR, together with partners, will empower displaced persons to become contributors to their communities and economies. These efforts aim not only to transform individual lives but also to foster stability and progress on a broader scale. The largest increases in Impact Area 3 are expected in West and Central Africa ($36.6 million) and the East and Horn of Africa and the Great Lakes ($15 million).

For more information, see in particular the following sections in this Global Appeal

- Impact Area 'Empower'
- Focus Areas on Accountability to affected people; Statelessness; Working with development actors
- Outcome Areas: 1; 4; 5; 7; 11; 13
- Core output indicator reporting for key achievements to date in 2024 for Empowering communities and achieving gender equality

Providing sustainable solutions: nurturing hope for tomorrow

IMPACT AREA 4 | SECURING SOLUTIONS

The budget for Impact Area 4 totals $1.365 billion, or 13% of the 2025 budget, with an increase of $185.1 million, or 16%, compared to the 2024 current budget. The main increases are in the Middle East and North Africa ($80 million), Europe ($37.4 million) and Asia and the Pacific ($22 million). UNHCR will pursue the goal of securing solutions including through voluntary returns, resettlement and complementary pathways. With some 2.9 million refugees in need of resettlement in 2025, UNHCR will strengthen its efforts towards advancing solutions in third countries. The promotion of responsibility- and burden-sharing arrangements will continue, as will efforts to sustain the momentum generated by the Global Refugee Forum.

For more information, see in particular the following sections in this Global Appeal

- Impact Area 'Solve'
- Focus Areas on Statelessness; Working with development actors
- Outcome Areas: 14-16
- Core output indicator reporting for key achievements to date in 2024 for Securing solutions

UNHCR's budget by Outcome and Enabling Areas

In the budget for 2025, nine out of 16 Outcome Areas saw changes of 5% or less compared to 2024, indicating broad continuity. The most significant changes are in solutions-related Outcome Areas, including a 15% increase in voluntary repatriation and sustainable reintegration, and a 12% rise in integration and local solutions, mainly for returning internally displaced persons and refugee returnees. Resettlement and complementary pathways increased by 2%, with increased activities in the Americas, West and Central Africa, and the East and Horn of Africa.

Protection-related Outcome Areas show stability, with similar allocations compared to 2024. Outcome Areas such as access to territory, registration and documentation, gender-based violence, safety and access to justice, community engagement and status determination remain the same or within a 5% change. Child protection decreased by 7%, but saw increases in Afghanistan, Ethiopia and South Sudan. Protection policy and law decreased by 8%, reflecting the consolidation of activities under other protection Outcome Areas. Overall, the trend in protection-related outcomes shows continuity.

Due to shifts in operational strategies and a reduction in UNHCR's operational footprint, planned allocations under housing and settlements, healthy lives, education, and clean water, sanitation, and hygiene have decreased. Education saw an 8% decrease, reflecting a focus on inclusion in national systems. Clean water, sanitation, and hygiene decreased by 5%, due to some interventions being handed over to partners. Well-being, the largest Outcome Area, decreased by 11% due to adjusted interventions in Ukraine and other operations across the Middle East and North Africa.

Enabling Areas make up 11% of the budget, a 2% decrease, demonstrating the office's commitment to better stewardship. Systems and processes decreased by 16% after completing a business transformation programme. Leadership and governance increased by 15%, reflecting investments in data protection and governance.

An overview of cost reductions due to efficiencies, realignment, sustainable responses and reductions in UNHCR's operational footprint

With its 2025 budget, UNHCR aims to collaborate meaningfully with stakeholders to drive change, seizing opportunities to include refugees into national services and responses, and reviewing operational footprints when feasible. Examples include operations in the Middle East, North Africa and Europe. The 2025 budget reflects a strategic shift in engagement in IDP situations in Libya, the Syrian Arab Republic and Yemen, aligned with their multi-year strategies, refocusing on supporting returning IDPs, and planning a phase-out from engagement with internally displaced people in Iraq by the end of the year.

UNHCR will continue efforts to ensure greater efficiency and cost-effectiveness. The Office leverages digital tools and systems offering opportunities to reduce administrative processing efforts, generate better data for decision-making, and enable more streamlined management of back-office functions. UNHCR will work on recalibrating and streamlining processes in finance, administration and supply for maximum efficiency. Operations will also continue to ensure the cost effectiveness and efficiency of programme interventions.

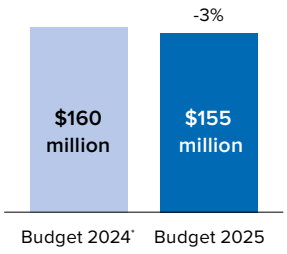
2025 BUDGET BY OUTCOME AND ENABLING AREAS I USD

OUTCOME AND ENABLING AREAS	AMOUNT	% of programmed activities	% of total	% of variance vs 2024*
OUTCOME AREAS				
Access to territory, registration and documentation (OA 1)	725,139,581	7%	7%	-5%
Status determination (OA 2)	212,645,877	2%	2%	+5%
Protection policy and law (OA 3)	284,014,303	3%	3%	-8%
Gender-based violence (OA 4)	354,037,687	4%	3%	0%
Child protection (OA 5)	235,687,666	2%	2%	-7%
Safety and access to justice (OA 6)	314,855,730	3%	3%	0%
Community engagement and women's empowerment (OA 7)	597,850,172	6%	6%	-4%
Well-being and basic needs (OA 8)	2,079,011,693	21%	20%	-11%
Sustainable housing and settlements (OA 9)	1,024,920,200	11%	10%	-5%
Healthy lives (OA 10)	531,152,810	5%	5%	-17%
Education (OA 11)	480,959,233	5%	5%	-8%
Clean water, sanitation and hygiene (OA 12)	245,204,577	3%	2%	-5%
Self-reliance, economic inclusion and livelihoods (OA 13)	545,199,900	6%	5%	-2%
Voluntary repatriation and sustainable reintegration (OA 14)	334,834,438	3%	3%	+15%
Resettlement and complementary pathways (OA 15)	230,828,945	2%	2%	+2%
Local integration and other local solutions (OA 16)	427,586,713	4%	4%	+12%
SUBTOTAL OUTCOME AREAS	8,623,929,526	88%	84%	-5%
ENABLING AREAS				
Systems and processes (EA 17)	152,130,399	2%	1%	-16%
Operational support and supply chain (EA 18)	418,745,142	4%	4%	+3%
People and culture (EA 19)	95,387,201	1%	1%	-7%
External engagement and resource mobilization (EA 20)	421,266,656	4%	4%	-1%
Leadership and governance (EA 21)	36,641,900	0%	0%	+15%
SUBTOTAL ENABLING AREAS	1,124,171,298	12%	11%	-2%
SUBTOTAL PROGRAMMED ACTIVITIES	9,748,100,824	100%	95%	-5%
Operational reserve (OR)	487,405,041		5%	-4%
Junior Professional Officers	12,000,000		0%	0%
TOTAL	10,247,505,865		100%	-5%

*2024 current budget as presented at ExCom 2024

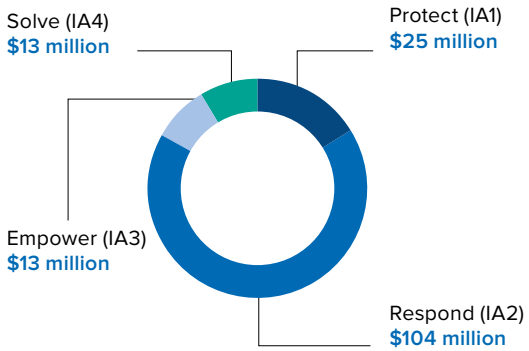
COUNTRY OPERATIONAL TECHNICAL SUPPORT I 2024/2025

$155 million required for 2025 I 2% of the global budget



* Current budget as presented at ExCom 2024.

COUNTRY OPERATIONAL TECHNICAL SUPPORT BY IMPACT AREA I 2025



Country operational technical support

Country operational technical support includes activities that directly benefit operations in achieving their intended results. These activities encompass resettlement, education projects, security supplies, emergency deployment services, and ICT services. The 2025 budget of $155.1 million reflects a decrease of $5 million, or 3%, compared to the 2024 current budget of $160 million. This reduction is primarily due to a rationalization of supply chain management as part of a recently introduced supply operating model and strengthened supply teams in Regional Bureaux.

Headquarters and Global Programmes

The 2025 budget of $255.5 million for Headquarters reflects an increase of $6.4 million, or 3%, compared to the 2024 current budget of $249.1 million. Despite this slight increase, Headquarters costs remain at 2% of the total budget, consistent with prior years.
The main variances between the 2024 current budget and 2025 budget include a budget-neutral transfer from Global Programmes to Headquarters aimed at improving functional alignment in human resource management and strengthening oversight and management, including improved support for workforce planning.

Another factor contributing to the increase in the Headquarters budget is the strengthening of the new Design and Development Service, replacing the one focused on transformation and change. This new Service will contribute to UNHCR's management vision, focusing on optimizing the architecture, processes and systems that support operations. Increases have been seen in the Division of International Protection with the creation of an Asylum Migration Section, and in the Division of Finance and Administration Management to enhance the efficiency of transactional processing following the introduction of Cloud ERP.

Global Programmes include activities of global leadership and strategic engagement. The 2025 budget of $385.5 million for Global Programmes reflects a decrease of $21.5 million, or 5%, compared to the current 2024 budget of $407 million. The decreases in the 2025 budget cover areas such as the consolidation of PRIMES and data protection support under the Global Data Service, the conclusion of feasibility assessments for greening infrastructure, and the streamlining of support services for Private Sector Partnerships.

UNHCR's budget and the Sustainable Development Goals

UNHCR's budget closely aligns with the Sustainable Development Goals. Similar to previous years, 75% of the budget will contribute to 10 of the Goals. Results mapped to sustainable development goals have decreased by 6%, reflecting the variances in the UNHCR budget by Outcome and Enabling Areas.

UNHCR is working with a broad range of partners, including development actors, in line with the "whole-of-society" approach of the Global Compact on Refugees, promoting humanitarian-development cooperation and pledge matching to aid refugees and host communities in reaching SDG.

MAPPING OF 2025 BUDGET TO THE SUSTAINABLE DEVELOPMENT GOALS | USD

OUTCOME (OA) /ENABLING AREAS (EA)	SUSTAINABLE DEVELOPMENT GOAL	AMOUNT	% of total
Well-being and basic needs (OA 8)	SDG 1: No poverty	2,079,011,693	20%
Healthy lives (OA 10)	SDG 3: Good health and well-being	531,152,810	5%
Education (OA 11)	SDG 4: Quality education	480,959,233	5%
Gender-based violence (OA 4)	SDG 5: Gender equality	354,037,687	3%
Community engagement and women's empowerment (OA 7)		597,850,172	6%
Clean water, sanitation and hygiene (OA 12)	SDG 6: Clean water and sanitation	245,204,577	2%
Self-reliance, economic inclusion and livelihoods (OA 13)	SDG 8: Decent work and economic growth	545,199,900	5%
Protection policy and law (OA 3)	SDG 10: Reduced inequalities	284,014,303	3%
Local integration and other local solutions (OA 16)		427,586,713	4%
Sustainable housing and settlements (OA 9)	SDG 11: Sustainable cities and communities	1,024,920,200	10%
Access to territory, registration and documentation (OA 1)	SDG 16: Peace, justice and strong institutions	725,139,581	7%
External engagement and resource mobilization (EA 20)	SDG 17: Partnerships for the goals	421,266,656	4%
SUBTOTAL FOR BUDGETS MAPPED TO SDGs		7,716,343,527	75%
SUBTOTAL FOR BUDGETS UNMAPPED TO SDGs		2,031,757,297	20%
SUBTOTAL PROGRAMMED ACTIVITIES		9,748,100,824	95%
Operational reserve (OR)		487,405,041	5%
Junior Professional Officers		12,000,000	0%
TOTAL		10,247,505,865	100%

Resource mobilization in 2025

Over the past year, global events have created a complex fundraising environment that is posing challenges in raising resources from both the public and the private sectors. UNHCR will need to take these into consideration in how we mobilize resources for 2025.

First, while total overseas development assistance (ODA) itself is not decreasing[2], this is the case for some of UNHCR's major government donors. Moreover, the in-donor refugee costs (ODA that is spent to assist refugees on the donor State's own territory) remain above previous peak levels in 2015-2017. In 2023, this accounted for more than 25% of total ODA in seven DAC countries.

Second, many of the world's largest democracies are undergoing national elections in 2024, with refugees and migrants featuring as hot button issues. Elections often present a period of introspection which can give rise to xenophobia, especially when fuelled by misinformation and hate speech.

Changes in administration often take time to embed, with knock-on impact for funding to organizations like UNHCR. Voters in these countries, who make up a majority of UNHCR's individual givers, naturally look at the situation within their own national borders.

Third, the conflict in Gaza and the wider Middle East has also presented global fundraising challenges due to its highly complex nature and UNHCR's mandate, which does not cover Palestinian refugees under the mandate of UNRWA.

Fourth, the main pooled funds from which UNHCR seeks funding, such as the Central Emergency Response Fund, are themselves facing resource constraints.

In such an environment it is important that we remain vigilant for new and innovative ways of raising funds from the public and private sectors and that we nurture and develop the partnerships we already have.

[2] Total ODA from DAC donors increased to US$223.7 billion, or 0.37% of countries' combined GNI, a 1.8% increase in real terms compared to 2022; see Donor Updates in Brief: 2023 OECD Preliminary Data (donortracker.org)

Raising funds from the public sector

Governments and the EU continue to be UNHCR's main financial supporters by significant margins, contributing 86% of our income as of the end of October. Meanwhile, the percentage of contributions from pooled funds has dropped significantly.

We are concerned that several government donors are communicating that less humanitarian funding will be available in 2025. Some have announced returns to pre-COVID 19 levels and/or that there will be less flexible funding and a greater emphasis on local (tightly earmarked) fundraising. Moreover, UNHCR, like many humanitarian partners, is facing increased unpredictability, as well as an uptick in politically motivated earmarking, conditions and restrictions.

A cut in funding not only has obvious humanitarian repercussions, it also threatens to undermine efforts to support countries that are including refugee populations in their national systems and services, which would help build their resilience and lessen their need for donor funding in the medium- to long-term. Thus, lower funding now threatens to increase needs in the future, entrenching a deep funding gap.

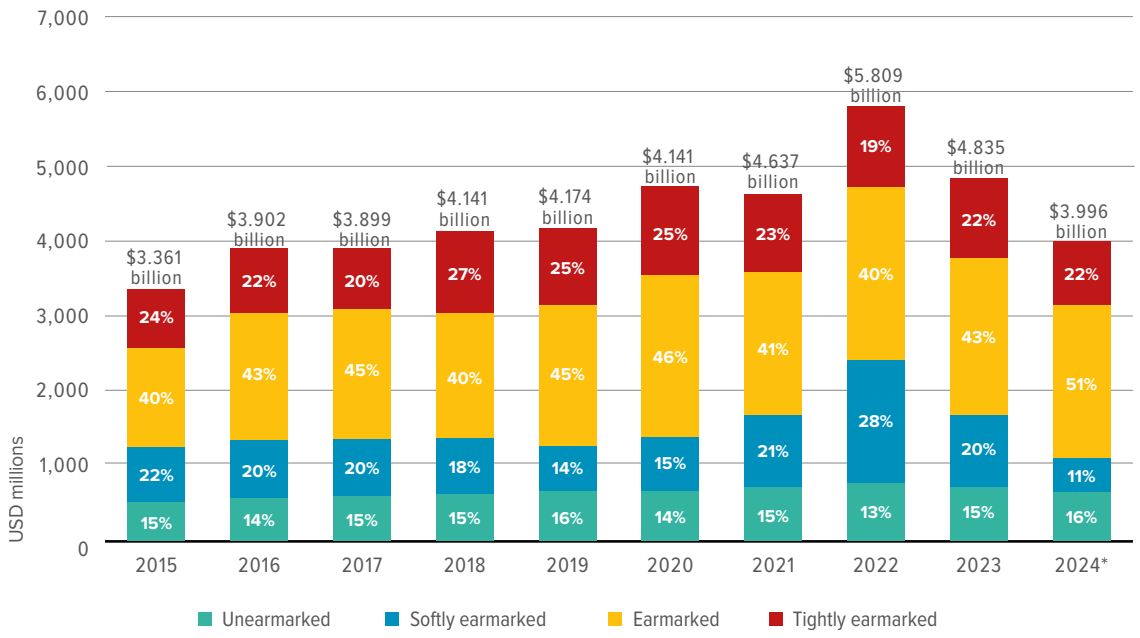
Against this background, UNHCR continues to appeal for quantity and quality of funding across a range of donors to allow the organization to deliver on its mandate. At the same time, we continue to explore more efficient and innovative ways to protect and pursue solutions.

A whole-of-organization approach to engagement and resource mobilization will continue to be encouraged, insofar as available human resources permit. This is important to explain the needs that UNHCR is trying to address, as well as the impact of its interventions which are made possible by the support of donors. In this context of resource constraints, UNHCR will continue its efforts to reassure donors about the integrity of its systems and the continued drive for efficiencies and innovation.

At a time when there are not enough humanitarian funds to go around, an increase in the quality of funding will at least help to facilitate a more equitable and needs-based allocation of available funds. UNHCR will continue to advocate for this, given that the expectations of transformative change as a result of the Grand Bargain have yet to be realized, despite some progress observed in the past years.

One important entry point in the pursuit of quality funding is the multi-stakeholder pledge on Quality Humanitarian Funding for Refugee Situations which was made by ten donors during the 2023 Global Refugee Forum (GRF). In line with Grand Bargain commitments, this pledge commends the generous ongoing contributions from current donors of quality funds and encourages their continued, long-term commitment to providing UNHCR with at least 30% of their annual humanitarian support in unearmarked funds or at least 50% in flexible funds by the next GRF in 2027. The pledges are also encouraged to be multi-year and disbursed in the first quarter of the year. UNHCR will continue to support donors in fulfilling these commitments, as well as in expanding the list of those making pledges.

LEVELS OF EARMARKING | 2015-2024



*As of 31 October 2024

TOP TEN DONORS OF MULTI-YEAR CONTRIBUTIONS | USD

DONOR	2022	2023	2024	2025	2026 onwards	Multi-year total by donor
Sweden	109,332,561	101,919,588	132,427,111	91,436,755		435,116,015
Denmark	87,410,896	81,089,793	94,199,044	81,774,028	79,720,805	424,194,565
European Union	78,703,195	76,390,715	128,089,558	53,338,137	28,429,924	364,951,530
Netherlands (Kingdom of the)	36,117,562	57,347,543	84,356,225	79,533,610	72,518,799	329,873,739
Germany	70,392,116	90,391,540	36,488,921	24,793,090	6,793,599	228,859,266
Canada	66,796,791	53,868,255	8,260,581	4,344,790	1,168,851	134,439,268
United Kingdom of Great Britain and Northern Ireland	5,620,169	46,298,338	41,759,382	36,432,458		130,110,347
Australia	9,817,841	29,141,288	23,145,839	23,461,273	17,908,309	103,474,550
Switzerland	36,036,536	37,659,377	39,749,261	3,665,470	2,629,375	119,740,019
Finland	8,206,331	20,898,273	21,749,033	7,494,647	7,494,647	65,842,930
All other donors	109,850,368	151,233,893	176,123,183	109,216,034	40,398,835	586,822,312
Total	**618,284,366**	**746,238,604**	**786,348,137**	**515,490,290**	**257,063,143**	

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

A convoy of UN humanitarian aid trucks travels to Hasbaya district in southern Lebanon, in October 2024, delivering almost 3,000 core relief items, including UNHCR blankets and mattresses, to the Hasbaya Disaster Risk Reduction Unit. The assistance will be distributed to four municipalities, supporting more than 2,000 displaced people.

© UNHCR/Houssam Hariri

Flexible funding for emergencies

In 2025, escalating conflicts, intensifying natural disasters and ongoing crises are expected to drive further displacement and suffering. In this context, quality and predictable funding will be essential for UNHCR to meet the growing needs of forcibly displaced people, particularly in responding to unforeseen emergencies and protracted crises.

Unfortunately, with a significant reduction in unearmarked funding – the most valuable and flexible form of financial support – UNHCR faces serious challenges in meeting the overwhelming and urgent needs of displaced people worldwide. This is especially true for those caught in sudden, unanticipated crises as well as for the millions enduring protracted displacement, often far from the world's attention where flexible funding can mean the difference between life and death.

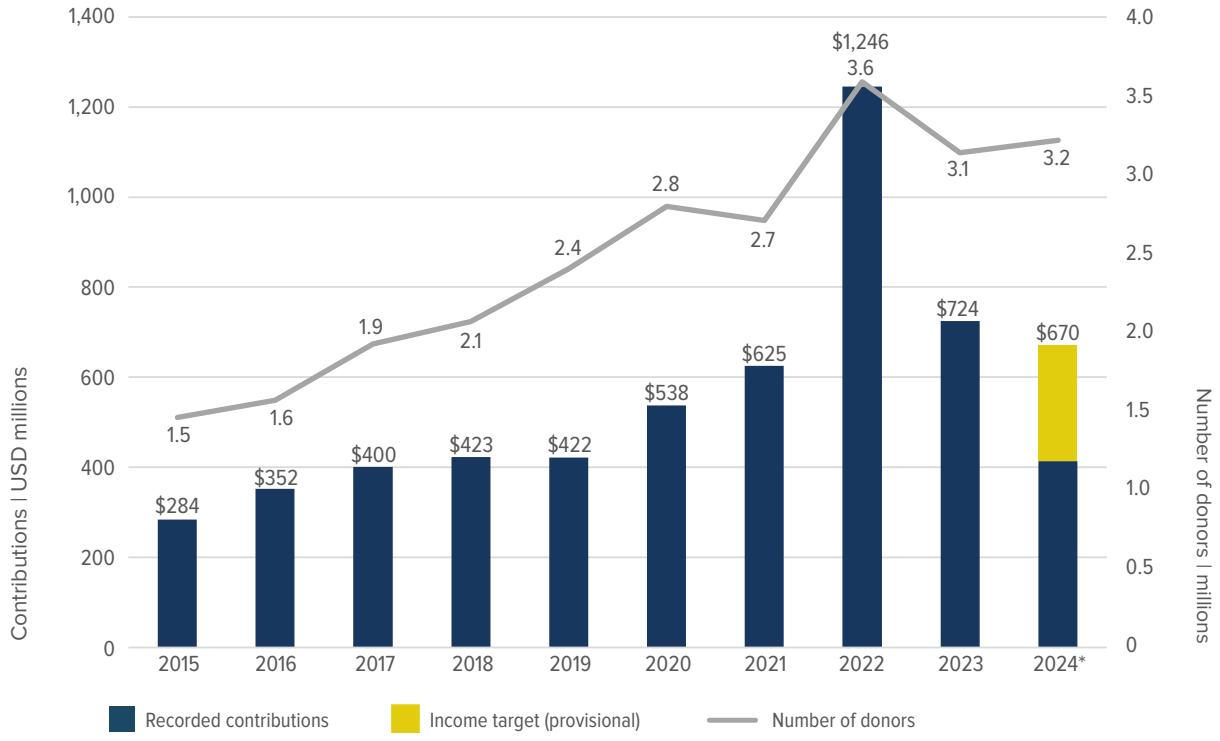
In light of these challenges, UNHCR maintains its appeal to donors to commit to providing softly earmarked global emergency reserve pledges. These contributions will ensure that funds can be allocated flexibly, where and when they are needed most, enabling us to save lives, restore dignity and provide essential protection to those fleeing from or impacted by emergencies.

Diversification of the donor base remains an issue of concern, and not just for UNHCR. In 2023, the top three donors contributed 55% of recorded humanitarian funding; the top five donors contributed 65%; and the top ten 78%. With regards to the public sector, UNHCR will continue to explore opportunities to diversify within governments and the EU by pursuing other additional funding sources that are equally suitable to finance its protection and solutions priorities. We will also continue to explore other pooled fund opportunities. To do so, UNHCR will invest in more capacity to meet the requirements of these donors. It is noted however that this track may well result in a higher percentage of earmarked and tightly earmarked funding, unless flexible funding also increases.

Finally, UNHCR will continue to keep looking beyond the status quo and continue exploring more innovative ways of financing. Since 2019, our approach to innovative financing has enabled us to mobilize over $110 million in new funding, and it aims to catalyze over $500 million toward projects that bridge humanitarian, development and peacebuilding efforts from non-traditional donors such as development agencies, multilateral development banks and private sector partners. UNHCR has employed new financing mechanisms such as endowments, revolving and blended finance funds, and guarantee facilities to support a number of thematic priorities.

Raising funds from the private sector

CONTRIBUTIONS AND NUMBER OF DONORS FROM THE PRIVATE SECTOR | 2015-2024



* Recorded contributions as of 31 October 2024

In 2025, UNHCR will continue its enhanced engagement with the private sector through the roll-out of the new private sector engagement strategy, which establishes an innovative, long-term vision that encompasses both financial and non-financial interactions with the private sector to secure increased, stable and varied funding.

In 2024, growth in private sector funding, while continuing on the long-term upwards trend, slowed compared to recent years. UNHCR has targeted raising $750 million from the private sector in 2025, with half of this expected to be softly earmarked or unearmarked funding, demonstrating the importance of the private sector in providing flexible funds to UNHCR.

UNHCR's focus on developing and diversifying fundraising initiatives has begun to see positive results. We have seen important growth in planned campaigns compared to emergency fundraising, which provides more predictable income. UNHCR's organizational priority of responding to climate change will see the private sector take an integral role in the goal of raising $100 million by the end of 2025 through the Climate Resilience Fund.

Looking forward to 2025, as part of the implementation of the private sector engagement strategy, core activities to strengthen and diversify our income sources will include:

- Launching a new fundraising campaign combining previous initiatives on climate change and food insecurity to run during the summer months. Complementing the successful existing Winter, Ramadan and Aiming Higher campaigns, this will provide UNHCR fundraisers with branded year-round fundraising proposals and bring the current focus on climate into the mainstream.

- Maintaining and expanding our base of regular individual givers. Donations from this group provide flexible, resilient and predictable income, empowering UNHCR to act swiftly and allocate resources where the needs are greatest. This consistent support strengthens our ability to respond to emerging challenges and ensures sustainability in our efforts.

- Investing and expanding programmes to strengthen relationships with (ultra) high net worth individuals and philanthropists.

- Increasing non-financial opportunities for UNHCR private sector partners with a focus on mentorship opportunities. These initiatives have the potential to strengthen our relationships with donors and provide refugees with important skills to adapt to new countries and gain employment.

- Enhancing engagement with individuals, including philanthropists, to support UNHCR by leaving a gift in their will.

- Focusing our strategy for gift-in-kind contributions so that they are matched with clearly identified operational needs.

© UNHCR

Inditex's clothing helps enhance the lives of refugees in Uganda

INDITEX, one of the main global fashion retail groups, with seven brands including Zara, joins UNHCR to enhance the lives of refugees by providing much-needed support. This partnership primarily focuses on the donation of clothing and footwear, offering more than just protection against harsh weather and the risk of related diseases but also helps restore a sense of dignity and normalcy to individuals facing displacement.

James Ngong, a resident of Palabek settlement in Uganda, has been caring for his brother under extremely difficult conditions. Reflecting on the impact of INDITEX's contribution, he says, "We have survived with the little clothing we receive. Thanks to [the clothing] donation, I feel relieved and grateful because it means hope for my brother and me."

Regional response plans in 2025

The 2025 Regional Response Plans (RRPs) are inter-agency planning, coordination and fundraising tools developed under the leadership or co-leadership of UNHCR to support host governments to protect and assist refugees, returnees and the communities that host them, as well as other relevant populations.

Aligned with the Global Compact on Refugees, the RRPs are structured yet adaptable frameworks for delivering effective responses in emergency and protracted refugee situations, and adopt a "whole-of-society" approach, emphasizing inclusivity and partnership with diverse stakeholders such as NGOs, local and national organizations, UN agencies, and the private sector. Continuing concerted efforts are placed on localizing responses and empowering community-based initiatives to ensure sustainability of the response and that it responds to needs expressed by communities.

Activities included in RRPs or HRPs 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 interagency 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.

All interventions are guided by an age, gender, and diversity lens to address the specific needs of affected populations. The plans also integrate climate resilience strategies, recognizing the escalating impact of climate change on displacement. Cash-based assistance continues to be prioritized where best suited, while in-kind support will continue where needed.

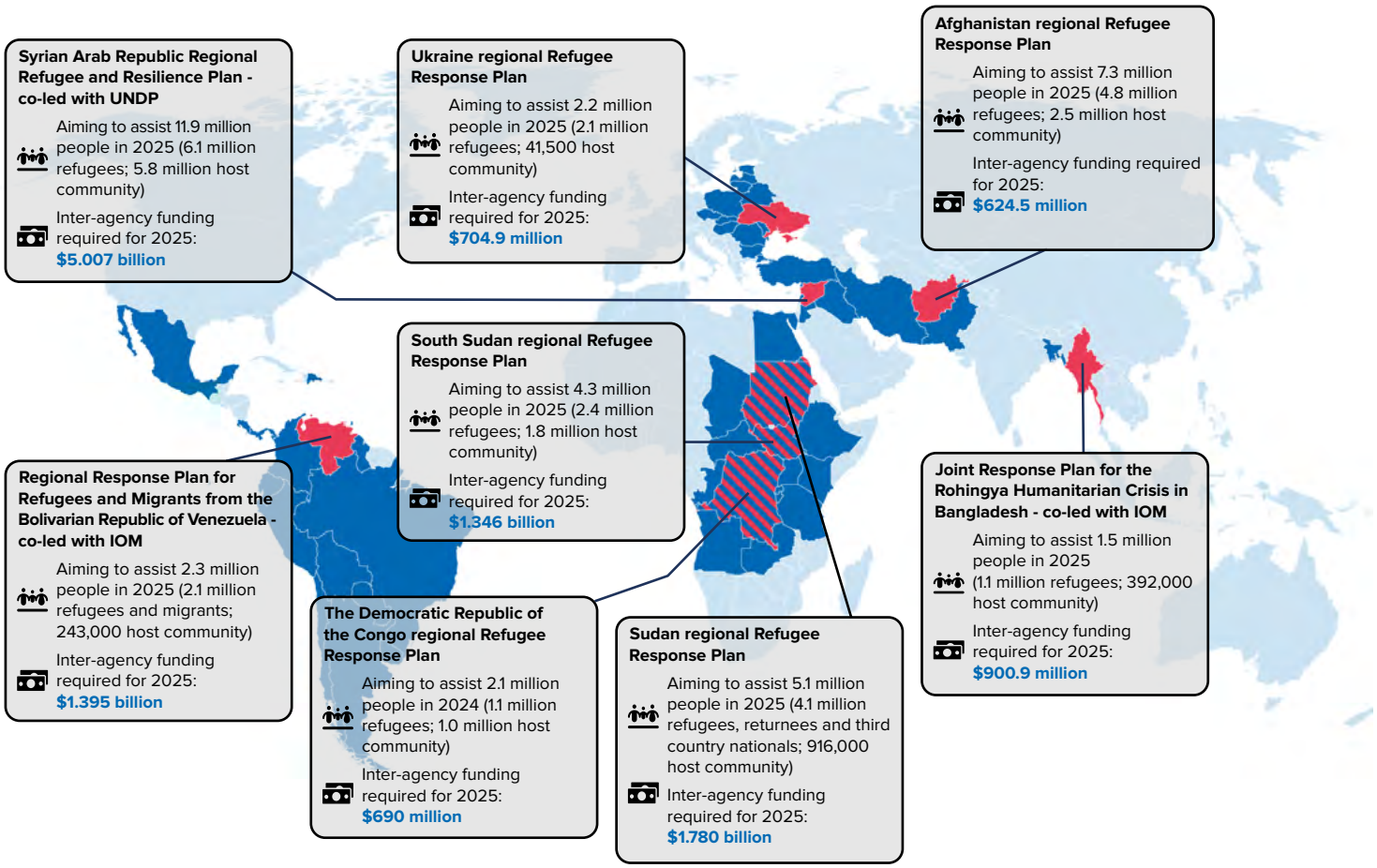
Central to the 2025 RRPs is the commitment to enhancing resilience and social cohesion systematically. Initial emergency responses are designed to embed medium- and long-term interventions focused on refugee inclusion and self-reliance, where possible. As the humanitarian needs evolve, the RRPs aim to progressively integrate these objectives into national development plans and UN Sustainable Development Cooperation Frameworks. Engaging development and peace actors from the start and adjusting the coordination structure and promote the transition from life-saving assistance to sustainable programming. The RRPs will scale down as national systems take over, ensuring that the response remains coherent and aligned with evolving needs and maintaining protection accountabilities and required services.

Ultimately, the RRPs strive to improve predictability and coordination by aligning with existing regional frameworks, leveraging local platforms, and avoiding duplication. By reinforcing partnerships and supporting national capacities, the 2025 RRPs aim to deliver context-driven responses that benefit both refugees and host communities, and ensure that they are meaningfully participating during all phases of the response cycle.

2025 UNHCR-LED/CO-LED INTER-AGENCY REGIONAL RESPONSE PLANS

POPULATION PLANNING FIGURES AND FUNDING REQUIREMENTS

$12.319 billion requested



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

2025 BUDGET BY REGION, OPERATION AND IMPACT AREA I USD

REGION / OPERATION	2025 approved budget				
	Attaining favourable protection environments	Realizing basic rights in safe environments	Empowering communities and achieving gender equality	Securing solutions	TOTAL
EAST AND HORN OF AFRICA AND THE GREAT LAKES					
Regional Bureau for the East and Horn of Africa and the Great Lakes[1]	7,296,316	12,464,512	3,843,485	3,841,891	**27,446,204**
Other Operations in Africa[2]	4,289,366	376,648	-	411,648	**5,077,661**
Burundi	6,640,471	54,179,419	20,412,021	19,964,619	**101,196,530**
Djibouti	6,225,238	7,040,968	6,362,153	933,255	**20,561,613**
Eritrea	758,678	-	4,994,449	-	**5,753,127**
Ethiopia	88,415,332	281,830,914	48,184,117	16,089,637	**434,520,000**
Kenya	18,157,910	78,614,537	34,682,297	26,452,923	**157,907,667**
Rwanda	17,114,635	32,569,745	22,037,464	13,078,340	**84,800,184**
Somalia	29,307,140	54,654,064	25,940,203	47,246,531	**157,147,938**
South Sudan	54,899,843	106,588,715	109,257,252	27,968,599	**298,714,409**
Sudan	126,918,744	233,780,931	25,598,255	30,366,486	**416,664,417**
Uganda	109,805,630	195,814,084	26,212,321	11,548,287	**343,380,322**
United Republic of Tanzania	45,383,988	50,211,393	-	18,383,535	**113,978,916**
SUBTOTAL EAST AND HORN OF AFRICA AND THE GREAT LAKES	**515,213,291**	**1,108,125,930**	**327,524,016**	**216,285,750**	**2,167,148,987**
SOUTHERN AFRICA					
Regional Bureau for South Africa[3]	3,788,069	6,471,271	1,995,444	1,994,616	**14,249,400**
Angola	17,527,845	-	-	11,968,164	**29,496,009**
Congo (Republic of)	23,162,297	-	5,438,387	4,093,998	**32,694,682**
Democratic Republic of the Congo	47,733,615	94,352,542	37,934,253	55,430,682	**235,451,092**
Malawi	10,641,460	-	15,667,018	-	**26,308,478**
Mozambique	14,622,778	11,518,641	10,663,730	5,896,489	**42,701,638**
South Africa multi-country office[4]	7,095,435	11,860,847	14,022,938	-	**32,979,220**
Zambia	14,426,150	-	-	11,700,000	**26,126,150**
Zimbabwe	1,898,646	6,756,063	2,159,089	465,692	**11,279,490**
SUBTOTAL SOUTHERN AFRICA	**140,896,294**	**130,959,364**	**87,880,858**	**91,549,642**	**451,286,158**
WEST AND CENTRAL AFRICA					
Regional Bureau for West and Central Africa[5]	5,525,994	9,440,219	2,910,931	2,909,724	**20,786,868**
Burkina Faso	30,242,986	48,091,528	22,856,579	9,213,049	**110,404,143**
Cameroon multi-country office[6]	49,894,481	26,081,556	25,910,401	33,815,494	**135,701,931**
Central African Republic	9,193,837	40,748,084	37,484,119	20,053,703	**107,479,743**
Chad	99,221,535	200,082,369	92,429,785	17,653,226	**409,386,916**
Côte d'Ivoire multi-country office[7]	43,123,366	-	5,811,499	8,521,451	**57,456,316**
Mali	8,137,260	39,512,164	22,352,314	16,059,324	**86,061,062**
Niger	60,581,287	48,087,299	19,686,694	9,619,826	**137,975,106**
Nigeria	44,400,114	30,911,139	20,890,735	15,043,065	**111,245,052**
Senegal multi-country office[8]	7,435,100	-	-	7,095,000	**14,530,100**
SUBTOTAL WEST AND CENTRAL AFRICA	**357,755,960**	**442,954,358**	**250,333,057**	**139,983,862**	**1,191,027,238**

.../...

[1] Regional Bureau covers the whole East and Horn of Africa and Great Lakes region.
[2] Includes Representation to the AU and ECA in Addis Ababa, Ethiopia.
[3] Regional Bureau covers the whole southern Africa region.
[4] Includes activities in Botswana, Namibia and South Africa and also covers without a presence Comoros, Eswatini, Lesotho, Madagascar, Mauritius and Seychelles.
[5] Regional Bureau and regional activities cover the whole of West and Central Africa region.
[6] Coordinates activities in Cameroon and Gabon and also covers without a presence Equatorial Guinea and Sao Tome and Principe.
[7] Coordinates activities in Côte d'Ivoire, Ghana, Liberia and Togo and covers Benin without a presence in the latter.
[8] Coordinates activities in Guinea, Guinea Bissau and Senegal and covers without a presence Cabo Verde, The Gambia and Sierra Leone.

.../...

REGION / OPERATION	2025 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]	4,624,835	7,900,742	2,436,227	2,435,217	**17,397,021**
Other operations in the Americas	-	-	-	6,305,666	**6,305,666**
Argentina multi-country office[10]	20,965,824	10,751,677	12,778,448	11,498,557	**55,994,507**
Brazil	7,479,975	19,245,138	14,185,556	11,562,667	**52,473,336**
Canada	874,353	1,185,804	-	1,049,353	**3,109,510**
Colombia	75,708,100	7,607,079	14,263,273	20,681,746	**118,260,199**
Costa Rica	18,636,737	-	-	21,789,910	**40,426,647**
Ecuador	32,250,278	16,226,782	-	24,822,940	**73,300,000**
El Salvador	3,566,274	8,865,666	4,726,481	11,406,259	**28,564,680**
Guatemala	9,165,129	7,192,045	5,670,351	15,866,117	**37,893,643**
Honduras	6,201,296	7,797,670	6,999,483	9,701,038	**30,699,487**
Mexico	74,403,279	-	-	43,539,343	**117,942,622**
Panama multi-country office[11]	19,217,349	-	-	34,225,609	**53,442,957**
Peru	18,709,732	22,455,886	25,433,469	3,892,737	**70,491,823**
United States of America multi-country office[12]	21,560,938	7,946,859	9,254,091	10,575,461	**49,337,349**
Venezuela (Bolivarian Republic of)	18,688,005	8,800,000	-	32,045,000	**59,533,005**
SUBTOTAL THE AMERICAS	**332,052,105**	**125,975,348**	**95,747,379**	**261,397,619**	**815,172,452**
ASIA AND THE PACIFIC					
Regional Bureau for Asia and The Pacific[13]	5,308,118	9,068,014	2,796,160	2,795,001	**19,967,293**
Afghanistan	42,218,377	81,796,182	29,225,450	63,379,814	**216,619,823**
Australia multi-country office[14]	2,718,577	-	732,123	1,396,761	**4,847,460**
Bangladesh	46,892,960	169,916,200	31,533,635	7,191,418	**255,534,213**
China	3,061,944	1,339,179	-	482,990	**4,884,113**
India	15,935,502	-	-	1,381,798	**17,317,300**
Indonesia	3,412,322	9,311,806	2,719,849	1,747,220	**17,191,197**
Iran (Islamic Republic of)	9,419,954	123,315,171	-	7,264,875	**140,000,000**
Japan	4,230,245	-	-	-	**4,230,245**
Kazakhstan multi-country office[15]	5,096,885	-	-	4,469,043	**9,565,928**
Malaysia	7,126,408	5,606,170	8,247,408	858,925	**21,838,911**
Myanmar	65,124,600	-	23,210,900	-	**88,335,500**
Nepal	994,205	-	-	2,914,797	**3,909,001**
Pakistan	16,746,300	-	85,193,400	18,239,800	**120,179,500**
Philippines	485,994	535,383	217,782	3,234,821	**4,473,980**
Republic of Korea	2,630,718	-	477,023	523,398	**3,631,138**
Thailand multi-country office[16]	9,510,042	8,797,051	3,223,895	3,890,513	**25,421,501**
SUBTOTAL ASIA AND THE PACIFIC	**240,913,149**	**409,685,156**	**187,577,626**	**119,771,173**	**957,947,104**

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[9] Regional Bureau covers the whole Americas region.
[10] Coordinates activities in Argentina, the Plurinational State of Bolivia, Chile and Uruguay and covers without a presence Paraguay.
[11] Coordinates activities in Aruba, Belize, Cuba, Curaçao, Guyana, Panama, Suriname, Trinidad and Tobago and also covers Nicaragua without a presence in the latter.
[12] Coordinates activities in the Bahamas, the Dominican Republic, Haïti and the United States of America and covers without a presence Antigua and Barbuda, the Bahamas, Barbados, Dominica, Grenada, Jamaica, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines; the British Overseas Territories of Anguilla, Bermuda, British Virgin Islands, Cayman Islands, Montserrat, and Turks and Caicos Islands; and the Dutch overseas territory of the Kingdom of the Netherlands Sint Maarten.
[13] Regional Bureau covers the whole Asia and Pacific region.
[14] Coordinates activities in Australia and Papua New Guinea and also covers without a presence New Zealand and the Pacific Islands.
[15] Coordinates activities in Kazakhstan, Kyrgyzstan and Tajikistan and also covers without a presence Turkmenistan and Uzbekistan.
[16] 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	2025 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[17]	7,443,538	12,716,015	3,921,037	3,919,411	**28,000,000**
Other Operations in Europe[18]	5,479,501	-	-	-	**5,479,501**
Albania	1,862,162	-	-	1,637,838	**3,500,000**
Armenia	2,074,625	-	-	9,179,690	**11,254,315**
Azerbaijan	418,993	-	2,618,093	4,062,914	**7,100,000**
Belarus	4,000,000	-	-	-	**4,000,000**
Belgium multi-country office[19]	12,248,284	-	-	-	**12,248,284**
Bosnia and Herzegovina	4,824,837	-	-	2,476,650	**7,301,487**
Bulgaria	9,873,793	-	-	4,626,207	**14,500,000**
Croatia	1,404,780	-	-	939,965	**2,344,745**
Cyprus	3,187,063	-	-	-	**3,187,063**
France	3,794,320	-	-	-	**3,794,320**
Georgia	950,949	-	5,318,109	-	**6,269,058**
Germany	2,537,075	-	-	-	**2,537,075**
Greece	23,602,165	-	-	15,397,835	**39,000,000**
Hungary multi-country office[20]	19,165,439	-	-	15,834,569	**35,000,008**
Italy multi-country office[21]	12,825,120	-	-	9,346,790	**22,171,910**
Kosovo (S/RES/1244 (1999))	2,716,986	-	-	642,618	**3,359,604**
Malta	2,280,260	-	-	-	**2,280,260**
Republic of Moldova (the)	69,283,581	-	-	11,030,499	**80,314,080**
Montenegro	1,806,989	-	-	1,114,945	**2,921,934**
North Macedonia	3,901,676	-	-	-	**3,901,676**
Poland	33,533,972	-	-	8,466,028	**42,000,000**
Romania	28,553,312	-	-	10,446,688	**39,000,000**
Russian Federation	2,601,636	-	-	4,551,290	**7,152,926**
Serbia	5,606,108	-	2,893,893	-	**8,500,000**
Spain	5,508,936	-	-	1,297,056	**6,805,992**
Sweden multi-country office[22]	6,579,007	-	-	3,420,993	**10,000,000**
Türkiye	82,602,491	97,157,883	76,133,535	24,106,091	**280,000,000**
Ukraine	68,857,604	374,129,431	-	107,012,965	**550,000,000**
United Kingdom of Great Britain and Northern Ireland	3,200,000	-	-	-	**3,200,000**
SUBTOTAL EUROPE	**432,725,203**	**484,003,329**	**90,884,667**	**239,511,041**	**1,247,124,239**

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[17] Regional Bureau covers the whole Europe region.
[18] Other operations in Europe include Austria, Liaison Office in Vienna (OSCE), Portugal, Strasbourg (Representation to the Council of Europe) and the Office for Switzerland and Liechtenstein.
[19] Coordinates activities in Belgium, Ireland, Malta (EASO), the Netherlands (Kingdom of the) and Poland (FRONTEX) and also covers Luxembourg without a presence in this country.
[20] Coordinates activities in Czechia, Hungary, Slovenia and Slovakia.
[21] Coordinates activities in Italy and also covers without a presence the Holy See and San Marino.
[22] Coordinates activities in Denmark, Estonia, Latvia, Lithuania and Sweden and also covers without a presence Norway, Finland and Iceland.

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REGION / OPERATION	2025 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[23]	8,202,247	14,012,140	4,320,702	4,318,911	**30,854,000**
Other Operations in the Middle East	5,991,977	17,380,000	4,476,200	983,555	**28,831,732**
Algeria	3,208,400	27,685,956	7,652,900	282,000	**38,829,256**
Egypt	102,465,669	22,982,646	10,512,589	1,753,122	**137,714,026**
Iraq	21,141,733	-	-	137,357,967	**158,499,700**
Israel	7,117,658	-	-	1,323,419	**8,441,076**
Jordan	45,374,830	242,717,772	57,288,738	6,705,637	**352,086,976**
Lebanon	73,235,144	414,179,030	24,911,673	7,731,350	**520,057,198**
Libya	18,812,415	22,719,126	4,818,413	5,185,395	**51,535,348**
Mauritania	9,041,270	23,806,442	9,895,957	2,787,037	**45,530,706**
Morocco	2,966,370	6,614,427	2,269,125	-	**11,849,922**
Saudi Arabia multi-country office[24]	8,468,007	3,856,032	-	-	**12,324,039**
Syrian Arab Republic	37,121,680	274,128,148	74,629,630	13,120,542	**399,000,000**
Tunisia	13,891,338	-	3,412,483	-	**17,303,821**
Western Sahara confidence-building measures	-	2,181,901	2,301,759	-	**4,483,660**
Yemen	21,142,340	254,752,454	16,619,588	12,485,618	**305,000,000**
SUBTOTAL MIDDLE EAST AND NORTH AFRICA	**378,181,077**	**1,327,016,073**	**223,109,758**	**194,034,553**	**2,122,341,462**
Country operational technical support	**24,964,665**	**103,796,820**	**13,150,651**	**13,145,198**	**155,057,335**
SUBTOTAL COUNTRY AND REGIONAL PROGRAMMES	**2,422,701,745**	**4,132,516,379**	**1,276,208,013**	**1,275,678,838**	**9,107,104,975**
Global Programmes	102,480,106	175,069,789	53,983,505	53,961,121	385,494,521
Headquarters	66,259,402	119,449,391	34,903,504	34,889,031	255,501,327
SUBTOTAL PROGRAMMED ACTIVITIES	**2,591,441,252**	**4,427,035,559**	**1,365,095,022**	**1,364,528,990**	**9,748,100,824**
Operational reserve (OR)	-	-	-	-	487,405,041
Junior Professional Officers	-	-	-	-	12,000,000
TOTAL	**2,591,441,252**	**4,427,035,559**	**1,365,095,022**	**1,364,528,990**	**10,247,505,865**

[23] Regional Bureau and Other operations in the Middle East cover the whole Middle East and North Africa region.
[24] Coordinates activities in Kuwait, Qatar, Saudi Arabia and in the United Arab Emirates and covers without a presence Bahrain and Oman.

2024-2025 BUDGETS FOR HEADQUARTERS[1] I USD

DIVISIONS [2]	2024 Current budget	2025 Approved budget
EXECUTIVE DIRECTION AND MANAGEMENT		
Executive Office	7,102,470	6,693,400
New York Liaison Office	4,773,679	4,570,410
Inspector General's Office, including audit services	9,870,644	10,212,844
Legal Affairs Service	4,068,002	4,210,958
Office of the Ombudsman	1,789,029	1,686,185
Ethics Office	2,120,117	2,198,846
Enterprise Risk Management	1,961,321	1,879,960
Evaluation Office	2,571,420	2,488,900
Transformation and Change Service	3,766,770	-
Design and Development Service	-	5,561,000
Governance Service	2,884,790	2,899,340
SUBTOTAL EXECUTIVE DIRECTION AND MANAGEMENT	**40,908,242**	**42,401,843**
Division of External Relations	32,829,959	30,482,877
Division of International Protection	18,094,357	19,671,650
Division of Resilience and Solutions	3,335,460	3,171,700
Division of Emergency, Security and Supply	6,379,140	6,256,500
Division of Strategic Planning and Results	21,257,722	20,980,600
Division of Information Systems and Telecommunications	29,983,982	28,160,291
Division of Human Resources	49,090,267	53,853,707
Division of Financial and Administrative Management	33,676,762	35,206,479
Global Service Center Management Unit (Budapest)	6,434,497	7,203,730
Global Service Center Management Unit (Copenhagen)	5,959,980	6,244,400
Staff Council	1,116,484	1,867,550
TOTAL	**249,066,852**	**255,501,327**

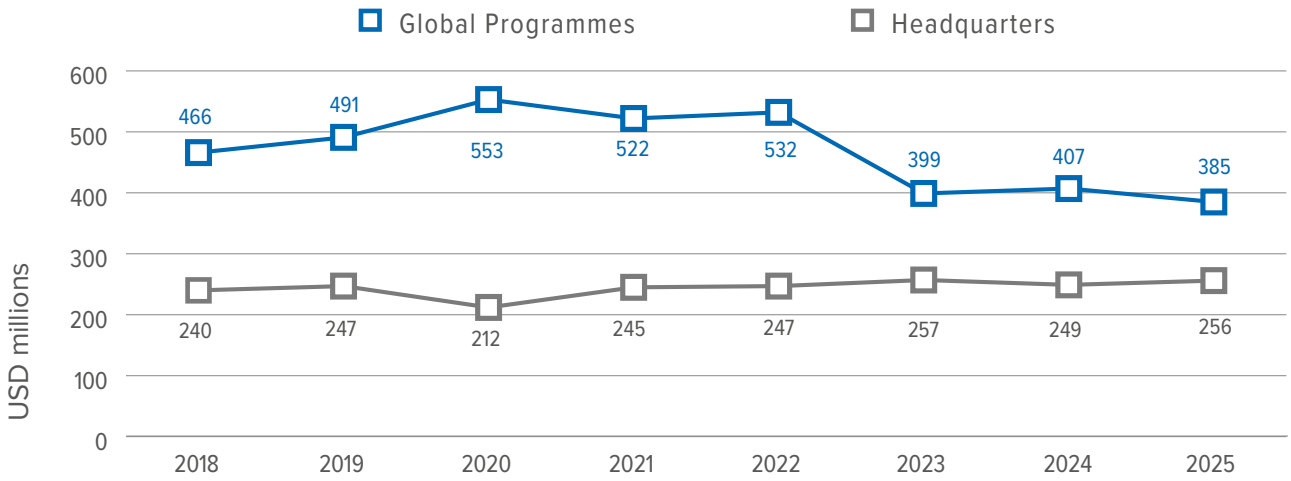
[1] The Annual Programme Budget includes allocations from the UN regular budget as follows: $47.2 million for 2024 and estimated $47.2 million for 2025. The values for 2025 are provisional, subject to approval of final United Nations Programme Budget and subsequent recosting.
[2] Division includes all cost centres regardless of location.

2024-2025 BUDGETS FOR GLOBAL PROGRAMMES I USD

ACTIVITIES	2024 Current budget	2025 Approved budget
OPERATIONAL ACTIVITIES		
Education projects	7,088,759	6,300,000
Environment-related projects	608,532	430,150
Health-related projects	3,322,018	3,400,000
ICT projects	368,000	368,000
Innovation project	10,410,689	11,178,630
Private-sector partnership	166,335,888	156,537,566
Protection-related projects	14,375,509	19,936,904
Public information and media projects	11,743,831	12,331,023
Registration, data and knowledge management	14,939,583	17,002,386
Research, evaluation and documentation	5,771,750	6,059,720
Resettlement & complementary pathways	611,338	568,030
Training-related projects	897,500	747,500
SUBTOTAL OPERATIONAL ACTIVITIES	236,473,397	234,859,909
PROGRAMME SUPPORT (BY DIVISION)[1]		
Executive Direction and Management	29,740,733	26,912,280
Division of External Relations	69,399,920	66,190,546
Division of International Protection	13,850,042	9,715,324
Division of Resilience and Solutions	30,754,446	27,224,594
Division of Information Systems and Telecommunications	3,474,000	3,341,412
Division of Human Resources	16,250,190	11,635,750
Division of Financial and Administrative Management	7,059,719	5,614,706
SUBTOTAL PROGRAMME SUPPORT	170,529,050	150,634,612
TOTAL	**407,002,447**	**385,494,521**

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

BUDGETS FOR GLOBAL PROGRAMMES AND HEADQUARTERS I 2018-2025



* HQ and GP Budget for 2023 were restated to ensure comparability with the 2024 budget. 2018 to 2022 HQs and GP include COTS.

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All amounts are in US dollars unless otherwise specified.

Cover photo:
People fleeing the conflict in Sudan receive emergency assistance in Adre, Chad, before being relocated away from the border to a site with more suitable conditions. UNHCR and partners have built six such sites since Sudan's conflict erupted in April 2023, and expanded 10 existing ones. Over 330,000 refugees have been relocated, but many are still in spontaneous sites like Adre, and resources are needed for settlements with shelters, water infrastructure, health centres and schools.
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