

Funding UNHCR's Programmes

This chapter presents an overview of UNHCR's requirements, income and expenditure in 2017.



More detailed information can be found on UNHCR's main operational reporting platform, Global Focus.

With the total population of concern to UNHCR growing to 71.4 million people, UNHCR's global needs based budget grew nearly nine per cent during the year.

TABLE 1 | BUDGET AND EXPENDITURE | USD

REGION AND SUB-REGION		PILLAR 1	PILLAR 2	PILLAR 3	PILLAR 4	TOTAL	
		Refugee programme	Stateless programme	Reintegration projects	IDP projects		
AFRICA							
West Africa	Budget	182,697,844	8,419,440	64,581,448	53,530,843	309,229,576	
	Expenditure	94,365,988	4,868,402	26,097,946	19,791,134	145,123,470	
East and Horn of Africa	Budget	1,673,407,105	6,081,350	29,806,677	107,695,287	1,816,990,419	
	Expenditure	799,646,839	2,665,885	17,823,404	47,851,756	867,987,884	
Central Africa and the Great Lakes	Budget	527,971,356	3,104,477	62,632,419	91,903,478	685,611,730	
	Expenditure	254,086,189	791,153	19,893,064	35,816,625	310,587,030	
Southern Africa	Budget	111,888,477	1,479,829	-	-	113,368,306	
	Expenditure	65,426,650	948,936	-	-	66,375,585	
SUBTOTAL AFRICA		Budget	2,495,964,781	19,085,097	157,020,545	253,129,608	2,925,200,031
		Expenditure	1,213,525,666	9,274,374	63,814,415	103,459,516	1,390,073,970
MIDDLE EAST AND NORTH AFRICA							
Middle East	Budget	1,077,226,947	1,616,494	146,000,000	803,385,041	2,028,228,482	
	Expenditure	714,994,398	962,580	4,841,298	368,163,372	1,088,961,648	
North Africa	Budget	217,910,614	-	-	14,145,268	232,055,882	
	Expenditure	116,298,449	-	-	10,965,047	127,263,496	
SUBTOTAL NORTH AFRICA AND MIDDLE EAST		Budget	1,295,137,562	1,616,494	146,000,000	817,530,309	2,260,284,364
		Expenditure	831,292,847	962,580	4,841,298	379,128,419	1,216,225,144
ASIA AND THE PACIFIC							
South-West Asia	Budget	240,902,368	235,000	98,822,675	21,986,592	361,946,635	
	Expenditure	111,961,995	139,759	27,886,202	18,357,881	158,345,837	
Central Asia	Budget	6,518,234	2,434,971	-	-	8,953,206	
	Expenditure	3,563,764	1,922,178	-	-	5,485,943	
South Asia	Budget	27,912,951	847,055	-	-	28,760,006	
	Expenditure	16,192,458	759,903	-	-	16,952,362	
South-East Asia	Budget	149,944,782	10,917,602	-	25,278,749	186,141,132	
	Expenditure	81,697,824	5,554,010	-	11,998,713	99,250,547	
East Asia and the Pacific	Budget	12,395,498	435,354	-	-	12,830,852	
	Expenditure	9,196,801	387,166	-	-	9,583,967	
SUBTOTAL ASIA AND THE PACIFIC		Budget	437,673,832	14,869,983	98,822,675	47,265,341	598,631,831
		Expenditure	222,612,842	8,763,016	27,886,202	30,356,593	289,618,654

This growth clearly reflected the increasing or worsening crises generating greater needs for more people in more places.

By the end of 2017, UNHCR's revised budget had grown from \$7.309 billion to \$7.963 billion. Eight supplementary budgets totalling \$832.1 million were added during the year, and there was a budget reduction of \$179 million. This meant a net increase in the final budget of \$653 million from the beginning of the year.

Total funds available to UNHCR reached \$4.510 billion, with flexible funding—unearmarked and softly earmarked funding—decreasing as a percentage of

total funding. However, unearmarked funding from the private sector increased to \$207 million, accounting for 35 per cent of UNHCR's unearmarked funding in 2017.

Expenditure totalled \$4.1 billion, including \$1.5 billion disbursed to partners. The implementation rate was 90.6 per cent. As a result of a significant increase in 2017 of the needs compared to 2016, taking into account funds available the funding gap increased from 41.3 per cent in 2016 to 43.3 per cent in 2017. This meant a higher percentage of the global needs of people of concern to UNHCR were unfunded when compared to 2016.

REGION AND SUB-REGION		PILLAR 1	PILLAR 2	PILLAR 3	PILLAR 4	TOTAL	
		Refugee programme	Stateless programme	Reintegration projects	IDP projects		
EUROPE							
Eastern Europe	Budget	392,981,355	2,112,774	-	34,555,929	429,650,058	
	Expenditure	166,230,090	1,441,161	-	19,248,648	186,919,900	
South-Eastern Europe	Budget	36,436,016	3,274,512	3,812,592	17,684,996	61,208,117	
	Expenditure	24,173,828	2,406,665	1,899,693	6,955,167	35,435,353	
Northern, Western, Central and Southern Europe	Budget	333,136,416	2,979,033	774,243	-	336,889,691	
	Expenditure	270,971,832	2,472,248	679,460	-	274,123,540	
SUBTOTAL EUROPE		Budget	762,553,787	8,366,319	4,586,836	52,240,925	827,747,866
		Expenditure	461,375,750	6,320,074	2,579,153	26,203,815	496,478,792
THE AMERICAS							
North America and the Caribbean	Budget	17,629,756	12,159,555	-	-	29,789,311	
	Expenditure	9,295,155	6,205,793	-	-	15,500,948	
Latin America	Budget	90,001,777	1,727,437	-	29,868,265	121,597,480	
	Expenditure	55,025,058	1,147,981	-	14,363,253	70,536,292	
SUBTOTAL AMERICAS		Budget	107,631,533	13,886,992	-	29,868,265	151,386,791
		Expenditure	64,320,212	7,353,774	-	14,363,253	86,037,240
SUBTOTAL FIELD		Budget	5,098,961,494	57,824,884	406,430,056	1,200,034,449	6,763,250,883
		Expenditure	2,793,127,318	32,673,820	99,121,067	553,511,596	3,478,433,801
Global Programmes	Budget	435,531,073	-	-	-	435,531,073	
	Expenditure	366,082,944	-	-	-	366,082,944	
Headquarters ¹	Budget	241,179,100	-	-	-	241,179,100	
	Expenditure	231,161,109	-	-	-	231,161,109	
SUBTOTAL PROGRAMMED ACTIVITIES		Budget	5,775,671,667	57,824,884	406,430,056	1,200,034,449	7,439,961,056
		Expenditure	3,390,371,371	32,673,820	99,121,067	553,511,596	4,075,677,854
Operational Reserve	Budget	490,896,196	-	-	-	490,896,196	
	Expenditure	-	-	-	-	-	
NAM Reserve ²	Budget	20,000,000	-	-	-	20,000,000	
	Expenditure	-	-	-	-	-	
JPO	Budget	12,000,000	-	-	-	12,000,000	
	Expenditure	7,674,047	-	-	-	7,674,047	
SUBTOTAL PROGRAMMED ACTIVITIES		Budget	6,298,567,864	57,824,884	406,430,056	1,200,034,449	7,962,857,253
		Expenditure	3,398,045,418	32,673,820	99,121,067	553,511,596	4,083,351,901

¹ Includes allocations from the UN Regular Budget.

² "New or additional activities - mandate-related" (NAM) Reserve.

2017 BUDGET

The Executive Committee, at its 66th session in October 2015, approved an original global needs-based budget for 2017 of \$6.408 billion. At its 67th session in October 2016, the Executive Committee approved a revised budget of \$7.309 billion based on updated requirements. The final annual budget of \$7.963 billion for 2017 represents the sum of the approved revised budget of \$7.309 billion and the total additional needs identified during the course of the year (eight supplementary budgets totalling \$832.1 million), and a budget reduction of \$179 million. This meant a net increase in the final budget of \$653 million from the beginning of the year, and overall budget growth of 9 per cent.

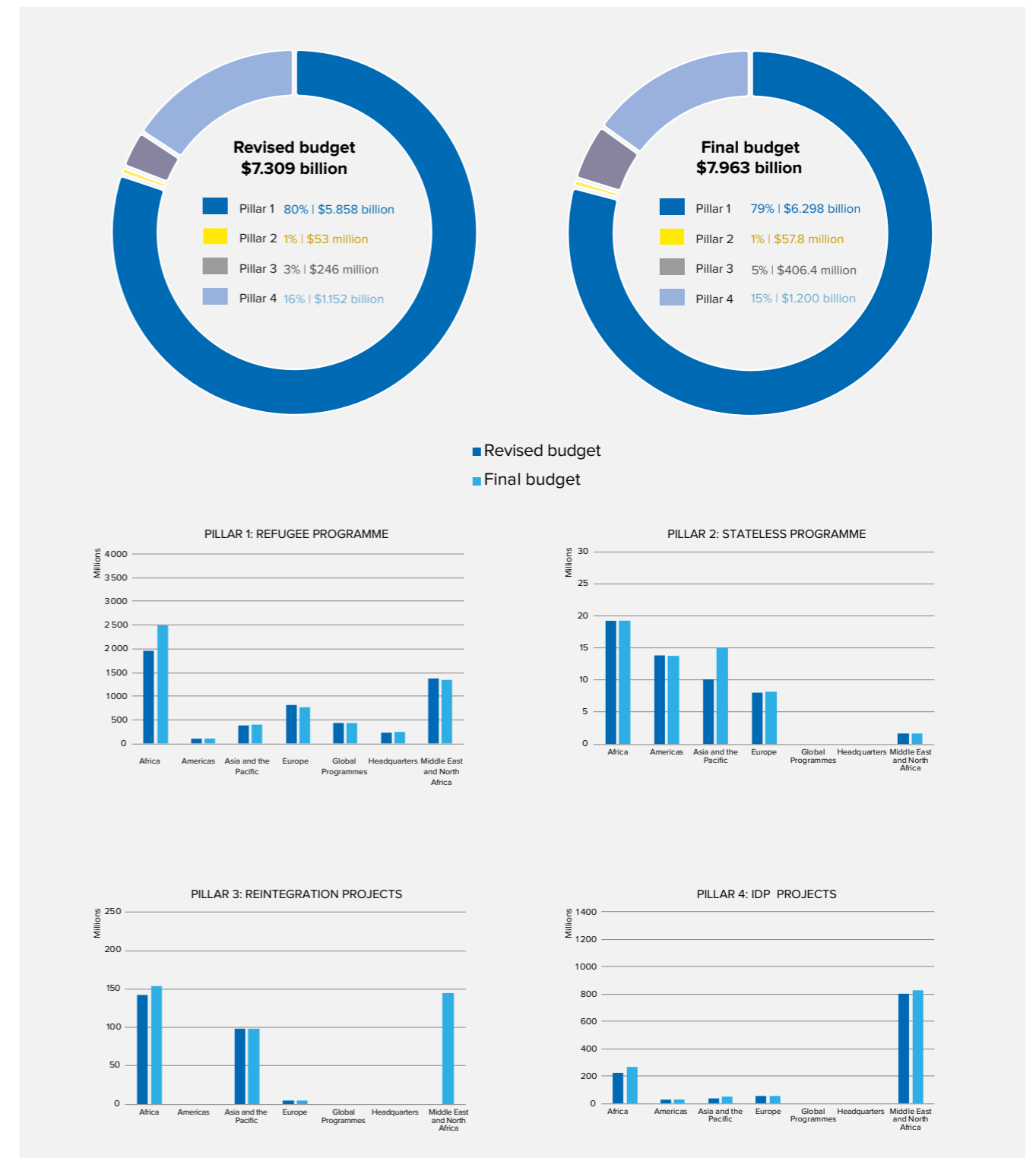
The final budget of \$7.963 billion comprised programmed activities of \$7.439 billion (including management and administration costs at Headquarters, which were covered in part by the United Nations Regular Budget contribution but which, at \$43.3 million, accounted for barely 1 per cent of funds available in 2017); an operational reserve of \$490.9 million; the “new or additional activities – mandate-related” reserve of \$20 million; and \$12 million for Junior Professional Officers.

The budget reflected UNHCR’s priorities and capacities. Globally, Pillar 1 (refugee programmes) was the largest component of the final budget, at 79 per cent, and was also that portion of the budget that increased the most, by \$440 million. Regionally, the largest budget was in Africa, at \$2.925 billion, or 39 per cent of programmed activities. Within Africa, \$1.816 billion, or 62 per cent of Africa’s budget, was in the East and Horn of Africa, reflective of a series of protracted and overlapping crises.

There were other significant increases during the year which reflected changing needs and contexts. In South-East Asia, budgets for Pillar 1 and Pillar 2 (stateless programme) grew by 49 per cent and 68 per cent respectively as a result of the outflow of refugees from Myanmar. In the Middle East and North Africa region, \$146 million was added to Pillar 3 (reintegration projects) for assistance in the Syrian Arab Republic (Syria).

The budget reduction of \$179 million was mainly due to the realignment of the inter-agency Regional Refugee and Resilience Plan in response to the Syria crisis (3RP).

CHART 1 | PROGRAMMED ACTIVITIES: REVISED AND FINAL BUDGETS BY REGION AND PILLAR | 2017

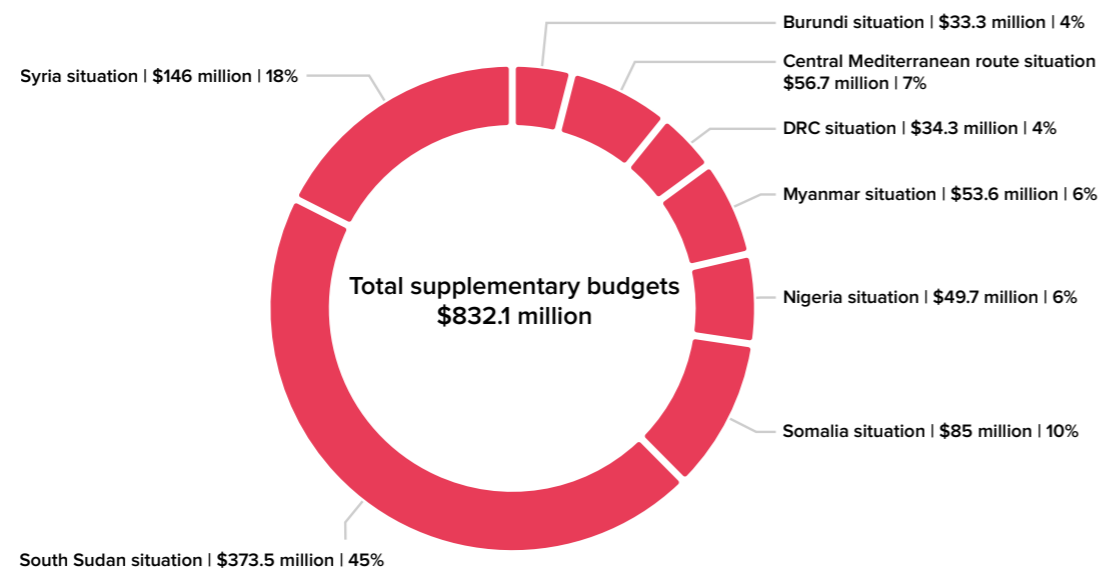


SUPPLEMENTARY BUDGETS

With the priorities driving the increase in UNHCR's budget coming mostly from the need to respond to new or worsening crises, eight supplementary budgets, two of which were revised, were issued

(see Chart 2). These were for emergencies ranging from South Sudan in January, to the outflows from the Democratic Republic of the Congo in June, to the Myanmar crisis in September. The financial requirements for these budgets came to 11 per cent of programmed activities.

CHART 2 | SUPPLEMENTARY BUDGETS | 2017



Refugee Response Plans

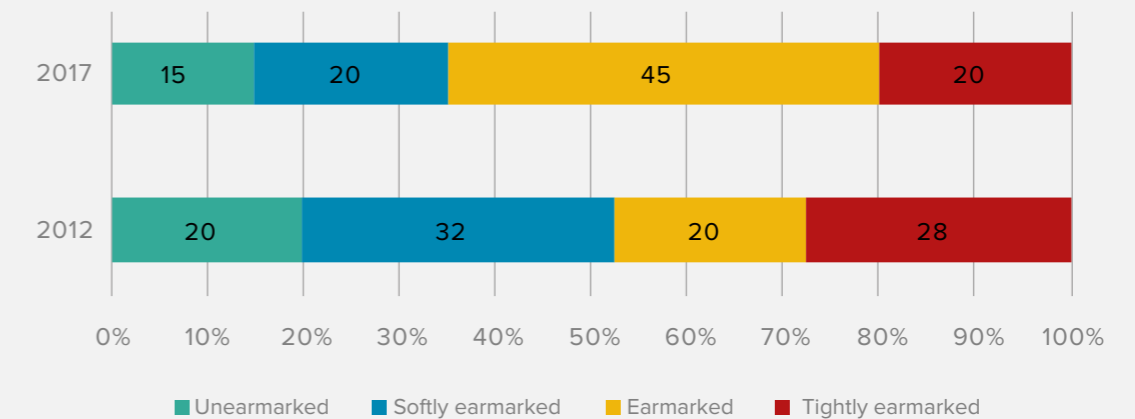
In line with the Refugee Coordination Model, UNHCR continued to assume its leadership role in refugee situations, nominating regional refugee coordinators responsible for leading operational planning, resource mobilization and implementation of the Refugee Response Plans (RRPs). The RRP provide a comprehensive picture of identified needs, impact on host

communities, operational strategy and financial requirements. In 2017, five RRP were in place with plans for the Syria and Yemen crises co-led, respectively with UNDP and IOM. The RRP involved more than 540 partners, requested nearly \$7.4 billion in funding to meet assessed needs, and reported \$3.5 billion in contributions. The overall funding level of RRP was 48 per cent (see table below).

Table 2 Refugee Response Plans	INTER-AGENCY BUDGET	INTER-AGENCY FUNDING RECEIVED	FUNDING LEVEL
Burundi RRP	429,309,626	88,998,521	21%
Europe RMRP	690,935,696	360,784,479	52%
Nigeria RRP	241,157,206	145,260,912	60%
South Sudan RRP	1,383,971,569	464,792,416	34%
Syria 3RP	4,633,255,733	2,484,154,016	54%
TOTAL	7,378,629,830	3,543,990,344	48%

2017 INCOME

CHART 3 | LEVELS OF EARMARKING | 2017

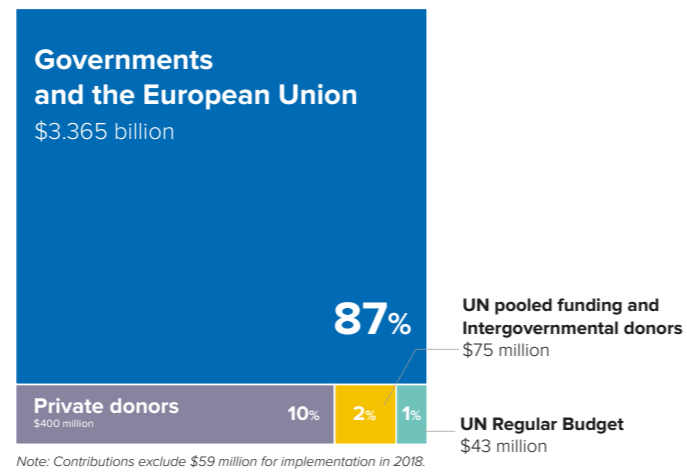


Trends in income (2012-2017)

- The share of flexible funding (unearmarked and softly earmarked) has reduced from 52% in 2012 to 35% in 2017. This meant that about two thirds of UNHCR's income in 2017 was earmarked at the country level and below.
- Although unearmarked funding has increased in absolute terms from \$451 million in 2012 to \$589 million in 2017, in percentage terms it reduced from 20 percent to 15 per cent between 2012 and 2017
- However, unearmarked funding from the private sector is rising, especially from National Partners.

- Despite some fluctuations, softly earmarked funding and earmarked funding remained at similar levels over the period in review.
- Earmarking has almost quadrupled in absolute terms, increasing from \$457 million to almost \$1.728 billion. Matching earmarked funding with prioritized activities can be at times very challenging.
- While earmarking at the country level provides some level of flexibility, it does not provide the flexibility of unearmarked or softly earmarked funding, and is a step away from commitments made by donors under the Grand Bargain.

CHART 4 | SOURCES OF INCOME | 2017



Sources and diversity of income

Despite rising needs, voluntary contributions in 2017 did not quite reach the levels of 2016. UNHCR's donor base remained stable, as did most of the trends regarding the sources and quality of funding.

UNHCR received voluntary contributions from 147 donors (146 in 2016), ranging from Member States to pooled funds to private individuals (see Table 5). The main source of diversity came from the private sector. Individual donors increased 22 per cent from 1.57 million in 2016 to 1.92 million in 2017.

The profiles of UNHCR's top donors was virtually unchanged, as was the percentage of income from the top ten (see Chart 5).

When taking the last five years, from 2012 to 2017, there have been notable increases in contributions from some donors, notably within the top three. The United States of America increased the most in absolute

terms, from \$793.4 million to \$1.450 billion, an 82 per cent increase, with support for supplementary appeals staying strong. Germany increased in percentage terms very significantly by 590 per cent, from \$69.2 million to \$477 million. The European Union also increased from \$167 million to \$430 million, or 161 per cent. Regarding those donors giving over \$20 million, the picture was generally one of fluctuations in contributions, with some notable increases such as Italy from \$12.8 million to \$51.4 million, France from \$23.2 million to \$39.7 million, and Belgium from \$16.8 million to \$23 million. The commitment to unearmarked funding remained strong from donors such as Sweden, the Netherlands, the United Kingdom and Norway. Some emerging donors also increased, such as China. In 2012, China contributed \$474,630, but this had increased to \$11.1 million in 2017, an increase of more than 2,000 per cent.

There was a significant decline in the income from pooled funding mechanisms, with contributions from the CERF declining nearly 50 per cent to \$36.6 million, its lowest level since 2007. The primary reason for this was the prioritization by CERF of famine response in Africa, and its focus on a limited set of actors and sectors for that emergency response. Pooled funding in general declined quite significantly by 32 per cent compared to 2016.

UNHCR received \$32.9 million in in-kind contributions, of which some 34 per cent was support for premises. Other in-kind support included provision of standby partners, and supply of non-food items.

The timing and the type of income received during the year point to two key features. Firstly, for most of the year, the timeliness of income lagged behind the rate in 2016 which, given UNHCR was faced with higher needs, was challenging. Only in the last quarter did receipt of contributions come close to the 2016 level. By that point, however, UNHCR's budget was \$453 million higher than in 2016, and goes towards explaining why in 2017 the gap between the needs and resources (43 per cent) was larger than in 2016 (41 per cent).

Secondly, earmarked funding increased substantially to 65 per cent of UNHCR's voluntary contributions.

CHART 5 | CONTRIBUTIONS FROM THE TOP TEN DONORS | 2017

The top three donors provided 61 per cent of voluntary contributions, with the top ten overall—including *España con ACNUR*—providing 79 per cent

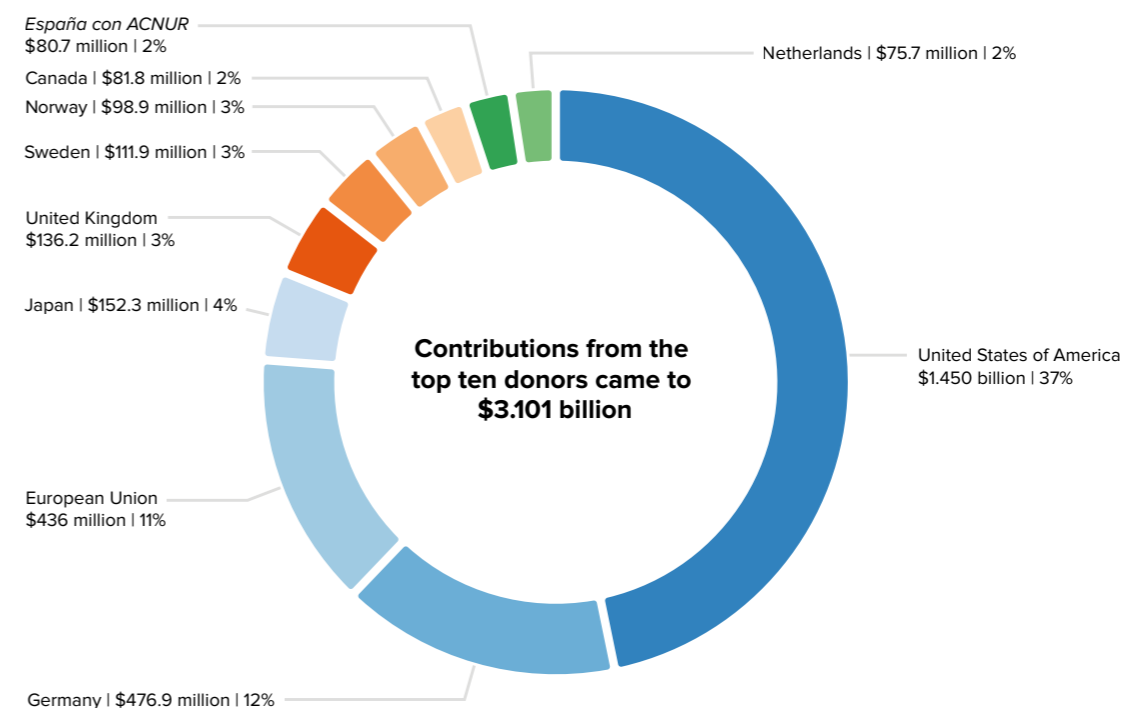
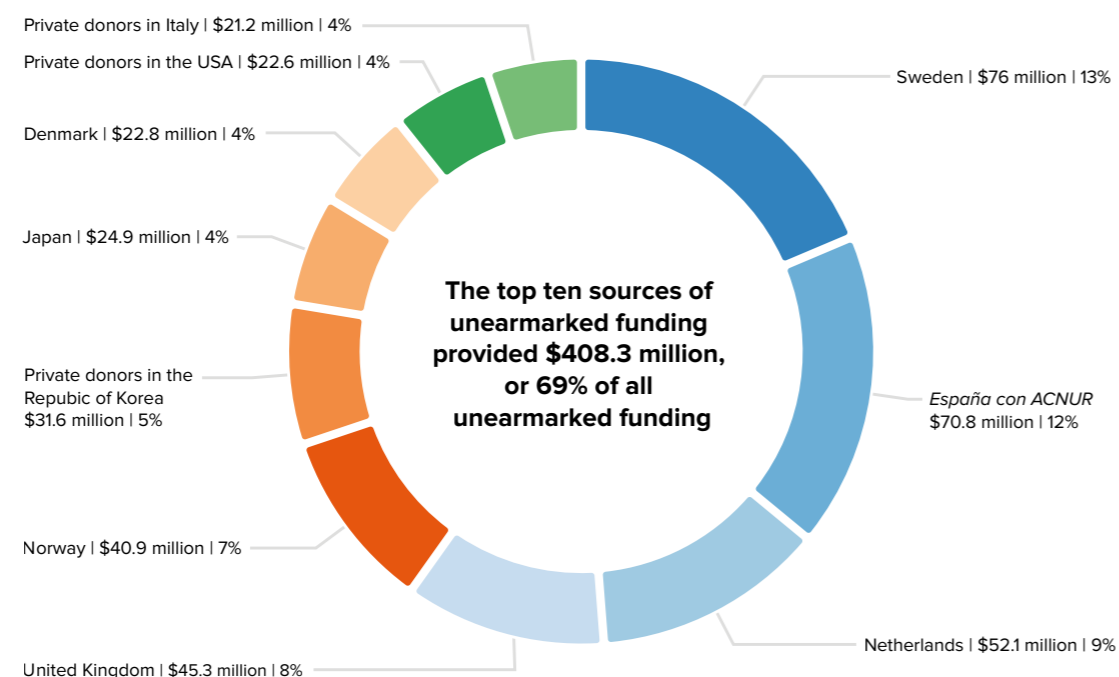


CHART 6 | TOP TEN SOURCES OF UNEARMARKED FUNDS | 2017



Flexibility of funding

UNHCR defines two main types of funding as flexible. **Softly earmarked funding**—which can be used across a given region or situation in accordance with the priorities and activities identified by UNHCR (see overleaf)—and the most valued, which is unearmarked funding.

Contributed without restrictions on its use, **unearmarked funding** allows UNHCR critical flexibility in how best to reach refugees and other populations of concern who are in the greatest need and at the greatest risk. All UNHCR offices benefit from the allocation of these resources, with the largest share spent on delivering programmes in the field, and the balance used to support global programmes, without which UNHCR would not be able to deliver on its mandate.

Unearmarked funding in 2017 came to \$588.7 million from 87 donors (Table 3). This was a 4.6 per cent increase on the \$562.6 million received in 2016. Although an increase, it has to be set against the general decline in the overall percentage of unearmarked income against total income received underway since 2012. Critically, however, over 75 per cent of UNHCR's unearmarked funding was received in the first quarter of the year, a vital indication of timeliness and providing the Office with valuable flexibility.

The top three donors of unearmarked funding were Sweden with \$76 million or 13 per cent of all unearmarked funding; private donors in Spain with \$70.8 million or 12 per cent, all of which was channelled through the National Partner, *España con ACNUR*; and the Netherlands with

\$52.1 million or 9 per cent. The Swedish and Dutch contributions each accounted for 68 per cent and 69 per cent respectively of contributions from those two governments (see Chart 6).

Six of the top ten sources of unearmarked funding were governments, which provided \$262 million. This accounted for 64 per cent of funding from the top ten contributors of unearmarked funding, and 45 per cent of all unearmarked funding. Also within that top ten, there were four private sector donors—the National Partners in Spain and the United States of America, as well as funds from the private sector in Italy and the Republic of Korea—which contributed \$146.1 million, or 36 per cent of unearmarked funding from the top ten donors. The contributions from those four private sector sources also accounted for just over 70 per cent of all unearmarked funding raised from the private sector.

UNHCR received \$768 million in softly earmarked funding, the majority from the United States of America. Overall, this was a decline from 2016, when UNHCR received \$786 million in softly earmarked funding. The top donors of softly earmarked funding were the United States of America, with \$481.6 million or 63 per cent; Germany, with \$143.5 million or 19 per cent; and Norway, with \$16.5 million or 2 per cent. A range of other donors contributed the remaining \$126.2 million, or 16 per cent.

In 2017, UNHCR recorded over \$638 million in **multi-year funding**, defined as contributions for which the implementation period is over 24 months. However, nearly half of it—49 per cent—was earmarked, with only 26 per cent unearmarked and 25 per cent softly earmarked. Although multi-year funding can be a valuable indicator of predictability and flexibility, this can be undercut if it comes with high levels of earmarking.

TABLE 3 | DONORS CONTRIBUTING OVER \$1 MILLION IN UNEARMARKED FUNDING | 2017

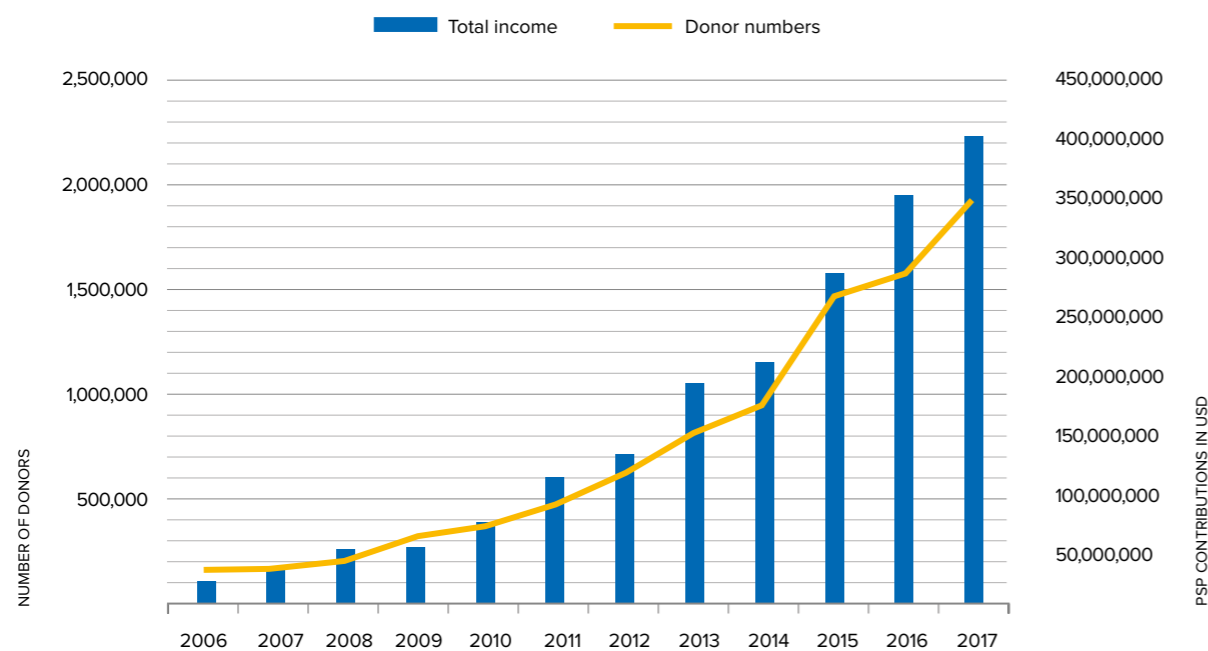
DONOR	TOTAL	DONOR	TOTAL
Sweden	76,078,687	Canada	9,251,101
Private Donors in Spain	70,824,438	Belgium	8,503,401
Netherlands	52,154,195	Ireland	8,004,269
United Kingdom	45,278,137	Private Donors in China	7,939,358
Norway	40,887,850	Finland	7,430,998
Private Donors in the Republic of Korea	31,635,485	Private Donors worldwide	5,265,110
Japan	24,850,314	Private Donors in Canada	4,541,772
Denmark	22,831,050	New Zealand	4,008,016
Private Donors in the United States of America	22,566,691	Republic of Korea	3,413,449
Private Donors in Italy	21,170,763	Private Donors in the Netherlands	2,111,462
Private Donors in Japan	19,290,812	Luxembourg	1,857,749
Private Donors in Sweden	19,145,997	Morocco	1,000,000
Australia	18,670,650	Saudi Arabia	1,000,000
Switzerland	14,792,899	Kuwait	1,000,000
France	14,000,000		
Germany	12,273,212	Donors giving over \$1 million	581,856,254
Italy	10,078,387	All other donors	6,861,448
		TOTAL UNEARMARKED FUNDING	588,717,703

FOCUS ON THE PRIVATE SECTOR

Since 2014, UNHCR has almost doubled its income from the private sector, reaching \$400 million in 2017, or 10 per cent of voluntary contributions. Private individuals donated \$276 million. Partnerships with companies, foundations and wealthy philanthropists provided the remaining \$124 million. Just over 1.92 million

individuals donated to UNHCR, with income from private individuals growing by \$53 million. Such broad-based support from individuals and companies is an encouraging example of the “whole-of-society” approach that UNHCR’s advocates for. Importantly, the cost ratio has been reduced to 32 per cent, meaning that for every dollar invested, three dollars are returned to fund UNHCR operations.

CHART 7 | PSP CONTRIBUTIONS AND DONOR NUMBERS | 2017



At \$207 million, private sector unearmarked funding was UNHCR’s largest single source of such funds, and accounted for 52 per cent of all private sector contributions. Softly earmarked funding came to \$69 million, or 17 per cent of private sector contributions, and tightly earmarked funding was

\$124.1 million, or 31 per cent. The most significant contributions from private sector partnerships were from Educate A Child Programme (\$19 million), IKEA Foundation (\$18 million) and UNIQLO (\$12 million, including the donation from UNIQLO’s founder, Mr Tadeshi Yanai).

UNHCR’s global network of private sector fundraising operations includes offices and National Partners in around 30 markets, with ten countries contributing 85 per cent of UNHCR’s private sector income, a broadly similar breakdown to the top ten breakdown of the governmental donors.

More than half of all income in 2017 (\$213.5 million) was raised by the six National Partners, with *España con ACNUR* raising \$80.7 million, equivalent to 20 per cent of all private sector income.

Nearly half the income raised (\$192 million) came from Europe, followed by 29 per cent (\$115 million) from Asia, 13 per cent (\$50 million) from the Americas and 10 per cent (\$42 million) from the Middle East and North Africa. The emergency campaign for the Rohingya crisis raised over \$30 million in the last quarter of the year with \$12.6 million raised from the Middle East and North Africa. UNHCR also initiated fundraising operations in Africa with the objective of mobilizing the private sector and raising awareness of the refugee cause in the continent (see *Africa* regional summary).

UNHCR’s National Partners

“The National Partners are vital to the success of UNHCR’s mission. National Partners are critical to public engagement and the vision of a whole-of-society approach by raising awareness, conducting advocacy, driving innovation, diversifying support, and contributing financially to the activities of UNHCR around the world.”

Filippo Grandi, United Nations High Commissioner for Refugees

UNHCR’s National Partners are independent, non-governmental organizations, established in accordance with the laws of the country in which they operate. There are currently six UNHCR National Partners: Australia for UNHCR, *España con ACNUR* in Spain, Japan for UNHCR, *Sverige för UNHCR* in Sweden, USA for UNHCR, and *UNO-Flüchtlingshilfe* in Germany.

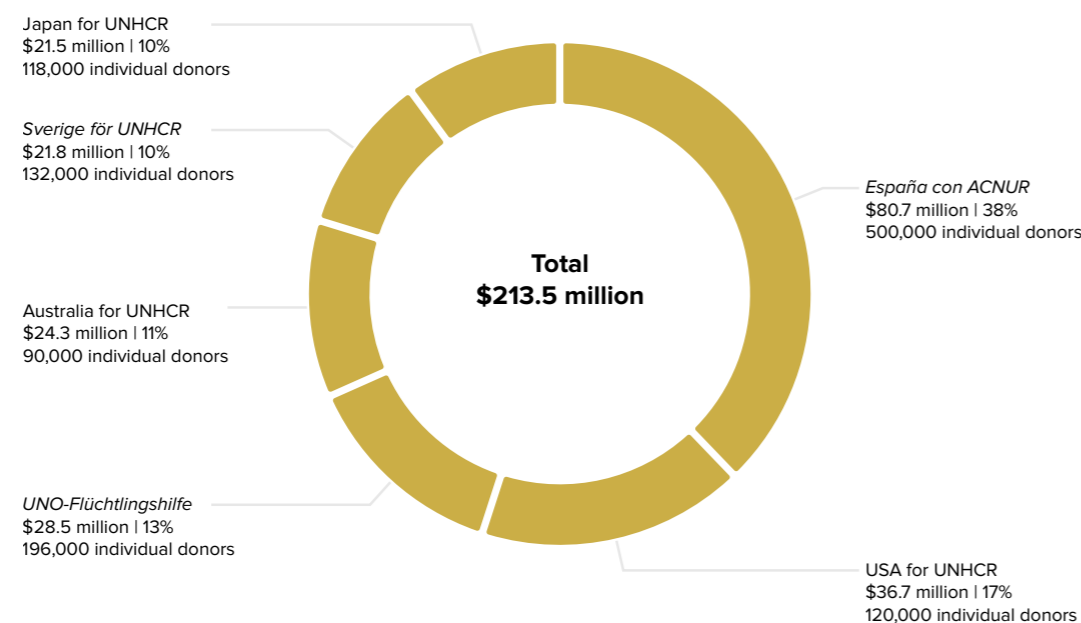
Instrumental not only in securing income—on average 93 per cent of private income from the six countries where National Partners are present is channelled through them—the National Partners raised awareness about refugees and UNHCR in their countries and engaged millions of people in support of the refugee cause.

With over 1.3 million committed supporters worldwide and a network of high profile advocates at both national and international

level, the National Partners are an integral and powerful link between UNHCR and the general public.

Committed and passionate, and with wide and strong areas of partnership and collaboration, the National Partners used their strong presence on social media and a wide range of tools such as face to face fundraising, direct response television, digital outreach and marketing, and innovative awareness raising campaigns to help influence the general public and the private sector towards the cause of refugees and other people of concern. Expanding these partnerships further to leverage public support for the refugee cause is resulting in the development of dynamic methods of fundraising and communications which are unique to each market.

CHART 8 | INCOME FROM NATIONAL PARTNERS | 2017



Australia for UNHCR – Strong support was provided to emergency appeals including for food insecurity in Africa, and the Rohingya crisis response. The latter was Australia for UNHCR’s most successful campaign ever, raising \$5.6 million, including a \$1.9 million matched funding grant from the Australian Government. Donors also supported livelihoods projects in Uganda, cash assistance in Jordan and child protection in Ethiopia. Advocacy grew by launching an Australian #WithRefugees platform, mobilising an integrated World Refugee Day campaign and supporting UNHCR’s Regional Representation in Canberra. Social media grew 33 per cent to over 315,000 followers. Fundraising innovations included the launch of chatbots, and instant debits for face-to-face. A new website boosted online donor conversion and increased online revenue by 232 per cent.

España con ACNUR (Spain) – 2017 saw continued and sustained growth and, in addition to what it raised from individual donors, *España con ACNUR* raised almost \$4 million from decentralized public institutions. These spectacular figures are the result of an integrated awareness and communication strategy that has involved different fundraising channels such as face-to-face, digital, multichannel, and working in tandem with the biggest foundations and corporations in the country, such as La Caixa Banking Foundation. Hoping to replicate its success and pass on lessons learned, ECA began working with UNHCR to set up a new National Partner in Argentina.

Japan for UNHCR – Japanese audiences reacted positively to appeals for the Rohingya crisis, supporting this emergency in Asia with \$2.2 million. In addition, a letter from the Executive Director featuring

the cash assistance programme for Syrian refugee families in Jordan triggered a remarkable reaction from middle-giving donors. The welcoming of Goodwill Ambassador Yusra Mardini to Tokyo and the appointment of MIYAVI as the first Goodwill Ambassador from Japan attracted broad attention from the Japanese media. The 12th Refugee Film Festival and Tokyo Marathon Charity continued to offer unique opportunities, through the power of culture and sports, to demonstrate solidarity with people forced to flee.

Sverige för UNHCR (Sweden) – Strong fundraising programmes together with successful public relations campaigns and activities helped the organization reach its goals. Nearly 17,000 new committed donors were acquired, and support from some 62,000 one-off donors was maintained. Income from strategic partnerships surpassed expectations thanks to larger donations from the Swedish Postcode Lottery, H&M Foundation, successful cause-related marketing campaigns with Lindex and in-kind donations from Toyota Sweden. Public relations activities and campaigns were carried out together with influencers and celebrities and helped increase awareness and fundraising.

UNO-Flüchtlingshilfe (Germany) – An integrated communication strategy across all channels formed the basis for successful fundraising, in particular a mailing programme which generated \$8.4 million. In 2017, 41,151 new donors were acquired, 16,900 of whom through face-to-face outreach, and some 8,400 through digital. Particular focus was on supporting emergency response in East Africa, and winterization mainly in the Middle East.

USA for UNHCR – In addition to responding to crises including the Syria and the Rohingya emergencies, and supporting innovative programmes such as cash assistance, shelter, children at risk and winterization, USA for UNHCR focused on raising awareness and educating Americans on the refugee crisis and supporting US-based resettlement groups including Hello Neighbor and the Refugee Congress. USA for UNHCR also built and developed strong partnerships with some of the most well-known and influential corporations globally including Google, Facebook and UPS, developing tailored campaigns utilizing each company’s strength to leverage a global community to enlist more people to support refugees.

PSP Rohingya Emergency Fundraising Campaign

Thirteen UNHCR Private Sector Partnership (PSP) Offices and all six National Partners raised \$31 million in unearmarked and earmarked funding over the eight month-long Rohingya Emergency Fundraising Campaign. UNHCR led global private sector fundraising efforts, mobilizing support for the Rohingya refugees a full two weeks before any other humanitarian agency and raising triple the original goal set for the campaign.

During the initial phase of the campaign, there was a new donation every minute across UNHCR’s global donation pages. Many were new donors turning to UNHCR as a humanitarian leader on the Rohingya crisis. In addition to generous donations from individuals, UNHCR received significant support from corporations and foundations, with funding and in-kind contributions such as flights, logistics support and lifesaving aid.

Private sector funding directly impacted media coverage and public sector funding. For example, the Australian Government set up a \$1.9 million matching grant to respond to the outpouring of support by Australian citizens for UNHCR’s appeal. This also benefitted from a full-scale media partnership with the Australian Broadcasting Corporation that both raised awareness about the Rohingya refugee crisis and funding to support UNHCR’s response.

2017 EXPENDITURE

Expenditure by Region

The \$116.3 million total increase in expenditure in 2017 compared to 2016, was not consistent across regions, global programmes and Headquarters.

Africa had the highest expenditure in 2017 at nearly \$1.4 billion, which represented an almost 16 per cent increase compared to 2016. This was primarily due to the new and evolving needs in the region as borne out by the fact that almost 70 per cent of the total supplementary budgets issued in 2017 were for the Africa region. The increases in expenditure were primarily in Uganda, Somalia and Angola.

In contrast, expenditure in the Middle East and North Africa and the Asia and the Pacific regions decreased by \$94.2 million (7 per cent) and \$86 million (23 per cent), respectively. In the Middle East and North Africa the overall net decrease was due to decreases in Iraq and Syria and in spite of expanding operations in Libya. In Asia and the Pacific, a major decrease in Afghanistan spending was only partly offset by a significant increase in Bangladesh.

Expenditure in Europe increased by \$48 million or 11 per cent mainly owing to operations in Greece and Turkey. Expenditure in the Americas increased by \$12.8 million, which was the largest increase in percentage terms at 18 per cent due to increased activities in the North and Central America situation, the scale-up of operations in the Venezuela situation; and the reinforcement of the Regional Office in Washington for regional activities in the Caribbean.

Global programmes increased by \$28.5 million or 8 per cent, mostly attributable to additional investment in Private Sector Partnerships and support for the Comprehensive Refugee Response Framework (CRRF). Headquarters increased by \$9.6 million or 4 per cent primarily for investment in IT infrastructure and cyber security. However, the ratio of Headquarters expenditure to total expenditure remains stable compared to 2016.

Expenditure by Pillar

Expenditure under Pillar 1 (global refugee programme) increased by approximately \$176 million or 6 per cent compared to 2016 and at 83 per cent of total expenditure accounted for the overwhelming majority of UNHCR expenditure. Globally, major Pillar 1 operations, as was the case in 2016, included Lebanon, Jordan and Turkey due to the Syria situation, Greece in Europe, and Uganda, Ethiopia and Kenya in Africa.

Pillar 2 (global stateless programme) remained stable compared to 2016.

Pillar 3 (global reintegration projects) increased by approximately \$31.6 million or 47 per cent mainly driven by operations in Afghanistan, Nigeria, Pakistan and Somalia. Pillar 4 (global IDP projects) decreased by \$91.6 million to 14 per cent, with the bulk of the decrease attributable to the Iraq operation, where insecurity and deteriorating conditions created a challenging operational environment.

CHART 9 | EXPENDITURE BY REGION AND PILLAR | 2017



Expenditure by source of funding

Table 4 displays which sources of funding were used to cover its expenditure, and highlights how the unearmarked funding was allocated throughout the year in line with identified priorities and needs, and according to the overall objectives of kickstarting emergency operations, bolstering underfunded operations, and enabling programmes to be fully implemented.

Of UNHCR's voluntary contributions, 15 per cent was unearmarked. This was allocated according to need, priority, and availability of unearmarked funding. Including both the unearmarked carry-over and unearmarked voluntary contributions received in 2017, 68 per cent was allocated to the field and 32 per cent to global programmes.

Regarding the carry-over of unearmarked funding from 2016, UNHCR successfully optimized the use of its earmarked funds so as to close the year with an

unearmarked balance. Given the late receipt of contributions in 2017, this was of particular importance, and adheres to two of the three key priorities in how UNHCR uses unearmarked funding—bolstering underfunded operations, and enabling operations to implement as fully as possible. It also helped minimize disruption to operations, especially at the beginning of the year, and especially given the need to finalize agreements with partners around December-January.

Analysis of this table also shows that, true to its policy on the use of 7 per cent programme support costs levied on earmarked and softly earmarked funding, these funds were spent almost exclusively on Headquarters costs. UNHCR raised \$198.9 million in programme support costs, with \$177.8 million, or 89 per cent, spent on Headquarters. An end-of-year surplus of \$21.1 million was allocated to operations in Africa. To underline as well, no unearmarked funding was used for Headquarters.

TABLE 4 | 2017 EXPENDITURE BY SOURCE OF FUNDING | USD thousands

	SOURCE OF FUNDING									TOTAL
	Carry-over from prior years		Voluntary cash contributions			Voluntary in-kind contributions	Programme support costs	United Nations Regular Budget	Other income b/	
	Earmarked	Unearmarked	Earmarked	Softly earmarked a/	Unearmarked					
FIELD OPERATIONS										
Africa	139,060	157,875	785,673	218,610	35,073	11,120	21,192	-	21,470	1,390,074
Middle East and North Africa	65,282	-	848,233	233,272	52,103	1,980	-	-	15,356	1,216,225
Asia and the Pacific	16,893	-	151,003	80,527	38,904	1,818	-	-	473	289,619
Europe	39,082	-	342,743	53,743	49,068	1,998	-	-	9,845	496,479
The Americas	310	-	11,666	26,042	46,341	442	-	-	1,236	86,037
TOTAL FIELD OPERATIONS	260,627	157,875	2,139,319	612,195	221,488	17,357	21,192	-	48,380	3,478,434
Global programmes	19,473	-	40,320	39,477	180,281	10,819	-	-	75,714	366,083
Headquarters	3	-	664	-	-	4,745	177,801	43,326	4,622	231,161
Operational Reserve and new or additional activities - mandate-related reserve	-	-	-	-	-	-	-	-	-	-
Junior Professional Officers Scheme	-	-	7,674	-	-	-	-	-	-	7,674
TOTAL	280,104	157,875	2,187,977	651,671	401,769	32,921	198,992	43,326	128,716	4,083,352

Notes:

a/ Includes contributions earmarked at the regional, sub-regional, situation or thematic level

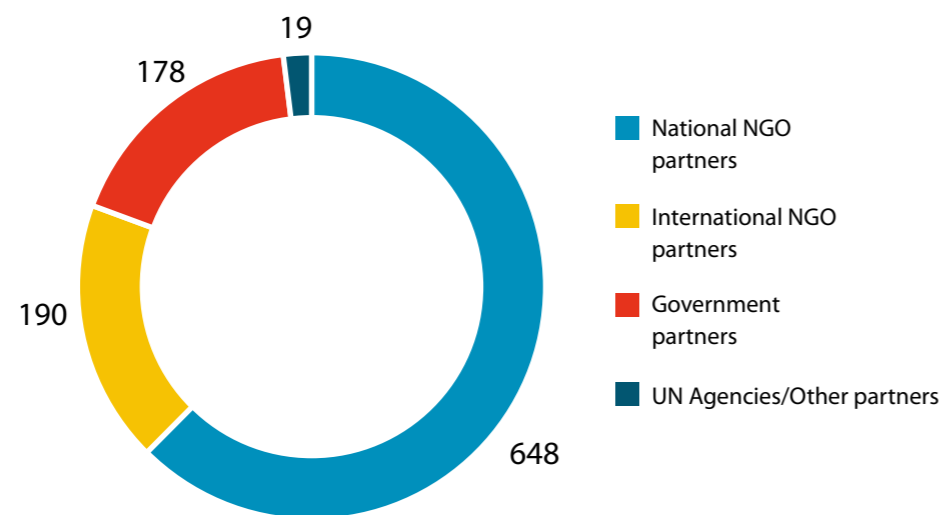
b/ Includes miscellaneous income, prior year adjustments and cancellations and other internal transfers

Expenditure on partners

In 2017, \$1.5 billion was provided to 1,035 non-governmental and non-profit partners, accounting for around 37 per cent of UNHCR's expenditure. Of this, \$699 million (\$670 million in 2016) was allocated to 826 local and national partners, including \$524 million (\$491 million in

2016) to 648 local or national NGOs. This was the highest number of local and national partners recorded as well as the highest funding allocations made by UNHCR to them. The majority of UNHCR's partners—795 organizations—implementing projects and activities were for Pillar 1.

CHART 10 | UNHCR'S PARTNERS AROUND THE WORLD | 2017



CONCLUSION

Contribution levels remained relatively high in 2017, and much of UNHCR's unearmarked funding came relatively early in the year, providing UNHCR with much needed flexibility. Contributions from the private sector, especially of unearmarked funding, increased.

Throughout the year, UNHCR maintained or intensified efforts to expand its donor base. Driven in large part by sustained investment and innovative engagement with individual donors, private sector funding rose to 10 per cent of income, up from 2 per cent (\$22 million) in 2006, much of it unearmarked. UNHCR engaged more robustly with emerging donors, including in the Gulf region, and deepened cooperation with the World Bank and other international financial institutions, particularly within the framework of the CRRF.

However, there was continuing cause for concern. The overall picture was one of generous contributions, but still insufficient for needs. Worryingly, the trend in the amount of unearmarked and softly earmarked funding is still on an overall downward trajectory. Funding to UNHCR's situations was mostly earmarked and overall low, even for high-profile ones like Somalia (24 per cent funded) or South Sudan (37 per cent) with the Central African Republic the worse-funded situation at 13 per cent.

The 43 per cent funding gap in 2017 meant that, throughout the year, UNHCR had to face and handle challenges related to underfunding and how to prioritize activities

for support. Prioritization was thus defined as a compromise between what was judged urgent and essential within the Office's activities, and what was possible given available resources and capacity. While the Office prioritized lifesaving assistance and core protection activities, this impacted activities such as education, more durable infrastructure, solutions, cash-based intervention programmes, and interventions requiring large investment costs but for which there is strong evidence of the benefits and greater cost efficiencies in the long term.

Initiatives with development actors will be of significant help in reducing the amount the Office spends on care and maintenance in protracted situations. However, even if successful these will likely not eliminate UNHCR's reliance on key State partners who provide the lion's share of its funding, and which provide much more than financial resources alone. Such expansion also requires investment in time, capacity, staffing, and finances.

UNHCR offers its most heartfelt thanks for the generous support it received in 2017 from governments, from the private sector—citizens, National Partners, corporations, and foundations—from inter-governmental institutions, and from the many pooled funding mechanisms.

This table shows all voluntary contributions coming from all sources, including from governments and the private sector in countries supporting UNHCR's work, and from inter-governmental and pooled funding mechanism. As such, it is a way of reflecting the financial support to UNHCR from the "whole-of-society". A traditional donor ranking is available from the Global Focus website using the QR code opposite.



TABLE 5 | TOTAL CONTRIBUTIONS | 2017

USD

DONOR	GOVERNMENT	PRIVATE DONORS	INTER-GOVERNMENTAL BODIES	UN FUNDS	TOTAL
United States of America	1,450,360,238	39,463,883			1,489,824,121
Germany	476,918,668	28,644,926			505,563,594
European Union			436,036,986		436,036,986
Japan	152,359,773	33,200,049			185,559,822
United Kingdom	136,219,370	5,344,872			141,564,241
Sweden	111,958,945	21,761,459			133,720,404
Norway	98,941,956	1,879,000			100,820,956
Netherlands	75,711,468	21,307,797			97,019,265
Spain ¹	10,119,894	80,749,997			90,869,890
Canada	81,879,293	7,725,110			89,604,404
Italy	51,417,322	24,137,770			75,555,092
Australia ²	39,715,089	24,504,634			64,219,723
Denmark	58,370,565	1,235,978			59,606,543
Republic of Korea	21,845,151	35,818,585			57,663,736
UN Regular Budget				43,399,500	43,399,500
France	39,733,899	971,584			40,705,483
Switzerland	35,402,490	2,316,129			37,718,618
Central Emergency Response Fund ³				36,648,201	36,648,201
Qatar	200,000	26,884,578			27,084,578
Belgium	23,017,552	3,123			23,020,675
Finland	22,049,595				22,049,595
China	11,144,039	9,164,455			20,308,494
Saudi Arabia	18,065,880	496,352			18,562,232
Country-based pooled funds ⁴				16,612,172	16,612,172
Ireland	14,641,654	1,095			14,642,749
United Arab Emirates	5,477,371	7,599,908			13,077,278
Private donors worldwide		12,120,424			12,120,424
Austria	9,368,387	26,162			9,394,549
Kuwait	8,619,490	604,426			9,223,916
Luxembourg	8,536,825				8,536,825
UN Office for Project Services				5,941,187	5,941,187
Thailand	20,000	4,488,693			4,508,693
UN Department of Political Affairs				4,273,511	4,273,511
Indonesia	60,000	4,001,487			4,061,487
New Zealand	4,008,016	109			4,008,125
UN Children's Fund				3,617,230	3,617,230
Hungary	2,823,613				2,823,613
UN Programme on HIV/AIDS				2,450,000	2,450,000
Czechia	2,419,034				2,419,034
The Global Fund			2,090,890		2,090,890
Russian Federation	2,000,000				2,000,000
International Organization for Migration				1,797,051	1,797,051
Singapore	60,000	1,441,885			1,501,885
UN Peacebuilding Fund ⁵				1,403,511	1,403,511
UN Development Programme				1,394,426	1,394,426
UN Department of Economic and Social Affairs				1,380,483	1,380,483
Brazil	662,778	602,721			1,265,499
Egypt		1,241,082			1,241,082
Isle of Man	1,217,772				1,217,772
Morocco	1,023,629				1,023,629
Philippines	70,000	943,963			1,013,963
Intergovernmental Authority on Development			846,997		846,997
One UN Fund ⁶				840,622	840,622
Iceland	825,000				825,000
Estonia	748,461				748,461
Mexico	80,000	633,452			713,452
Poland	667,377				667,377
OPEC Fund for International Development			400,000		400,000

Monaco	299,705	65,510			365,216
Portugal	301,020	46,458			347,478
Turkey	300,000	6,273			306,273
Oman		301,213			301,213
Malaysia	150,000	135,140			285,140
Liechtenstein	254,065				254,065
Council of Europe Development Bank			246,957		246,957
UN Darfur Fund ⁷				242,761	242,761
World Food Programme				242,640	242,640
African Union			200,000		200,000
South Africa	147,382				147,382
UN Action Against Sexual Violence in Conflict ⁸				140,213	140,213
Lebanon		132,747			132,747
UN Human Settlements Programme				115,000	115,000
Argentina	113,900	300			114,200
Bulgaria	112,361				112,361
Kazakhstan	111,963				111,963
Armenia	108,000				108,000
Lithuania	105,197				105,197
Romania	103,521				103,521
Malta	103,086	228			103,314
Israel	100,000				100,000
Algeria	100,000				100,000
Montenegro	82,745				82,745
Greece		82,464			82,464
Nigeria	63,735	17,270			81,005
Chile	70,000				70,000
Slovenia	68,897				68,897
UN Chief Executive Board for Coordination				67,000	67,000
Kyrgyzstan	60,256				60,256
Senegal		53,130			53,130
UN Population Fund				49,491	49,491
Cyprus	47,393				47,393
Azerbaijan	36,672				36,672
Serbia	35,380				35,380
Sri Lanka	35,000				35,000
Uruguay	30,000				30,000
Holy See	30,000				30,000
Croatia	24,957				24,957
Botswana	18,961				18,961
Ghana		15,072			15,072
Costa Rica	14,907				14,907
Slovakia	11,614				11,614
Zambia	10,081				10,081
Kenya		9,752			9,752
Uganda		5,370			5,370
India		3,816			3,816
Colombia		3,420			3,420
Bosnia and Herzegovina	3,000				3,000
Iran (Islamic Republic of)		2,745			2,745
Rwanda		1,000			1,000
Bermuda		1,000			1,000
Bangladesh		278			278
TOTAL *					3,942,450,095

¹ Includes \$3,961,980 in contributions from other public sources channelled through *España con ACNUR*.

² Includes contributions channelled through Australia for UNHCR.

³ The Central Emergency Response Fund is a multi-donor funding mechanism. For details, see <https://www.unocha.org/cerf/donors/donorspage>. The amount includes \$631,000 for refund due to changes of needs in the field.

⁴ Country-based pooled funds are multi-donor funding mechanisms. For details, see <https://www.unocha.org/ourwork/humanitarian-financing/country-based-pooled-funds-cbpf>

⁵ The United Nations Peacebuilding Fund is a multi-donor funding mechanism. For details, see <http://www.unpbf.org/> and mptf.undp.org/factsheet/fund/PB

⁶ The One UN Fund is a multi-donor funding mechanism. For details, see <http://mptf.undp.org/>

⁷ The United Nations Darfur Fund is a multi-donor funding mechanism. For details, see <http://mptf.undp.org/>

⁸ The United Nations Fund for Action Against Sexual Violence in Conflict is a multi-donor funding mechanism. For details see <http://mptf.undp.org/factsheet/fund/UNA00>

* Includes \$59,277,807 for activities with implementation period covering 2018.

TABLE 6 | TRANSFERS FROM THE OPERATIONAL RESERVE | 2017

		USD
1. OPERATIONAL RESERVE APPROVED BY THE EXECUTIVE COMMITTEE IN OCTOBER 2017		534,511,079
2. TRANSFERS FROM THE OPERATIONAL RESERVE		43,614,883
AFRICA		
Congo (Republic of the)	Emergency response –shelter and non-food items for IDPs in the regions of Pool and Bouenza	798,710
Kenya	Somalia situation	777,378
Rwanda	Return and reintegration of Rwandan refugees	832,400
Somalia	Somalia situation	1,493,407
Zimbabwe	Protection and assistance for the Mozambican influx	4,361,644
SUBTOTAL		8,263,539
MIDDLE EAST AND NORTH AFRICA		
Libya	Protection needs for mixed movement flows into Libya	9,500,000
SUBTOTAL		9,500,000
ASIA AND THE PACIFIC		
Bangladesh	Cox's Bazar emergency response	530,370
SUBTOTAL		530,370
THE AMERICAS		
Argentina	Venezuela situation	69,500
Brazil	Venezuela situation	881,292
Colombia	Venezuela situation	1,099,228
Costa Rica	Venezuela situation	110,000
United States of America	Venezuela situation	615,868
Venezuela (Bolivarian Republic of)	Venezuela situation	563,483
Regional activities	Venezuela situation	463,552
SUBTOTAL		3,802,923
GLOBAL PROGRAMMES		
Executive direction and management	UNHCR investigation workforce support	472,512
	Comprehensive Refugee Response Framework	6,768,473
Division of External Relations	Support for the intergovernmental conference on international migration	198,199
	Global communications desk	715,807
Division of Programme and Support Management	Refugee housing unit deployment	1,150,000
	Strengthening preparedness in high-risk countries project	1,608,935
Division of Emergency, Security and Supply	Global fleet management vehicle insurance fund	2,243,038
	In-kind services for the deployment of experts	3,291,500
SUBTOTAL		16,448,464
HEADQUARTERS		
Executive direction and management	UNHCR investigation workforce support	139,582
	Support to rapid organizational assessment	141,131
	Support to change management	1,726,538
Division of International Protection	Humanitarian negotiation and protection analyst	199,037
Division of Emergency, Security and Supply	Procurement network project	62,616
Division of Human Resources Management	Support inclusion, gender and diversity activity	336,531
	Staff welfare requirements	163,397
Division of Financial and Administrative Management	Cash-based interventions	645,754
	MSRP upgrade project	1,655,000
SUBTOTAL		5,069,586
3. BALANCE AFTER TRANSFERS		490,896,196

TABLE 7 | CONTRIBUTIONS TO THE JUNIOR PROFESSIONAL OFFICERS SCHEME | 2017

		USD
DONORS		AMOUNT
Japan		1,665,808
United States of America		1,300,000
Netherlands		784,215
Denmark		684,431
Germany		667,540
Canada		495,167
France		490,575
Finland		461,918
Switzerland		434,876
Sweden		379,897
China		326,097
Norway		278,146
Australia		276,272
Republic of Korea		207,057
Italy		182,843
Luxembourg		71,351
TOTAL		8,706,193

TABLE 8 | IN-KIND CONTRIBUTIONS | 2017

DONOR	DESCRIPTION	AMOUNT
Argentina	Premises for UNHCR office in Buenos Aires	113,900
Armenia	Premises for UNHCR office in Yerevan	98,000
Austria	Premises for UNHCR office in Vienna	33,760
Azerbaijan	Premises for UNHCR warehouse in Baku	6,672
Botswana	Premises for UNHCR office in Gabarone	18,961
China	Premises for UNHCR office in Hong Kong SAR (China)	17,942
Croatia	Premises for UNHCR office in Zagreb	24,957
Czechia	Premises for UNHCR office in Prague	38,100
Denmark	Premises for UNHCR office in Copenhagen	2,207,356
Germany	Premises for UNHCR office in Nuremberg	30,954
Hungary	Premises for UNHCR offices in Budapest: Global Service Centre and Regional Representation for Central Europe	2,763,517
Ireland	Deployment of standby experts through Irish Aid and Contribution of NFIs to Uganda	558,976
Italy	Premises for UNHCR office in Rome	175,390
Kazakhstan	Premises for UNHCR office in Almaty	61,963
Kuwait	Premises for UNHCR office in Kuwait City	39,490
Kyrgyzstan	Premises for UNHCR office in Bishkek	60,256
Luxembourg	Premises for UNHCR office at University of Luxembourg	10,239
Montenegro	Premises for UNHCR office in Podgorica	82,745
Morocco	Premises for UNHCR office in Laayoune, Western Sahara	23,629
Nigeria	Premises for UNHCR office in Lagos	63,735
Poland	Premises for UNHCR office in Warsaw	65,000
Australia	Deployment of experts by RedR Australia to various UNHCR operations	211,500
Danish Refugee Council	Deployment of standby experts to various UNHCR operations	1,235,500
EUROtops Versand GmbH	Mens jackets to Ukraine	70,277
Fuji Optical	Optical package to UNHCR operation in Azerbaijan	180,926
Fast Retailing Co, Ltd, (UNIQLO)	New and used clothing for UNHCR operations in Afghanistan, Bangladesh, Botswana, Burkina Faso, Colombia, Dem. Rep. of the Congo, India, Malawi, Niger, Rwanda, Somalia, South Sudan, Tanzania, Ukraine, Zimbabwe	6,757,746
IKEA Foundation	NFIs for UNHCR operation in Syrian Arab Republic	1,906,304
International Judo Federation	Rubber mats and clothing in South Africa	20,777
Norwegian Refugee Council	Deployment of standby experts to various UNHCR operations	1,879,000
Sweden	Deployment of experts by the Swedish Rescue Services (MSB) to various UNHCR operations	50,600
International Olympic Committee	Mobile phones for Brazil	297,950
Save the Children	Deployment of standby experts to various UNHCR operations	100,500
Vodafone	Instant Classrooms and IT Equipment	418,191
iMMAP	Deployment of standby experts to various UNHCR operations	45,500
LIXIL Water Technology, Americas	Toilet pans for Burkina Faso, Uganda, United Republic of Tanzania	68,496
MSC Mediterranean Shipping Company	Transportation services to UNHCR operations in Kenya and Turkey	12,405
TOMS Shoes LLC	Shoes for UNHCR operations in Burkina Faso, Uganda, United Republic of Tanzania	2,553,385
United Nations Foundation	Mosquito nets for UNHCR operations in Cameroon and Kenya	168,300
UPS	Transportation services to UNHCR operations in Angola, Bangladesh and Kenya	1,067,190
Romania	Premises for UNHCR office in Bucharest	103,521
Serbia	Premises for UNHCR office in Belgrade	30,380
South Africa	Premises for UNHCR office in Pretoria	147,382
Spain	Premises for UNHCR office in Madrid	325,000
Sweden	Deployment of experts by the Swedish Rescue Services (MSB) to various UNHCR operations	1,262,500
Switzerland	Deployment of standby experts to various UNHCR operations	2,761,500
United Arab Emirates	Premises for UNHCR warehouse in Dubai provided through the International Humanitarian City	3,727,014
United Kingdom	Deployment of standby experts to various UNHCR operations	8,500
United Nations Development Programme	Mosquito nets for UNHCR operations in Sudan	1,015,399
TOTAL		32,921,287

USD

TABLE 9 | PRIVATE DONORS OVER \$100,000 IN SUPPORT OF UNHCR | 2017

UNHCR GLOBAL	EUROPE	MIDDLE EAST AND NORTH AFRICA
Bill & Melinda Gates Foundation	FRANCE	KUWAIT
Educate A Child (EAC) Programme - Education Above All (EAA) Foundation	<i>Fondation BNP Paribas</i>	Alghanim Industries
FAST RETAILING (UNIQLO)	<i>Fondation Sanofi Espoir</i>	QATAR
Henley & Partners Holdings PLC	GERMANY	Jassim and Hamad Bin Jassim Charity Foundation
IKEA Foundation	PUMA SE	Qatar Charity
International Olympic Committee	ITALY	Sheikh Thani Bin Abdullah Foundation
Lee Han Shih	<i>Fondazione Dieci Trust Onlus</i>	SAUDI ARABIA
Rahmatan Lil Alamin Foundation	<i>Fondazione Prosolidar-Onlus</i>	Al Dabbagh Group
RUSSING Group	<i>Intesa Sanpaolo</i>	International Islamic Relief Organization
Tadashi Yanai	<i>Missionarie del Sacro Cuore di Gesù</i>	Tamer Family Foundation
Tahir Foundation	Nando Peretti Foundation	UNITED ARAB EMIRATES
The JCMCRJ Sorrell Foundation	<i>UNIPOL Gruppo Finanziario S.p.A</i>	Abu Dhabi Islamic Bank
The Silent Foundation	NETHERLANDS	Falcon Trading Group
UN Fund for International Partnerships	Dutch Postcode Lottery	HRH Princess Haya Bint Al Hussein
United Nations Foundation	SPAIN/ESPAÑA CON ACNUR	MBC Al Amal
	<i>Fundación la Caixa</i>	The Big Heart Foundation
	SWEDEN/SVERIGE FÖR UNHCR	
	H&M Foundation	
	Lindex AB	
	<i>Svenska Postkodlotteriet</i>	
	SWITZERLAND	
	Krueger Foundation	
	UNITED KINGDOM	
	Asfari Foundation	
	Goldman Sachs Gives (GSG)	
	GSK	
	Said Foundation	
	The Hands Up Foundation	
	Vodafone Foundation	
	ASIA AND THE PACIFIC	
	JAPAN/JAPAN ASSOCIATION FOR UNHCR	
	Fuji Optical Co Limited	
	The Bank of Tokyo-Mitsubishi UFJ	
	THAILAND	
	Vimuttayalaya Institute	