

Funding UNHCR's Programmes

OVERVIEW

This chapter presents an overview of UNHCR's budget, expenditure and income in 2020. More detailed information can be found on [Global Focus](#), UNHCR's main operational reporting platform.

UNHCR's final 2020 budget was \$9.131 billion, having increased from the 2020 original budget of \$8.668 billion. The increase was the result of two supplementary budgets totalling \$463.7 million which were added during the year.

Expenditure totalled \$4.838 billion leading to an implementation rate (expenditure over total funds available) of 89.5%. Taking total funds available over the final budget, the funding gap was 41%.

Total funds available to UNHCR reached \$5.404 billion, comprising voluntary contributions of \$4.722 billion, carry-over of \$410.9 million, \$40.1 million from the Regular Budget of the United Nations, and \$229.8 million from other income and adjustments.

Programmed activities are field operations; global programmes, which are technical activities undertaken by Headquarters, but which are of direct benefit to field operations; and the work of Headquarters to provide leadership and management, policy guidance, administrative support, and managerial and programmatic assistance to the field.

BUDGET

At its 70th session in October 2019, UNHCR's Executive Committee approved an original global needs-based budget for 2020 of \$8.668 billion. At its 71st session in October 2020, the Executive Committee approved a revised budget of \$9.131 billion based on updated assessed needs.

That budget represented the sum of the approved original budget of \$8.668 billion and two supplementary budgets of \$463.7 million. It comprised programmed activities of \$8.721 billion (including management and administration costs at Headquarters, covered in part by the United Nations Regular Budget contribution); an operational reserve of \$395.4 million; the "new or additional activities – mandate-related" reserve of \$2.5 million; and \$12 million for Junior Professional Officers.

When compared with the 2019 budget of \$8.636 billion, the final 2020 budget of \$9.131 billion represents an increase of \$495.4 million or 5.7%, mainly reflecting the response to the COVID-19 pandemic.

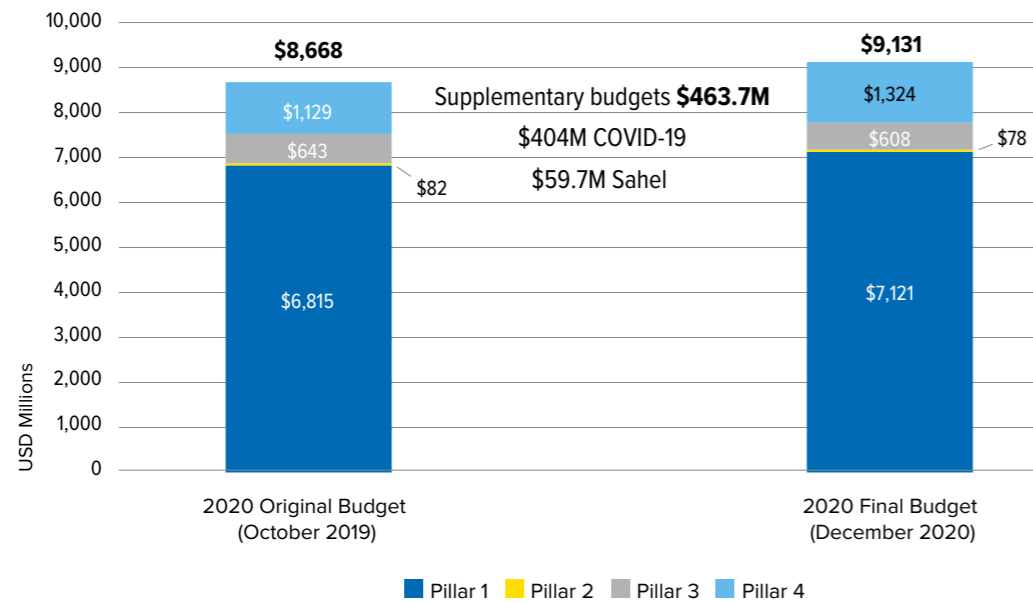
TABLE 1 | 2020 BUDGET AND EXPENDITURE OVERVIEW | USD

REGION AND SUB-REGION		PILLAR 1	PILLAR 2	PILLAR 3	PILLAR 4	TOTAL	% OF GLOBAL
		Refugee programme	Stateless programme	Reintegration projects	IDP projects		
EAST AND HORN OF AFRICA AND THE GREAT LAKES	Budget	1,621,244,381	5,274,955	143,554,123	131,764,764	1,901,838,224	21%
	Expenditure	747,600,502	1,998,892	31,157,159	82,547,299	863,303,853	18%
SOUTHERN AFRICA	Budget	247,011,245	9,409,927	6,233,495	62,057,132	324,711,800	4%
	Expenditure	134,122,489	3,896,910	3,379,144	58,094,262	199,492,805	4%
WEST AND CENTRAL AFRICA	Budget	425,620,444	11,610,274	41,047,988	186,728,715	665,007,422	7%
	Expenditure	285,769,116	6,034,952	22,890,552	127,755,485	442,450,105	9%
THE AMERICAS	Budget	552,096,027	6,333,500	-	53,408,847	611,838,373	7%
	Expenditure	288,912,099	3,011,184	-	28,907,020	320,830,302	7%
ASIA AND THE PACIFIC	Budget	626,145,530	33,536,652	99,256,656	49,309,937	808,248,775	9%
	Expenditure	343,295,596	17,907,741	51,501,679	30,235,481	442,940,497	9%
EUROPE	Budget	793,298,456	9,845,970	236,860	28,287,818	831,669,105	9%
	Expenditure	484,245,015	6,865,790	209,672	17,800,586	509,121,063	11%
MIDDLE EAST AND NORTH AFRICA	Budget	1,680,562,394	2,319,747	317,833,049	812,650,228	2,813,365,419	31%
	Expenditure	893,311,155	1,591,909	102,610,319	355,374,173	1,352,887,557	28%
SUBTOTAL FIELD	Budget	5,945,978,479	78,331,026	608,162,171	1,324,207,441	7,956,679,117	87%
	Expenditure	3,177,255,973	41,307,379	211,748,525	700,714,305	4,131,026,182	85%
Global programmes	Budget	552,989,978				552,989,978	6%
	Expenditure	486,250,291				486,250,291	10%
Headquarters	Budget	211,723,778				211,723,778	2%
	Expenditure	211,406,556				211,406,556	4%
SUBTOTAL PROGRAMMED ACTIVITIES	Budget	6,710,692,235	78,331,026	608,162,171	1,324,207,441	8,721,392,873	96%
	Expenditure	3,874,912,820	41,307,379	211,748,525	700,714,305	4,828,683,030	100%
Operational Reserve	Budget	395,408,657				395,408,657	4%
NAM Reserve	Budget	2,546,876				2,546,876	0.03%
JPOs	Budget	12,000,000				12,000,000	0.1%
	Expenditure	8,983,004				8,983,004	0.2%
TOTAL	Budget	7,120,647,768	78,331,026	608,162,171	1,324,207,441	9,131,348,406	
	Expenditure	3,883,895,824	41,307,379	211,748,525	700,714,305	4,837,666,034	

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CHART 1 | 2020 ORIGINAL AND FINAL BUDGET | USD millions



Supplementary budgets

With COVID-19 the overwhelming priority for response, two supplementary budgets were issued for the COVID-19 pandemic (\$404 million) and in support of the refugee and displacement crisis in the central Sahel region (\$59.7 million). The financial requirements for these budgets were \$463.7 million or 5.3% of the total budget for programmed activities (\$8.721 billion).

With reference to the financial requirements for 2020 programmed activities of \$8.721 billion, these increased by \$562.5 million or 7% compared to 2019.

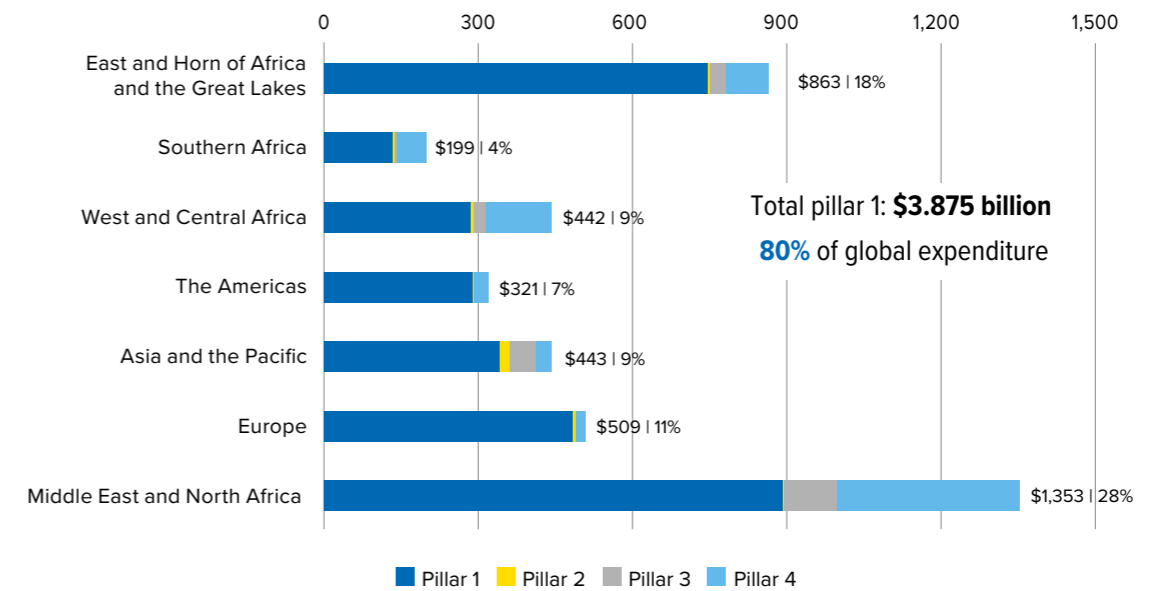
Globally, Pillar 1 (global refugee programmes), was the largest component of the programmed activities, at 77%. The largest requirements under Pillar 1 were in the Middle East and North Africa for operations in Lebanon (\$607 million) and Jordan (\$427 million); in the East and Horn of Africa and the Great Lakes

in Ethiopia (\$346 million), and Uganda (\$357 million); in Asia and the Pacific for Bangladesh (\$319 million); and in Europe for Turkey (\$365 million) and Greece (\$284 million).

The second largest component of programmed activities was Pillar 4 (global IDP projects), at 15% of requirements, where the major operations continued to be in the Middle East and North Africa, specifically in Iraq (\$328 million) and the Syrian Arab Republic (\$210 million).

Regionally, the largest requirements were in the Middle East and North Africa and in the East and Horn of Africa and the Great Lakes regions, at \$2.813 billion, or 32%, and at \$1.901 billion or 22%, of total requirements for programmed activities respectively. This is reflective of a series of protracted and overlapping crises in these two regions.

CHART 2 | EXPENDITURE BY REGION AND BY PILLAR | USD millions



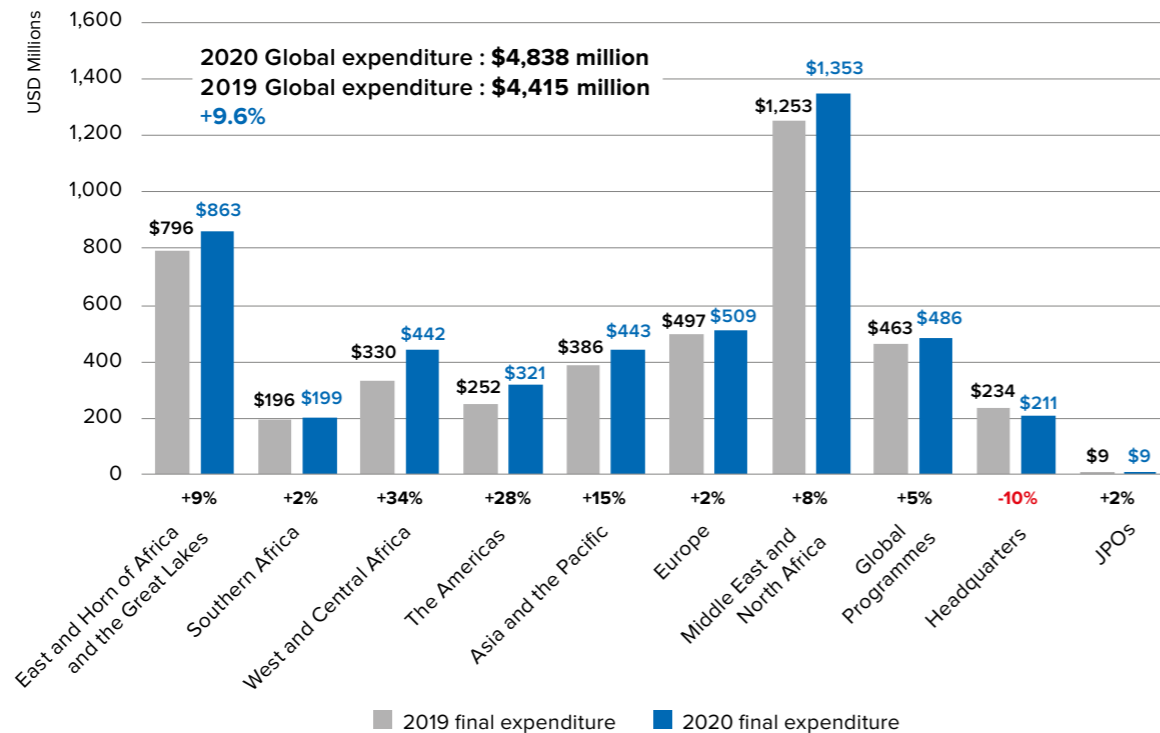
EXPENDITURE

Expenditure totalled \$4.838 billion, an increase of \$422.4 million or 9.6% in comparison with 2019. This is an implementation rate (expenditure over total funds available) of 89.5%. Expenditure under Pillar 1 increased by \$272 million or 7.5% compared to 2019 and at 80% of total expenditure continued to account for the overwhelming majority of UNHCR expenditure. Pillar 2 (stateless programme) increased by \$1.3 million or 3.3% compared to 2019 and accounted for approximately 1% of total expenditure; approximately 34% of the expenditure for stateless programmes was associated to the operation in Myanmar. Expenditure

for Pillar 3 (global reintegration projects) increased by \$89.8 million or 73.7% and accounted for 4% of total expenditure. The largest expenditure (\$103 million) under Pillar 3 was in the Syrian Arab Republic.

Expenditure for Pillar 4 increased by \$59 million or 9.2% compared to 2019 and accounted for 14.5% of total expenditure. Major IDP projects were in Iraq, the Syrian Arab Republic and Yemen in the Middle East and North Africa; the Democratic Republic of the Congo in Southern Africa; Burkina Faso and Nigeria in West and Central Africa; and Somalia, South Sudan and Sudan in the East and Horn of Africa and the Great Lakes.

CHART 3 | 2020 vs 2019 EXPENDITURE | USD millions



By region

Increases in expenditure were recorded in all regions (see [Chart 3](#)). This was mainly attributable to the response to COVID-19, but also to new and growing displacement crises including those in the Sahel, in northern Mozambique, and in Ethiopia's Tigray region.

East and Horn of Africa and the Great Lakes | Expenditure grew by \$68 million or 9%.

The increase included Sudan for the emergency in Ethiopia, providing assistance to some 55,000 refugees from Tigray. Over 6 million people accessed health care services and benefited from organized information campaigns about COVID-19. UNHCR also disbursed \$30.2 million in cash assistance to 1 million people of concern.

Southern Africa | Expenditure grew by \$3 million or nearly 2%.

The conflict in Cabo Delgado in north-east Mozambique saw UNHCR increase its support to some 530,000 displaced people. Across the region, some 1.4 million people of concern received protection services, and 261,400 received cash assistance to mitigate the impact of COVID-19.

West and Central Africa | Expenditure grew by \$113 million or 34%.

Major increases were in Burkina Faso, Mali, Niger and Nigeria. In response to the emergency in the Sahel, some 154,000 people received shelter assistance, and almost 80,000 households received core relief items. UNHCR biometrically registered more than 1.2 million people across the region, and over 1 million people received health care services.

The Americas | Expenditure grew by \$69 million or 28%.

The increase was spread across the region, with the most significant growth in Colombia, Ecuador, Guatemala, and Honduras. In Colombia, UNHCR supported an additional 64,000 displaced people through protection monitoring, advocacy, outreach and assistance, and supported access to asylum through innovative technologies in Ecuador. With continued forced displacement in the north of Central America, UNHCR supported government reception facilities in Honduras and provided assistance and protection at border locations in Guatemala. Cash assistance in the region supported some 374,000 people.

Asia and the Pacific | Expenditure grew by \$56 million or 15%.

Increases included Myanmar and Pakistan. Some 1.4 million refugees, IDPs and other people of concern accessed protection services and 797,561 people received cash assistance to mitigate the impact of COVID-19. In Bangladesh, Malaysia, and Thailand, UNHCR supported community-based organizations and reinforced community networks. With conflict-related internal displacement in Afghanistan, Myanmar, and the Philippines, UNHCR advanced data-driven protection and solutions for IDPs. UNHCR worked to reduce and prevent statelessness, supporting legal and policy reforms, particularly in Central Asia, where the nationality issues of an estimated 34,600 people were resolved.

Europe | Expenditure grew by \$12 million or 2%.

The main increase was in Greece, where UNHCR worked with the Government to quickly identify and move people at high risk of COVID-19 to safer accommodation under the "Emergency Support to Integration and Accommodation programme". Throughout the region, in response to

the pandemic, UNHCR advocated the inclusion of people of concern in national health responses, vaccination campaigns and social protection schemes, and some 520,383 vulnerable refugees and asylum-seekers received cash assistance

Middle East and North Africa | Expenditure grew by \$100 million or 8%.

The increases were mainly in Jordan, Lebanon, Libya, and Yemen, with COVID-19 exacerbating already precarious humanitarian situations in the region. UNHCR supported national health capacities so that people of concern could be supported through national systems. Across the region, 5.2 million people benefited from community outreach services, while 2.6 million women and girls accessed information on protection risks and services. Large-scale distribution of emergency core relief items continued in Libya, Syria, and Yemen, where more than 50 million core relief items were distributed. UNHCR provided support to over 30,000 survivors of gender-based violence with psychosocial counselling, legal and medical assistance into the national social welfare system.

Global programmes | Expenditure grew by \$24 million or 5%.

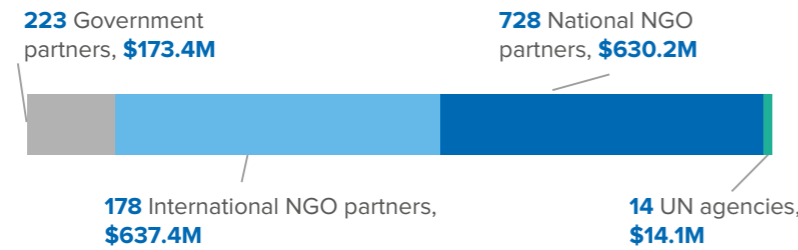
The main increases were in the Division of Information Systems and Solutions for investments in cyber security, replacement of obsolete equipment, and in the Business Transformation Programme; and in Executive Direction and Management due to the strengthening of the Enterprise Risk Management 2.0 in field operations and the creation of a small liaison office for the regional bureaux.

Headquarters | Expenditure decreased by \$23 million or nearly 10%.

All regions recorded a slight increase of expenditure due to the new regional bureaux having been relocated from Headquarters to the field.

CHART 4 | EXPENDITURE VIA PARTNERS | 2020

\$1.455 billion spent via **1,143** partners



UNHCR disbursed \$1.455 billion to 1,143 partners, including to 728 national NGOs. UNHCR again exceeded its Grand Bargain commitment of 25% of operational programme expenditure going to local and national responders, defined as including Governments, communities, Red Cross and Red Crescent National Societies, and local civil societies, with 28%. UNHCR simplified partnership

arrangements by reducing the length and complexity of required documentation, and by increasing budgetary flexibility a partner can apply within an agreement. The Office worked closely with other UN agencies, most notably within the framework of the UN Partner Portal, to harmonize procedures, including on risk and capacity assessments.

TABLE 2 | REFUGEE RESPONSE PLANS

RRP	2020		
	Inter-agency budget (USD)	Inter-agency funding received (USD)	Percent funded as at 31 December 2020
Burundi	299,769,628	118,880,396	39.66%
DRC	638,709,377	142,081,468	22.25%
Nigeria ¹	138,378,441	64,602,053	46.69%
South Sudan	1,429,908,307	359,811,922	25.16%
Syria 3RP ¹	5,995,975,757	3,201,787,882	53.40%
Venezuela RMRP ²	1,407,580,169	700,808,665	49.79%
JRP for the Rohingya Humanitarian Crisis ²	1,058,092,856	625,303,532	59.10%
TOTAL	10,968,414,535	5,213,275,918	47.53%

¹ Co-lead with UNDP
² Co-lead with IOM

Refugee coordination in 2020

Strengthening partnerships and promoting inter-agency coordination for large-scale or complex refugee situations, including for mixed movements, UNHCR

coordinated seven Refugee Response Plans (RRPs) with a regional perspective (see Table 2). Overall, 685 inter-agency partners worked to assist over 13.3 million refugees, migrants and returnees, and some 12.7 million members of host

communities, in 36 countries. Partners appealed for more than \$10.9 billion, for which \$5.2 billion was received.

The RRP evolved from emergency responses to more comprehensive responses strengthening livelihoods and resilience. A key lesson from the 2020 response was the need for RRP to integrate new health and socioeconomic needs arising from the COVID-19 pandemic within the humanitarian responses, in particular for situations where underlying vulnerabilities were already exacerbated by conflict and violence. Understanding the different dynamics of climate change on displacement, partners continued environmental mainstreaming. For example, in the development of the

2020 RMRP for the Venezuela situation, partners piloted a sector-based environmental self-assessment, introducing an environment marker to ensure that environmental considerations are integrated into project planning and mainstreamed into the overall response. In addition to its leadership of RRP, UNHCR participated in 23 of the 25 Humanitarian Response Plans (HRPs) led by Humanitarian Coordinators, out of which it coordinated 15 refugee chapters.

Table 3 displays how UNHCR used its various sources of income to cover its expenditure, and highlights how the unearmarked funding was allocated. Unearmarked income was allocated throughout the year in line with identified priorities and needs, and according to

TABLE 3 | UNHCR 2020 TOTAL EXPENDITURE BY SOURCE OF FUNDING | USD thousands

	SOURCE OF FUNDING								TOTAL	
	Carry-over from prior years		Voluntary cash contributions			Voluntary in-kind contributions	Indirect support costs	United Nations Regular Budget		Other income ²
	Earmarked	Unearmarked	Earmarked	Softly earmarked ¹	Unearmarked					
FIELD OPERATIONS										
East and Horn of Africa and the Great Lakes	31,930	14,127	578,434	138,518	39,744	23,909	7,577	29,065	863,304	
Southern Africa	982	15,881	64,201	56,430	44,677	3,906	5,964	7,452	199,493	
West and Central Africa	21,452	18,039	204,626	106,043	50,749	26,382	5,628	9,531	442,450	
<i>Africa</i>	<i>54,364</i>	<i>48,048</i>	<i>847,261</i>	<i>300,990</i>	<i>135,170</i>	<i>54,197</i>	<i>19,169</i>	<i>46,048</i>	<i>1,505,247</i>	
Americas	15,895	7,888	186,099	70,261	22,191	5,440	8,024	5,032	320,830	
Asia and the Pacific	33,024	13,424	284,469	55,300	38,829	3,945	6,631	7,319	442,940	
Europe	17,232	17,467	386,160	28,207	49,140	2,034	7,862	1,020	509,121	
Middle East and North Africa	54,762	10,109	1,120,433	98,877	28,439	4,028	8,044	28,194	1,352,887	
TOTAL FIELD OPERATIONS	175,277	96,936	2,824,423	553,635	273,769	69,645	49,730	87,613	4,131,026	
Global Programmes	2,221	62,523	43,350	78,339	196,392	15,818		87,607	486,250	
Headquarters	129		145			9,522	161,500	40,111	211,407	
Operational Reserve and new or additional activities - mandate-related reserve									-	
Junior Professional Officers Fund			8,983						8,983	
TOTAL	177,627	159,459	2,876,901	631,974	470,160	94,985	211,230	40,111	4,837,666	
% of total expenditure	4%	3%	59%	13%	10%	2%	4%	1%	4%	100%

Notes:
¹ Includes contributions earmarked at the regional, subregional, situation or thematic level
² Includes miscellaneous income, prior year adjustments, cancellations and other internal transfers

the overall objectives of kickstarting emergency operations; bolstering underfunded operations; and enabling programmes to implement fully.

UNHCR funded \$211.2 million of expenditure from indirect support costs, \$161.5 million at Headquarters and \$49.7 million to the regions. Earmarked voluntary contributions funded 59% of UNHCR operations' expenditure, while softly earmarked and unearmarked voluntary contributions funded 13% and 10% respectively. The largest expenditures funded from earmarked voluntary contributions were in the Middle East and North Africa, followed by the East and Horn of Africa and the Great Lakes, and Europe at 39%, 20% and 13% respectively. No unearmarked funding was used for Headquarters.

Throughout the year, UNHCR's programmes were carried out in an environment of sound financial accountability and oversight. Financial management at UNHCR Headquarters and in the field was strengthened, and adequate internal control infrastructure was in place. For example, the launch of a PowerBI tool allowed offices to access and monitor local and regional financial data in real time. The Statement of Internal Controls was published for the first time in 2020 for 2019, and the groundwork started for the 2020 issuance.

It introduced standardized self-assessment of local internal controls, allowing global reporting. UNHCR prioritized COVID-19-relevant guidance

and published procedures on electronic signatures and mitigating measures for the pandemic. Committees on Contracts (CoCs) operated remotely, with emergency procedures in various locations and an e-submission tool for CoCs was developed for 2021.

Accounts were recorded in full compliance with IPSAS. However, due to the pandemic, the external audit was forced to shift to a virtual model. UNHCR adjusted and finished the closure of the 2019 accounts, supporting the audit, and ultimately obtained an unqualified opinion on its financial statements. The fieldwork for the 2020 audit was supported virtually with results expected in 2021.

Cash assistance was also supported by a robust financial control framework and business processes embedded in the delivery system. Cash assistance amounting to \$695 million (compared to \$646 million in 2019) was provided with oversight and expertise in financial and risk management and in review of financial policy and associated procedures for cash assistance implementation. Monitoring of cash assistance with operations included assessment and due diligence of global financial ecosystems, and validation of accessibility of financial service provision meeting requirements in mobile and digital money. UNHCR also supported the digitalization and delivery of new payment mechanisms and modalities, further enhancing secure and direct delivery of cash assistance to directly reach the global financial ecosystems and people of concern.

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Financial Accountability and Oversight
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INCOME

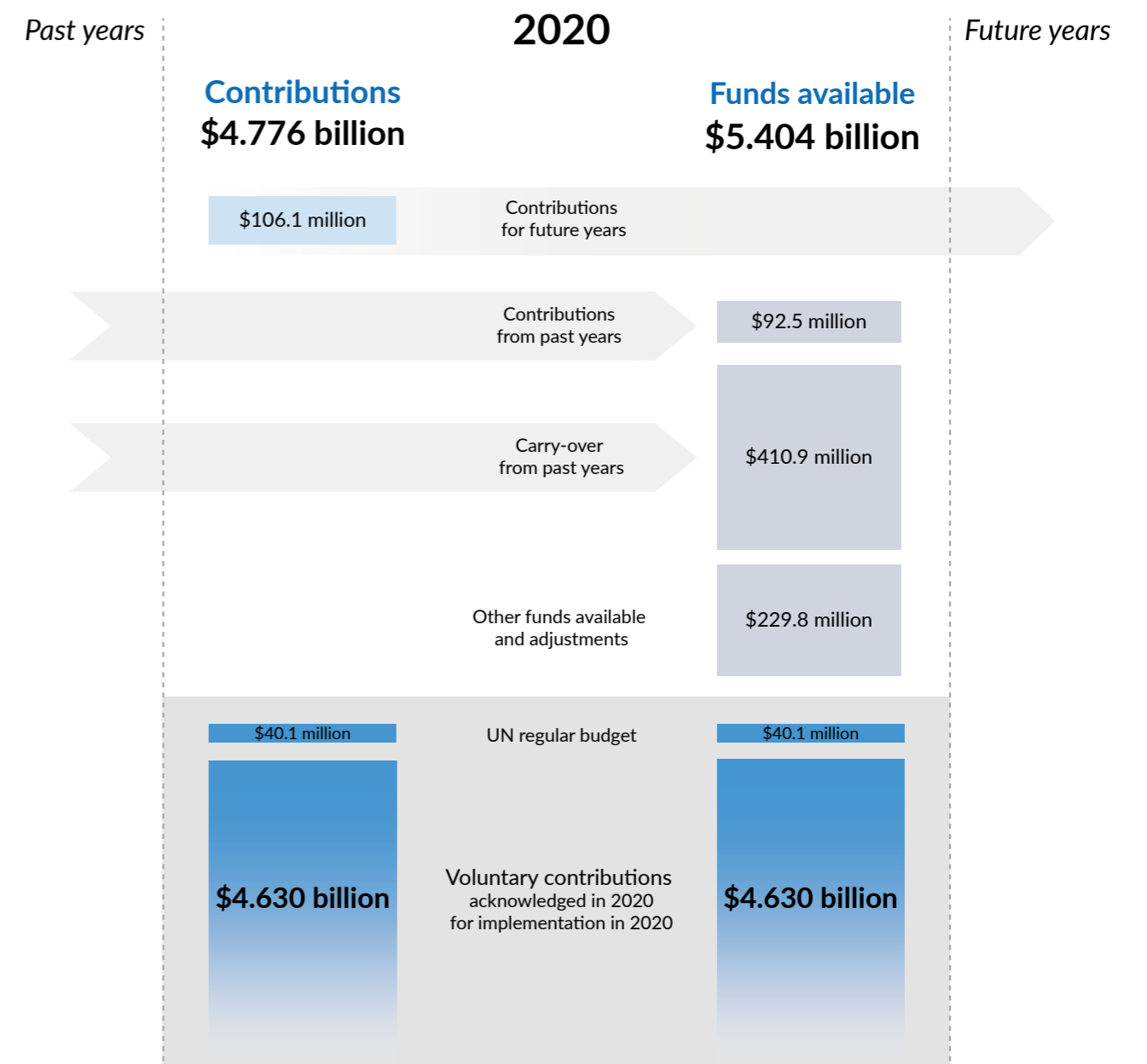
Including funds raised for implementation beyond 2020, UNHCR raised \$4.736 billion in voluntary contributions, a record level. With the assessed contribution of the UN Regular Budget of \$40.1 million,

total contributions came to \$4.776 billion. UNHCR had \$5.404 billion available against budgetary needs once the adjustments shown in Chart 5 are taken into account.

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Mobilization of support
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CHART 5 | CONTRIBUTIONS AND FUNDS AVAILABLE | 2020

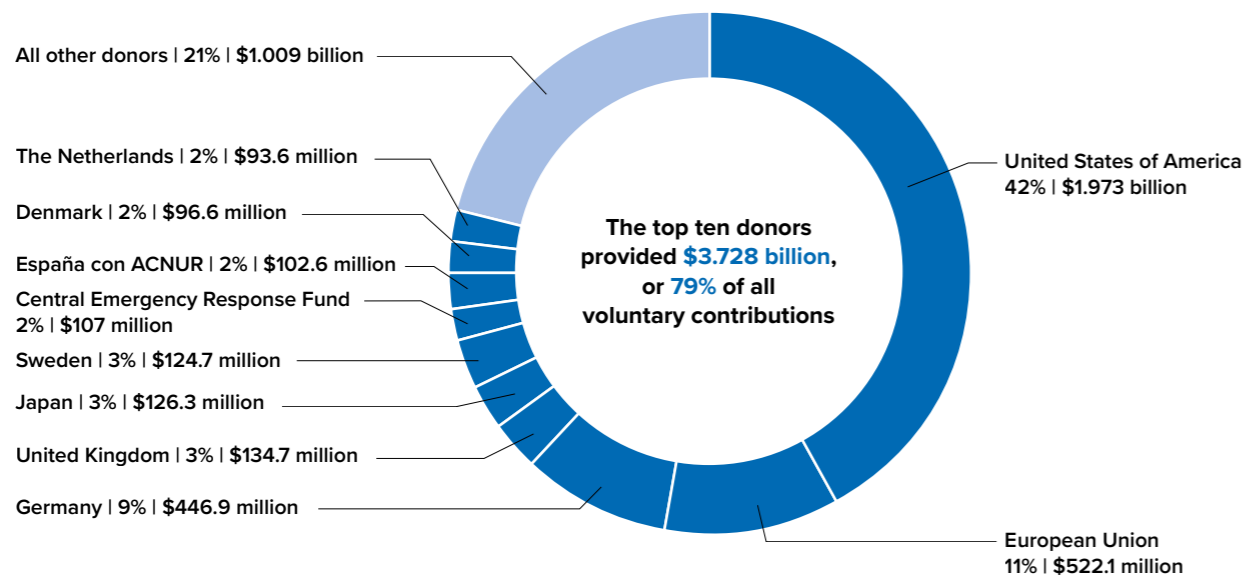


Income from the top ten donors

Since 2010, the top ten donors have provided annually between 74-79% of UNHCR's voluntary contributions. When compared with their prior five-year

average contributions, UNHCR received increased support in 2020 from several of the top ten donors—notably the United States, the European Union, Germany, and CERF.

CHART 6 | CONTRIBUTIONS FROM THE TOP TEN DONORS | 2020



Overall funding from donors giving over \$20 million—the \$20 Million Club—increased by 5% in 2019 and by 11% in 2020. More than half of the increase was from the United States Government alone (\$266.4 million, a 16% increase). Other notable increases among top donors came from CERF (\$58.2 million, 119%), Germany (\$56.4 million, 14%), and the European Union (\$49.1 million, 14%). Taken together, funding from the EU and its Member States came to \$1.613 billion. Ireland and Spain both increased their level of contributions to surpass the \$20 million level in 2020 (to \$22.3 million and \$21.2 million, respectively), while Austria significantly increased its contribution from \$3.6 million in 2019 to \$10.1 million in 2020.

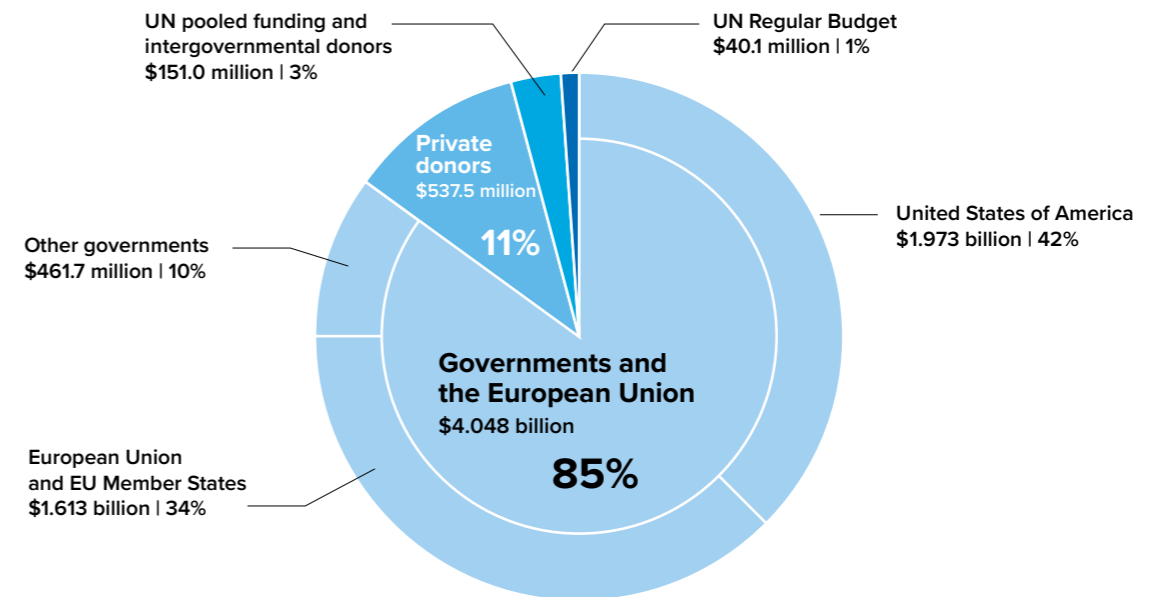
Qatar remained a strong partner, increasing its contributions by 16% to total \$23.8 million in 2020. This is in contrast to an overall decline in contributions from the Gulf region. Kuwait decreased the most, from \$20.1 million in 2019 to \$3.6 million (an 82% decrease), dropping out of the \$20 Million Club. Saudi Arabia declined 16%, from \$37 million to \$31 million in 2020.

Contributions from the CERF increased significantly to \$107 million (a 119% increase) while country-based pooled funds dropped to \$13.9 million (a 14% decline). Contributions from development funding sources decreased \$45.5 million (22%) from \$246.3 million in 2019 to \$200.8 million in 2020.

In-kind contributions such as support for premises, provision of standby partners and other goods and services, came to \$95 million which included \$68.5 million from the private sector. This represented

triple the level of in-kind giving from 2019, attributable in part to significant new clothing donations and large quantities of in-kind hygiene products and medical PPE for the COVID-19 response.

CHART 7 | SOURCES OF INCOME | 2020



Quality of income

Definitions

Unearmarked funding	Softly earmarked funding	Earmarked funding	Tightly earmarked funding	Multi-year funding
Contributed without restrictions on its use. It provides UNHCR with vital flexibility in determining how best to protect and assist people of concern who are in the greatest need or at the greatest risk.	Allows UNHCR to allocate resources across a range of countries and activities in a given region or situation, or a specific Pillar, theme or activity in accordance with identified priorities.	Contributions for a specific country without any further limitations. Also includes contributions for the response to an emergency situation within a specified country.	Contributions that are earmarked for a specific project or sector within a country or division. Also includes in-kind contributions and Junior Professional Officers.	Pledged for 24 months or more. Whilst not all multi-year funding is flexible, the value of this type of contribution is its predictability, allowing UNHCR to apportion resources where they are needed most at the beginning of the year.

Levels of earmarking (see Chart 8) in 2020 remained similar to 2019, in line with an overall trend of increased earmarking in funds provided to UNHCR. At \$1.376 billion, flexible funding—which comprises

unearmarked and softly earmarked funding—represented 29% of voluntary contributions. This was \$120 million more than 2019, when it represented 30% of voluntary contributions.

Full details available at the [flexible funding dashboard](#) on Global Focus.

CHART 8 | LEVELS OF EARMARKING | 2012-2020

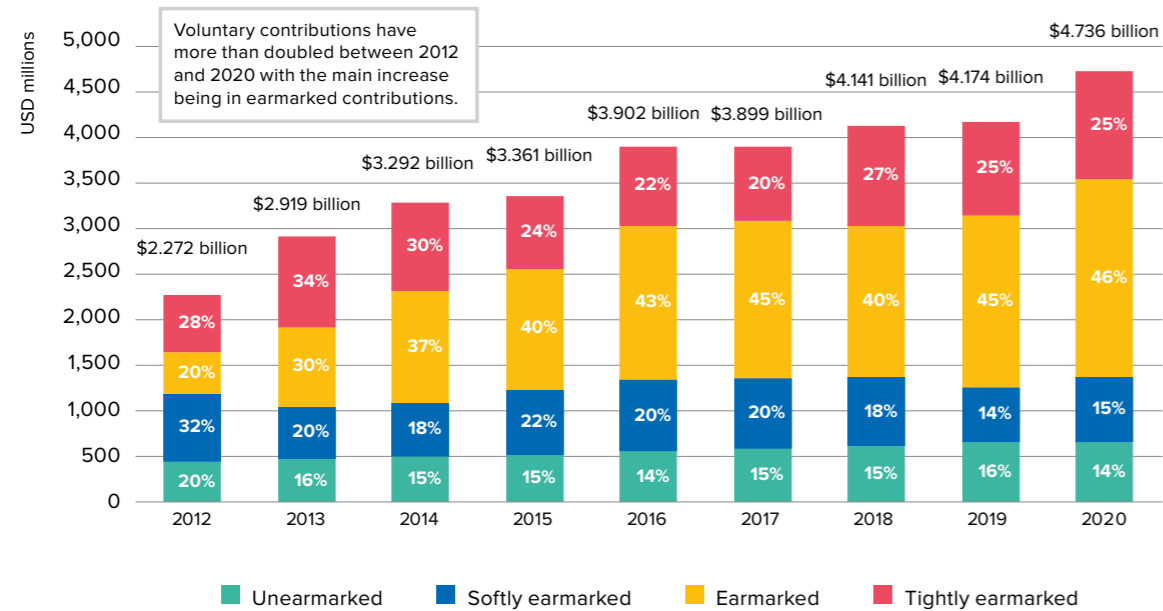
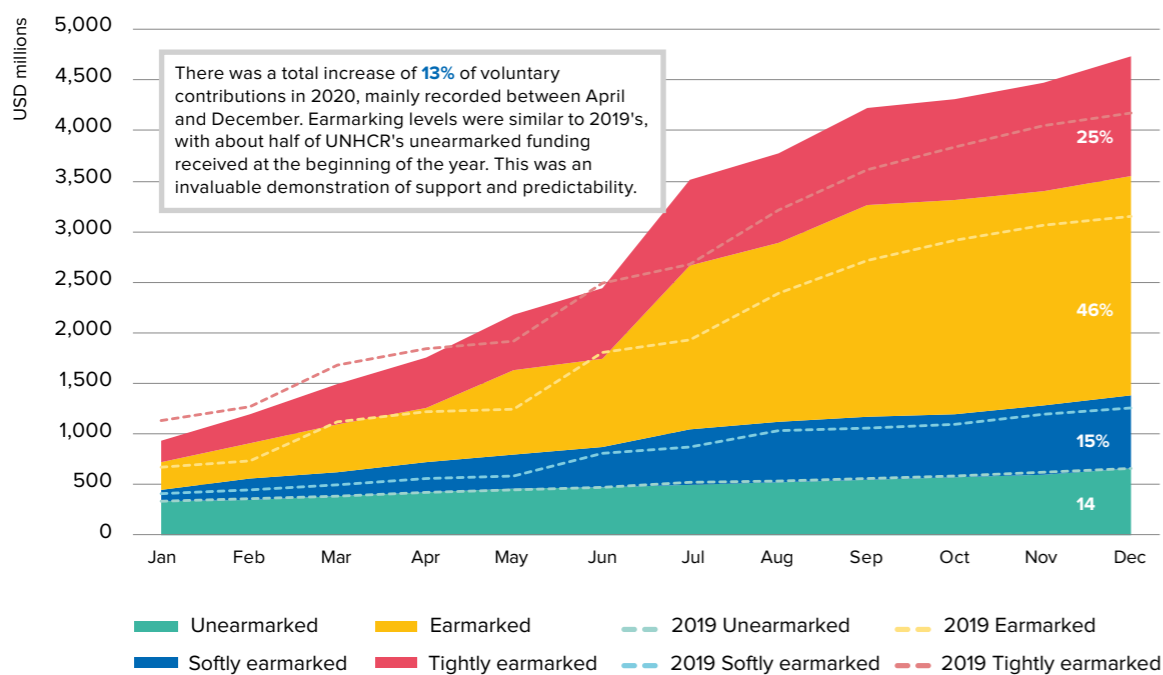


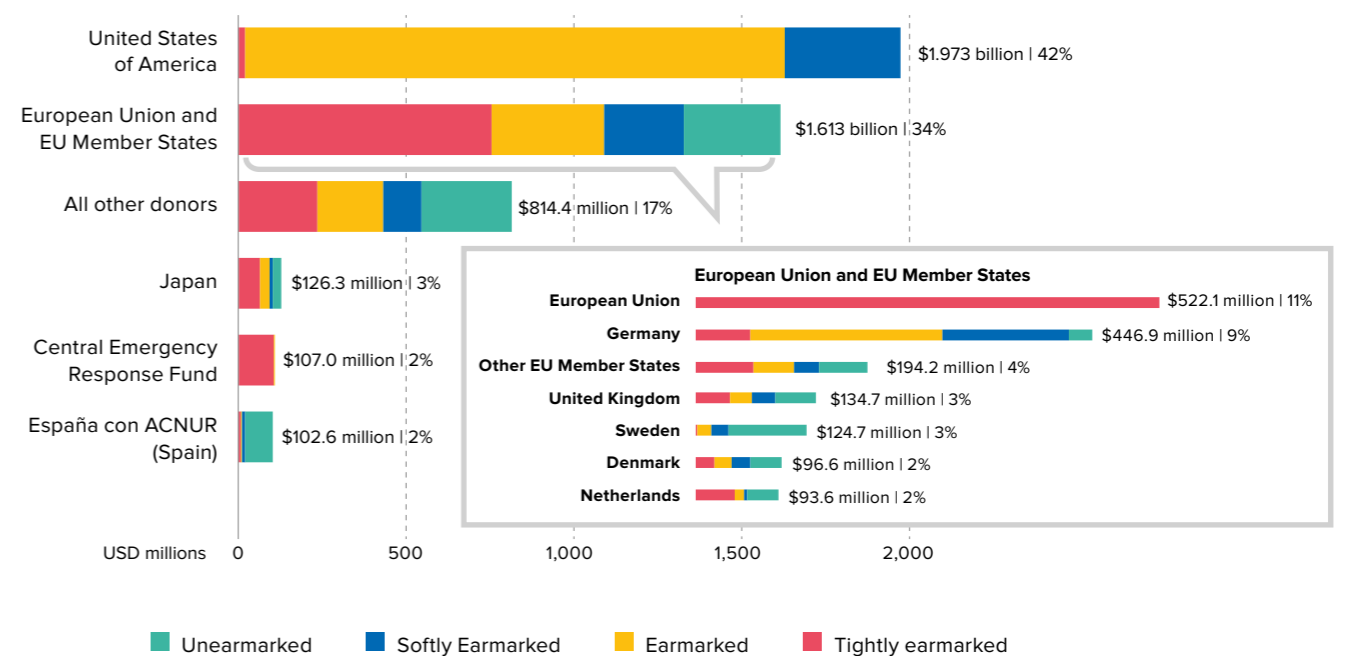
CHART 9 | TIMING OF PLEDGES IN 2020 VERSUS 2019



Unearmarked funding, which is contributed without restrictions on its use, came to \$661.2 million. This was only \$1.7 million more than in 2019 and comprised 14% of all voluntary contributions. Unearmarked funding from the public sector decreased 3% from \$417.2 million in 2019 to \$404.8 million. Sweden continued to be the largest

unearmarked donor (\$88.1 million); notably, these funds are also predictable and multi-year. The private sector provided 37% of UNHCR's unearmarked funding. This was a 6% increase from \$242.3 million in 2019 to \$256.4 million in 2020. España con ACNUR remained the second largest donor to UNHCR of such funds with \$83.4 million.

CHART 10 | QUALITY OF INCOME BY TOP TEN DONORS | IN 2020



SPOTLIGHT: Mr. Per Olsson Fridh, Sweden's Minister for International Development Cooperation, explains the commitment to unearmarked funding.

“Sweden’s multi-year, unearmarked contributions to UNHCR are intended to be flexible, predictable and timely, helping UNHCR to be agile in responding to new emergencies, supporting refugees in forgotten and underfunded situations, and fully funding a wide range of programmes across the globe. We have confidence that the flexible funding provided is directed to where the needs are greatest, making our contribution as impactful as possible for the displaced populations and host communities we support through our partnership with UNHCR. As a leader in the provision of unearmarked funding over many years, we encourage UNHCR to continue to expand its base of unearmarked contributors and invite other donors to follow our example.”

TABLE 4 | FLEXIBLE FUNDING IN 2020 | USD

DONOR	UNEARMARKED	SOFTLY EARMARKED	TOTAL FLEXIBLE
United States of America		346,300,000	346,300,000
Germany	25,852,585	143,388,266	169,240,851
Sweden	88,164,283	18,367,541	106,531,824
España con ACNUR (National Partner in Spain)	83,378,828	9,403,778	92,782,606
United Kingdom of Great Britain and Northern Ireland	45,713,388	24,844,720	70,558,108
Denmark	34,604,624	21,982,569	56,587,193
Norway	41,416,894	5,220,426	46,637,320
Private donors in the Republic of Korea	41,307,544	5,243,523	46,551,067
Japan for UNHCR	40,081,905	4,458,013	44,539,918
Netherlands	36,105,033	2,247,191	38,352,224
Japan	23,825,696	7,806,122	31,631,818
UNO-Flüchtlingshilfe (National Partner in Germany)	587	30,808,597	30,809,184
Canada	9,431,138	13,726,419	23,157,557
Private donors in Italy	20,232,967	2,290,346	22,523,313
Finland	7,700,770	14,205,732	21,906,502
Sweden for UNHCR	18,551,091	1,872,367	20,423,458
France	14,001,759	4,898,363	18,900,122
Switzerland	16,376,663		16,376,663
Australia for UNHCR		15,263,747	15,263,747
USA for UNHCR	10,778,552	4,128,190	14,906,742
All other donors	103,715,915	39,035,264	142,751,178
TOTAL	661,240,221	715,491,174	1,376,731,395

Flexible funding represented 29% of voluntary contributions in 2020.

Softly earmarked funding, which can be used across a range of countries and activities in a given region or situation, came to \$715.5 million (an increase of \$118.3 million from 2019). At 15% of contributions received, this was a 1% increase from 2019. Softly earmarked contributions funded 13% of total field expenditures. At the regional level, the largest expenditure funded by softly earmarked contributions were in the East and Horn of Africa and the Great Lakes (\$139 million or 16%), followed by West and Central Africa (\$106 million or 24%) and

Middle East and North Africa (\$99 million or 7%) and Southern Africa (\$56 million or 28%). Softly earmarked funding is used especially in countries affected by emergency situations. In 2020, over \$10 million in softly earmarked funding was used in Bangladesh, Burundi, Cameroon, the Central African Republic, Chad, the Democratic Republic of the Congo, Ethiopia, Iraq, Jordan, Kenya, Niger, Nigeria, Pakistan, South Sudan, Sudan, the Syrian Arab Republic, the United Republic of Tanzania, Uganda and Yemen.



SPOTLIGHT: The United States—collaboration in the face of emergencies

The United States continued its strong support to UNHCR's operational reserve by providing a record \$94 million towards its Reserve Pledge for Emergencies. This flexible funding allowed UNHCR to respond swiftly to a rising series of emergencies, particularly during the last quarter of 2020, while also meeting the needs of the COVID-19 pandemic. In particular, support from the United States allowed UNHCR to immediately respond to the outflow of tens of thousands of people into Sudan from Tigray. The operation in Sudan was thus able to deploy critical resources along the border with Ethiopia to meet the dire humanitarian needs by ramping up infrastructure such as reception, registration, and transportation, providing urgent assistance such as shelter and healthcare, and life-saving protection such as family reunification and support for victims of gender-based violence.

Multi-year funding is another measure of flexibility and predictability for UNHCR operations (see Chart 11). It reduces the negative impact of income fluctuations throughout the year which can have knock-on effects across all areas of UNHCR operations, from emergency

supply chains, staffing capabilities in the field, and core operations. UNHCR was able to draw on close to \$618 million in multi-year funding in 2020. Of particular note are the multi-year contributions from Belgium and Sweden, respectively 98% and 91% unearmarked.

CHART 11 | TOP TEN DONORS OF MULTI-YEAR CONTRIBUTIONS | USD millions

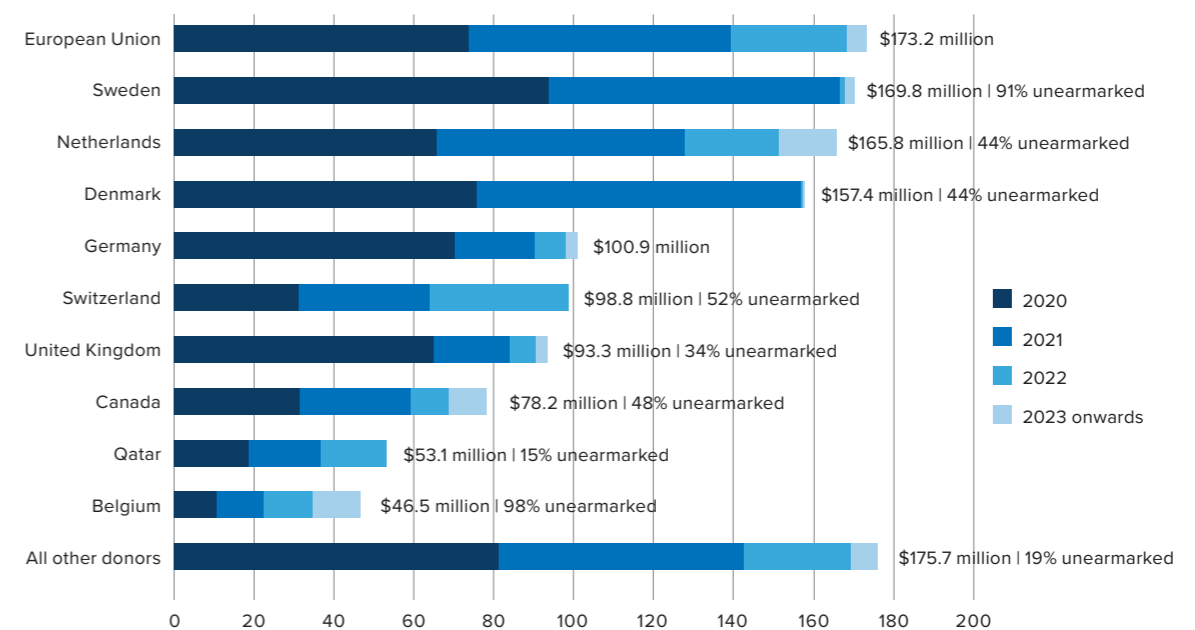
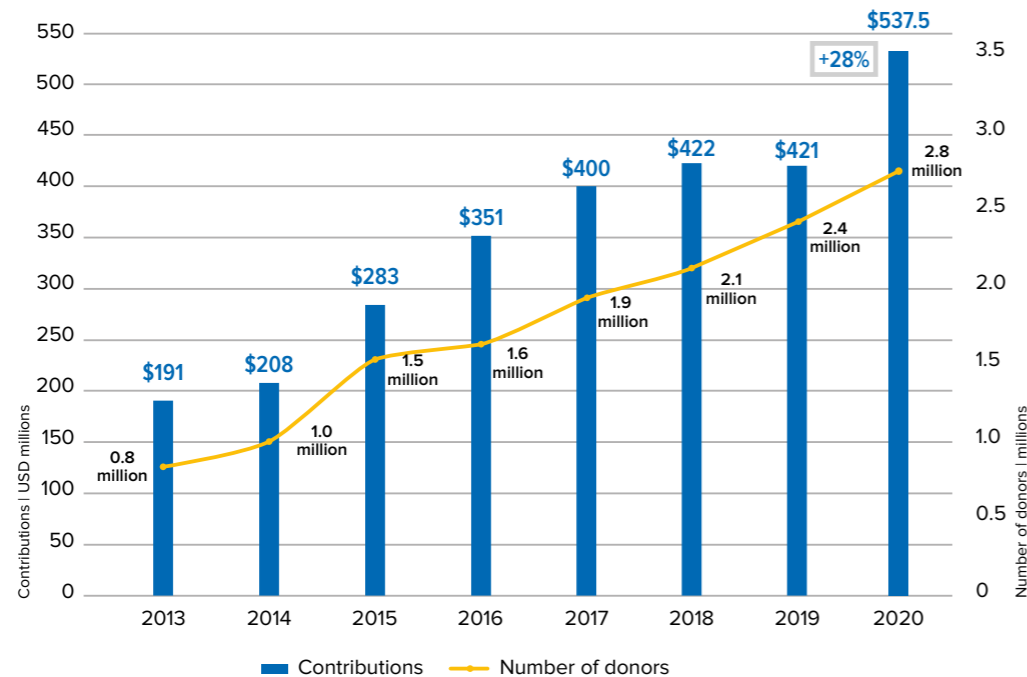


CHART 12 | PRIVATE SECTOR CONTRIBUTIONS AND DONOR NUMBERS | 2013-2020



Raising funds from the private sector

2020 was a record-breaking year for UNHCR's private sector fundraising. Together with its National Partners, UNHCR raised an unprecedented \$537.5 million, including over \$256.4 million in unearmarked funding. This was an overall 28% growth in income compared to 2019, exceeding 2020's ambitious fundraising target of \$500 million.

After a period of rapid growth in private donor income for UNHCR and peer organizations in 2015-2017, there was stabilization in 2018 and a challenging year in 2019. Although a downturn was expected in 2020 due to COVID-19, private sector fundraising picked up and

all regions and all income streams performed above plan and above 2019 results. Despite the evident difficulties in 2020 with face-to-face fundraising, the number of UNHCR's individual donors increased from 2.4 million to 2.8 million and the final total income from individuals reached \$340 million. Income from corporations, foundations and private philanthropists came to \$198 million, an unprecedented 37% of the total private sector income and a 69% increase over 2019 income from the same donor segment.

Growth in 2020 was driven largely by a swift response to emergencies such as to COVID-19, the crisis in Idlib, the explosion

in Beirut, the Moria fire in Greece, and Tigray. In total, support to new or ongoing and deteriorating emergencies brought in more than \$197 million in 2020 of which 34% came from individuals and 66% from private sector partners. This was the highest emergency-related income ever raised from private donors representing over 36% of UNHCR's total private income in 2020.

While COVID-19 shifted fundraising priorities, it also provided new angles of approach to donors, and the pandemic ultimately led to increased solidarity and an interest in exploring new ways of partnering with UNHCR, with \$52 million raised for the pandemic response. Performance in channels such as direct response television (DRTV), direct mail and digital marketing increased, and digital income reached \$90 million, 30% growth compared to 2019. Corporates, foundations and private philanthropists also stepped up in larger numbers and contributed 69% more than in 2019. UNHCR received the largest in-kind donations to-date from GAP Inc. (\$22.7 million), Unilever (\$19.6 million) and Inditex (\$7.6 million), with the single largest individual donor for the second year in a row being H.E. Sheikh Thani Bin Abdullah Bin Thani Al-Thani.

Global campaigns raised over \$15 million. UNHCR successfully piloted Connecting Worlds, a mobile application and ecosystem to raise funds for cash assistance. Developed based on insights from refugees and donors, the app was tested in four countries, where it proved a successful engagement and fundraising product. [Step with Refugees](#), a new iteration of "2 Billion Kilometres to Safety", launched as a virtual month-long peer-to-peer challenge asking participants to seek sponsorship to complete a refugee's journey distance. The campaign will help establish community fundraising for

UNHCR. The [Ramadan campaign](#) raised \$8 million globally. [Aiming Higher](#) launched in December 2020, raising over \$1 million in its first week to fund refugee scholarships. CTP, a leading industrial European property developer, was the first large contributor to the campaign and generously funded 70 scholarships for four years. The [winterization campaign](#) brought in \$5.34 million in digital revenue, exceeding its target of \$5.1 million with three months left of the campaign.

UNHCR's National Partners

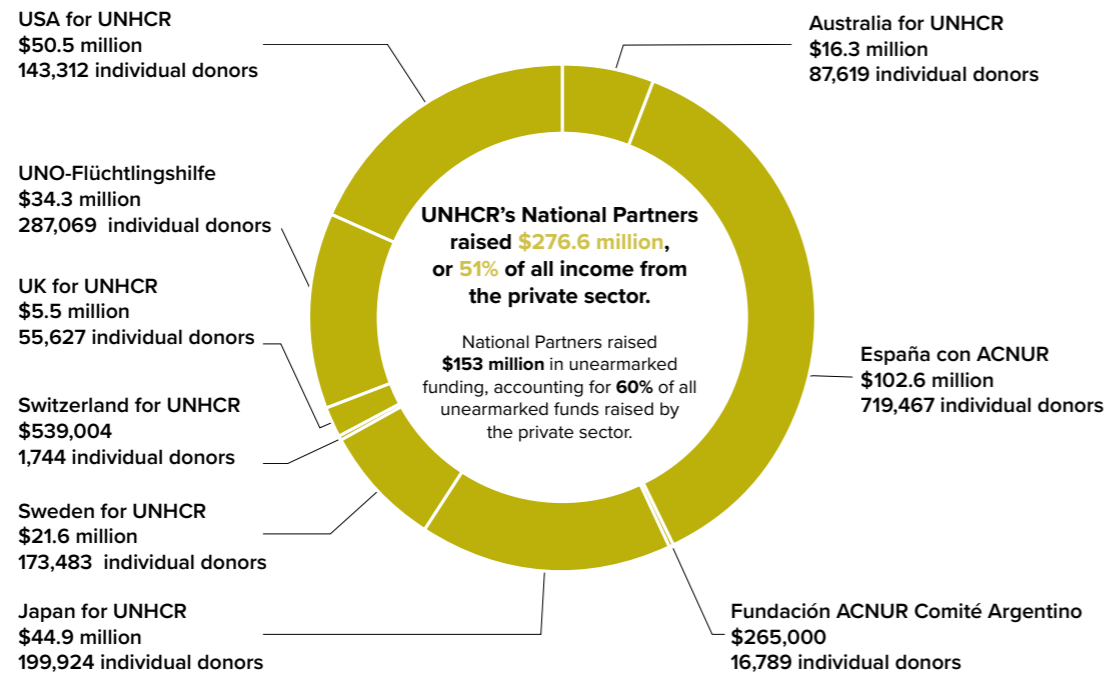
UNHCR continues to maintain positive, strategic relations with its nine National Partners. In 2020, a new National Partner was established in Switzerland, whereas UNO-Flüchtlingshilfe marked its 40th anniversary and achieved the best result so far in its history. España con ACNUR remained the largest contributor with a record \$103 million transferred to UNHCR.

Australia for UNHCR | Despite the impact of the bushfires, Australia for UNHCR recorded significant increases of income across individuals and middle-and high-net worth donors. Emergency appeals were launched for COVID-19, Ethiopia, Lebanon and the Syria crisis. The annual World Refugee Day breakfast featuring UNHCR Goodwill Ambassador Cate Blanchett was a virtual event and attracted a record attendance of 750 people. In its 20th anniversary year, Australia for UNHCR launched the Leading Women's Fund, a unique community of dynamic and passionate women committed to supporting refugee women and girls through donations and the Connecting World app. In October 2020, the cause-related marketing campaign [Design for a Cause](#) was launched with Australian online graphic design platform Canva, to support refugee education.

Global Strategic Priorities
Mobilization of support
See p. 17 for GSP result



CHART 13 | INCOME FROM NATIONAL PARTNERS | 2020



España con ACNUR (Spain) | España con ACNUR continued to grow due to the effective diversification of its fundraising channel mix. While the private philanthropy unit closed one of the most profitable agreements in the history of this National Partner with Inditex, the individual giving team faced COVID-19 head on, managing the negative impact on the performance of the regular donor database. These joint efforts, combined with creative strategies related to fundraising communications, public engagement, global citizenship education and social mobilization, kept on delivering and offer promise for the future.

Fundación ACNUR Comité Argentino (Argentina) | A totally new team manoeuvred through the pandemic and its impacts on the economy and the national health system. The team's engagement-first, data-driven, multi-audience, multichannel, multi-stakeholder and diverse content propositions all

combined showed promise. Key initiatives included Ponchos Azules for World Refugee Day, and the Concert with Refugees on World Music Day which reached over 30 million people with 25 celebrities supporting the campaigns and more than 200 positive impacts in the media.

Japan for UNHCR | Despite COVID-19, donations from individuals and private sector donors increased significantly. One-off donations increased by more than 50% compared to 2019, and regular giving from new and existing individual donors by 36% and 27% respectively. Donations from companies, organizations and high-value individuals also increased 91% year-on-year, including a gift for the COVID-19 response from Sony Corporation. Communication activities including the invitation of a refugee athlete to Japan, and the online music and cinema event UNHCR WILL2LIVE, attracted new audiences.

Sweden for UNHCR | There was a very positive outcome in 2020, mainly in response to emergency appeals for the Moria fire, the Sahel, Idlib, COVID-19 and Ethiopia. The Moria fire in particular saw the Swedish public respond generously and quickly, resulting in the highest private fundraising in Europe with over \$500,000 raised in a few weeks.

Switzerland for UNHCR (CH4U) | This new partner was established in March 2020. Several new strategic partnerships were developed with philanthropists and foundations while the first individual campaign was launched in December 2020, reaching 100,000 households with encouraging results.

UK for UNHCR | Another recently -established National Partner created in mid-2019 that became fully operational in 2020, it contributed \$5.5 million in 2020, mostly from key partnerships, including a \$3.9 million contribution from a joint Unilever-UK Government fund for COVID-19 response.

The charity also raised some \$100,000 from individual giving donors. This was in addition to nearly \$10 million that individuals in the UK donated to UNHCR in 2020 before the charity was fully operational, particularly for COVID-19, Yemen, winterization, the Beirut explosion, the Democratic Republic of the Congo, and other emergencies.

UNO-Flüchtlingshilfe (Germany) | Celebrated its 40th anniversary by raising 24% more than in 2019. COVID-19 forced the rescheduling of several fundraising activities and a new focus on successful mailing, telemarketing and digital channels. Existing donors remained loyal, and emergency communication exceeded all expectations. In honour of the anniversary, partnerships were initiated with prominent figures in arts and culture such as the pianist and conductor Daniel Barenboim and the theatre director Johan Simons. An innovative nationwide art lottery, HEART, was organized and raised 1 million euros for UNHCR, thanks to the participation of over 100 artists committed to raise awareness for refugees and connect with new and existing donors.

USA for UNHCR | Despite the challenges of 2020, USA for UNHCR closed the year with its highest revenue to date thanks to its strong foundations and relationships. A partnership with Gap Inc., with an additional donation from Citizens of Humanity, launched a transformational gift-in-kind programme that provided more than 6 million pieces of clothing. Throughout the year, the voices of refugees in the United States were lifted up, bringing Americans together to advocate for and support refugees. In the face of so many unique workplace challenges created by the pandemic, culture and connection were prioritized, and USA for UNHCR was named a [Great Place to Work](#).

This table shows all contributions coming from all sources, including from governments and the private sector in countries supporting UNHCR's work, and from intergovernmental and pooled funding mechanism. As such, it is a way of reflecting the financial support to UNHCR from the "whole-of-society" approach. A traditional donor ranking is available from the [Global Focus website](#).

TABLE 5 | TOTAL CONTRIBUTIONS | 2020

DONOR	GOVERNMENT	PRIVATE DONORS	INTERGOVERNMENTAL BODIES	UN FUNDS	TOTAL
United States of America	1,973,251,228	62,828,572			2,036,079,800
European Union			522,113,339		522,113,339
Germany	446,900,261	34,330,337			481,230,598
Japan	126,332,049	52,310,778			178,642,826
United Kingdom of Great Britain and Northern Ireland	134,725,928	35,230,696			169,956,623
Sweden	124,742,413	21,413,554			146,155,967
Spain ¹	21,167,370	102,553,172			123,720,542
Central Emergency Response Fund ²				106,988,819	106,988,819
Netherlands	93,576,166	10,195,205			103,771,371
Denmark	96,555,108	1,110,030			97,665,138
Norway	79,200,679	3,198,521			82,399,200
Canada	69,517,601	11,198,838			80,716,439
Republic of Korea	28,507,097	46,998,798			75,505,895
Qatar	23,868,460	49,620,984			73,489,444
Italy	37,492,322	23,629,047			61,121,369
France	44,241,599	3,917,080			48,158,678
Switzerland	41,922,836	3,499,762			45,422,597
Australia	28,741,727	16,337,030			45,078,757
United Nations Regular Budget				40,114,900	40,114,900
Saudi Arabia	31,000,000	2,412,045			33,412,045
Finland	27,351,370				27,351,370
Ireland	22,260,205	203			22,260,407
Belgium	21,726,476	515,139			22,241,615
China	1,765,630	12,606,346			14,371,976
Country-based pooled funds ³				13,933,341	13,933,341
United Arab Emirates	3,663,083	8,226,597			11,889,680
Austria	10,058,995	58,168			10,117,164
Luxembourg	8,667,211				8,667,211
African Development Bank Group			8,536,234		8,536,234
Education Cannot Wait ⁴				7,943,973	7,943,973
Kuwait	3,639,490	3,613,328			7,252,818
Thailand	20,000	6,878,206			6,898,206
New Zealand	5,923,175				5,923,175
Brazil	266,115	5,286,654			5,552,769
Lebanon		5,425,566			5,425,566
Czechia	3,420,954	910,973			4,331,926
Hungary	3,324,182				3,324,182
Malaysia		3,041,449			3,041,449
Singapore	60,000	2,307,675			2,367,675
Philippines	200,000	2,072,830			2,272,830
UNAIDS				2,189,222	2,189,222
United Nations Peacebuilding Fund ⁵				2,002,314	2,002,314
Russian Federation	2,000,000				2,000,000
United Nations-African Union Hybrid Operation in Darfur				1,674,611	1,674,611
Egypt		1,636,010			1,636,010
WFP				1,348,450	1,348,450
Greece	35,545	1,303,547			1,339,092
Iceland	1,327,613				1,327,613
Poland	1,326,371				1,326,371
Mexico	58,272	1,198,056			1,256,327
Monaco	1,120,114	33,482			1,153,596
IOM				1,151,585	1,151,585
Afghanistan	704,225				704,225
UNICEF				687,672	687,672
Spotlight Initiative to eliminate violence against women and girls ⁶				674,113	674,113
Liechtenstein	524,026	134,656			658,682



Intergovernmental Authority on Development			644,745		644,745
Morocco	624,995	953			625,948
European Economic Area			608,767		608,767
Estonia	549,201				549,201
United Nations Trust Fund for Human Security ⁷			519,302		519,302
Bailiwick of Jersey	444,146				444,146
United Nations Population Fund				429,995	429,995
UNDP				402,928	402,928
UN-Habitat				397,405	397,405
South Africa	140,479	242,014			382,493
Argentina	107,100	266,155			373,255
UN COVID-19 Response and Recovery Fund ⁸				369,217	369,217
Turkey	340,525				340,525
Oman		304,532			304,532
Kenya		265,973			265,973
Croatia	233,918				233,918
Bahamas (the)		216,170			216,170
Portugal	188,907				188,907
Slovakia	175,325				175,325
Malta	172,850				172,850
Kazakhstan	148,936				148,936
Serbia	99,202	45,029			144,231
Angola	120,000				120,000
Montenegro	113,059				113,059
Cyprus	110,833				110,833
Romania	106,794				106,794
Indonesia	60,000	44,978			104,978
World Bank			98,210		98,210
Armenia	98,000				98,000
United Nations Malawi SDG Acceleration Fund ⁹				90,000	90,000
Slovenia	88,916				88,916
Nigeria	63,735	19,962			83,697
UN Women				82,781	82,781
WHO				81,587	81,587
United Nations Joint SDG Fund ¹⁰				81,067	81,067
India		74,360			74,360
Bulgaria	70,991				70,991
Guyana	63,531				63,531
Lithuania	55,006				55,006
Colombia	35,000	15,000			50,000
Holy See	40,000				40,000
Start-up Fund for Safe, Orderly and Regular Migration ¹¹				37,500	37,500
Azerbaijan	37,208				37,208
Kyrgyzstan	34,784				34,784
Botswana	30,472				30,472
Uruguay	30,000				30,000
Peru	29,357				29,357
Andorra	23,895				23,895
United Nations Albania SDG Acceleration Fund ¹²				23,399	23,399
UNEP				20,000	20,000
Latvia	17,921				17,921
Costa Rica	16,282				16,282
Sri Lanka	15,000				15,000
Ghana		3,647			3,647
TOTAL *	3,525,672,264	537,532,106	532,001,294	181,244,181	4,776,449,845

¹ The total for the Government of Spain includes a total of \$5,390,621 in contributions from other public sources channelled through España con ACNUR.

² The Central Emergency Response Fund is a multi-donor funding mechanism. For details, see <https://cerf.un.org>.

³ Country-based pooled funds are multi-donor funding mechanisms. For details, see <https://www.unocha.org/bur-work/humanitarian-financing/country-based-pooled-funds-cbpf>.

⁴ Education Cannot Wait is a multi-donor funding mechanism. For details see, <https://www.educationcannotwait.org>.

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

⁶ The Spotlight Initiative to eliminate violence against women and girls is a multi-donor funding mechanism. For details, see <https://www.un.org/en/spotlight-initiative>.

⁷ The United Nations Trust Fund for Human Security is a multi-donor funding mechanism. For details, see <https://www.un.org/humansecurity>.

⁸ The UN COVID-19 Response and Recovery Fund is a multi-donor funding mechanism. For details, see <http://mptf.undp.org/factsheet/fund/COVID19>.

⁹ The United Nations Malawi SDG Acceleration Fund is a multi-donor funding mechanism. For details, see <http://mptf.undp.org/factsheet/fund/MW200>.

¹⁰ The United Nations Joint SDG Fund is a multi-donor funding mechanism. For details, see <https://www.jointsdgfund.org/>.

¹¹ The Start-up Fund for Safe, Orderly and Regular Migration is a multi-donor funding mechanism. For details, see <http://mptf.undp.org/factsheet/fund/MIG00>.

¹² The United Nations Albania SDG Acceleration Fund is a multi-donor funding mechanism. For details, see <http://mptf.undp.org/factsheet/fund/AL100>.

* Excludes a total of \$92,467,859 acknowledged in prior years for activities implemented in 2020 and includes \$106,084,892 acknowledged in 2020 for activities with implementation in 2021 and beyond.

TABLE 6 | IN-KIND CONTRIBUTIONS | 2020

DONOR	DESCRIPTION	AMOUNT
GOVERNMENT, INTERGOVERNMENTAL AND UN FUNDS		
Angola	Premises for the UNHCR office in Luanda	120,000
Argentina	Premises for the UNHCR office in Buenos Aires	107,100
Armenia	Premises for the UNHCR office in Yerevan	98,000
Austria	Premises for the UNHCR office in Vienna	60,000
Azerbaijan	Premises for the UNHCR warehouse in Baku	7,208
Botswana	Premises for the UNHCR office in Gabarone	30,472
Brazil	Premises for the UNHCR office in Brasilia	191,115
Canada	Deployment of standby experts for UNHCR Global Programmes	333,488
China	Premises for the UNHCR office in Hong Kong SAR (China)	41,520
Czechia	Premises for the UNHCR office in Prague	38,100
Denmark	Premises for the UNHCR office in Copenhagen	2,567,536
European Union	Transportation services for the UNHCR operation in the Islamic Republic of Iran	390,000
Germany	Premises for the UNHCR office in Nuremberg	15,616
Guyana	Premises for the UNHCR office in Georgetown	63,531
Hungary	Premises for the UNHCR office in Budapest: Global Service Centre and Regional Representation for Central Europe	3,324,182
IOM	Plastic tarpaulins for the UNHCR operation in Turkey	224,000
Ireland	Deployment of standby experts through Irish Aid	436,500
Kazakhstan	Premises for the UNHCR office in Almaty	48,936
Kuwait	Premises for the UNHCR office in Kuwait City	39,490
Kyrgyzstan	Premises for the UNHCR office in Bishkek	34,784
Luxembourg	Premises for the UNHCR office at the University of Luxembourg	10,044
Mexico	Premises for the UNHCR office in Mexico City	8,272
Monaco	Deployment of personnel through the Volontariat International de Monaco programme	134,199
Montenegro	Premises for the UNHCR office in Podgorica	102,058
Morocco	Premises for the UNHCR office in Laayoune, Western Sahara	24,995
Nigeria	Premises for the UNHCR office in Lagos	63,735
Poland	Premises for the UNHCR office in Warsaw	826,863
Qatar	Tablet computers from the Government of Qatar via Qatar Charity for the UNHCR operation in Malaysia	261,600
Republic of Korea	Face masks for the COVID-19 response	3,915,000
Romania	Premises for the UNHCR office in Bucharest	106,794
Serbia	Premises for the UNHCR office in Belgrade	94,202
South Africa	Premises for the UNHCR office in Pretoria	19,481
Spain	Premises for the UNHCR office in Madrid	356,751
Sweden	Deployment of standby experts by Swedish Rescue Services (MSB) to various UNHCR operations	1,428,500
Switzerland	Face masks for the COVID-19 response, deployment of standby experts to various UNHCR operations and premises for the UNHCR HQ in Geneva due to Switzerland's host-state policy that provides excellent conditions for international organizations to work effectively	7,065,682
Turkey	Blankets for the UNHCR operation in Bangladesh	40,525
United Arab Emirates	Premises for the UNHCR warehouse in Dubai provided through the International Humanitarian City and transportation services to the UNHCR operations in Bangladesh, Burkina Faso, Somalia and Sudan	3,463,083
United Kingdom of Great Britain and Northern Ireland	Deployment of standby experts to various UNHCR operations	105,500
UNDP	Mosquito nets for the UNHCR operation in Chad	281,110
SUBTOTAL		26,479,974



TABLE 6 | IN-KIND CONTRIBUTIONS | 2020

DONOR	DESCRIPTION	AMOUNT
PRIVATE DONORS		
BabyBjorn	Baby products for the UNHCR operation in Colombia	287,500
BASF SE	Hand sanitizer for the UNHCR operation in the Republic of the Congo	227,365
Danish Refugee Council	Deployment of standby experts to various UNHCR operations	678,000
Fast Retailing (UNIQLO)	Clothing for the UNHCR operations in Angola, Belarus, Central African Republic, Chad, Ethiopia, India, Syrian Arab Republic, Tunisia and Uganda,	6,062,279
Flowcup	Hygiene items for the UNHCR operation in Colombia	12,500
Fuji Optical Co Limited	Optical equipment for the UNHCR operation in Azerbaijan	55,825
Fundação Itaú para Educação e Cultura	Medicines and medical equipment for the UNHCR operation in Brazil	2,333,567
GAP	Clothing for the UNHCR operations in Burkina Faso and Lebanon	22,680,054
GM Holdings	Hand sanitizer for the UNHCR operation in Bangladesh	15,038
IKEA Foundation	Mixed house goods for the UNHCR operations in Croatia and Serbia	83,750
Inditex	Clothing for the UNHCR operations in Ethiopia and Rwanda	7,552,779
International Orthodox Christian Charities	School supplies for the UNHCR operation in Greece	15,000
LTA Research and Exploration	Face shields for the UNHCR operations in Burundi, Djibouti, Kenya, Rwanda, Somalia, Sudan and Uganda	1,535,250
Maggie Program NPO	Prefabricated school buildings for the UNHCR operation in Kenya	120,347
Moncler	Clothing for the UNHCR operations in Lebanon and Niger	91,104
Moran (E.A.) Publishers	School books for the UNHCR operation in Kenya	79,543
Nike	Sports clothing and equipment for the UNHCR operation in Kenya	264,529
Norwegian Refugee Council	Deployment of standby experts to various UNHCR operations	3,198,521
O Boticário	Hygiene items for the UNHCR operation in Brazil	28,076
Qatar Airways	Transportation services to the UNHCR operation in the Islamic Republic of Iran	520,594
Reckitt Benckiser	Soap and liquid disinfectant for the UNHCR operation in Egypt	13,620
Relief Singapore	Face masks for the UNHCR operation in Bangladesh	1,014,000
Solvatten	Water treatment kits for the UNHCR operation in Uganda	527,378
Tencent Charity Foundation	Infrared thermometers for the UNHCR operation in Senegal	166,500
Transsion Holdings	Surgical masks and computer tablets for the UNHCR operation in Kenya	35,900
UK for UNHCR	Made51 collection for the UNHCR operation in the United Kingdom and new clothing for the UNHCR operation in Rwanda	214,279
Unilever (UK)	Soap for 57 UNHCR operations across the world	19,634,147
UPS Corporate	Transportation services to the UNHCR operations in Chad, India and Bangladesh	949,460
Vodafone Foundation	Computer equipment for the UNHCR operations in Mozambique and Tanzania	68,669
Zivon Cosmetic	Hand sanitizer for the UNHCR operation in Pakistan	11,587
ZOA Refugee Care	Soap for the UNHCR operation in Liberia	27,940
SUBTOTAL		68,505,101
TOTAL		94,985,075



Gap Inc. and Inditex make a landmark donation in 2020 of \$30.2 million worth of new clothing to UNHCR operations

Thanks to generous contributions from Gap Inc. and Inditex, two of the world's largest fashion retailers, nearly 7 million units of clothing were donated to refugees in Armenia, Burkina Faso, Lebanon and Rwanda. Brokered by UNHCR's National Partners [USA for UNHCR](#) and [España con ACNUR](#), the in-kind gifts represent more than one third of the annual global demand for clothing and are two of the single biggest new clothing donations to date for UNHCR. Valued together at nearly \$60 million over two years, these partnerships also created a more sustainable model to support the achievement of SDG12 on responsible consumption and production.

TABLE 7 | TRANSFERS FROM THE OPERATIONAL RESERVE | 2020

1. OPERATIONAL RESERVE APPROVED BY THE EXECUTIVE COMMITTEE IN OCTOBER 2019		624,025,861			
2. TRANSFERS FROM THE OPERATIONAL RESERVE					
		Pillar 1	Pillar 3	Pillar 4	Total
AFRICA					
Regional Bureau East and Horn & Great Lakes	Extension of the Special Envoy for the Horn of Africa and Somalia Situation	330,840	-	-	330,840
Angola	Strengthening UNHCR's emergency preparedness and response for COVID-19:	582,336	-	-	582,336
Burkina Faso	1. Supporting health and water, sanitation and hygiene (WASH) prevention and service interventions, including national service providers	110,000	-	-	110,000
Burundi	2. Ramping up cash assistance and economic stimulus for those most affected	4,354,845	-	-	4,354,845
Cameroon Multi-Country Office	3. Reinforcing shelters and providing core relief items in congested urban and camp settings	190,000	-	-	190,000
Central African Republic	4. Strengthening protection monitoring, critical case management including provision of psychosocial support and/or legal advice for the survivors of sexual and gender-based violence, unaccompanied minors and other emergency protection cases	1,870,000	1,597,515	1,886,188	5,353,703
Chad		7,614,546	-	-	7,614,546
Congo, Republic of the		1,306,080	-	-	1,306,080
Democratic Rep. of the Congo	5. Communication with communities on COVID-19 issues, while ensuring that the UNHCR response is informed by community feedback	150,000	-	-	150,000
Djibouti		100,000	-	-	100,000
Ethiopia	6. Reinforcing education systems by upgrading school sanitation facilities and expanding investments in connected education	348,000	-	-	348,000
Ghana	7. Maintaining critical refugee registration activities	210,000	-	-	210,000
Kenya	8. Ensuring business continuity by delivering protection and assistance to all persons of concern in the pandemic context	8,282,693	-	-	8,282,693
Malawi		446,968	-	-	446,968
Mali		3,648,028	-	3,229,972	6,878,000
Mozambique	Emergency response to the needs of IDPs and communities in Cabo Delgado	-	-	2,265,098	2,265,098
Mozambique	Strengthening UNHCR's emergency preparedness and response for COVID-19:	339,180	-	-	339,180
Niger	1. Supporting health and water, sanitation and hygiene (WASH) prevention and service interventions, including national service providers	6,475,213	-	-	6,475,213
Nigeria	2. Ramping up cash assistance and economic stimulus for those most affected	1,168,928	-	500,000	1,668,928
Rwanda	3. Reinforcing shelters and providing core relief items in congested urban and camp settings	2,039,755	-	-	2,039,755
Somalia	4. Strengthening protection monitoring, critical case management including provision of psychosocial support and/or legal advice for the survivors of sexual and gender-based violence, unaccompanied minors and other emergency protection cases	6,104,084	-	-	6,104,084
South Sudan		175,000	-	-	175,000
Sudan		9,990,236	-	-	9,990,236
Uganda		575,000	-	-	575,000
United Republic of Tanzania	5. Communication with communities on COVID-19 issues, while ensuring that the UNHCR response is informed by community feedback	2,005,229	-	-	2,005,229
Zambia	6. Reinforcing education systems by upgrading school sanitation facilities and expanding investments in connected education	3,940,981	-	-	3,940,981
Zimbabwe	7. Maintaining critical refugee registration activities	150,000	-	-	150,000
Zimbabwe	8. Ensuring business continuity by delivering protection and assistance to all persons of concern in the pandemic context*				
SUBTOTAL		62,507,942	1,597,515	7,881,258	71,986,715
MIDDLE EAST AND NORTH AFRICA					
Egypt	Strengthening UNHCR's emergency preparedness and response for COVID-19:	9,498,000	-	-	9,498,000
Syrian Arab Republic	1. Supporting health and water, sanitation and hygiene (WASH) prevention and service interventions, including national service providers	945,886	-	610,686	1,556,572
	2. Ramping up cash assistance and economic stimulus for those most affected				
	3. Strengthening protection monitoring and critical case management including provision of psychosocial support and/or legal advice for the survivors of sexual and gender-based violence, unaccompanied minors and other emergency protection cases	1,746,000	-	-	1,746,000
Tunisia	4. Communication with communities on COVID-19 issues, while ensuring that the UNHCR response is informed by community feedback				
SUBTOTAL		12,189,886	-	610,686	12,800,572



TABLE 7 | TRANSFERS FROM THE OPERATIONAL RESERVE | 2020

		Pillar 1	Pillar 3	Pillar 4	Total
ASIA AND THE PACIFIC					
Afghanistan	Strengthening UNHCR's emergency preparedness and response for COVID-19:	-	6,085,150	-	6,085,150
Indonesia	1. Supporting health and water, sanitation and hygiene (WASH) prevention and service interventions, including national service providers	2,320,120	-	-	2,320,120
	2. Ramping up cash assistance and economic stimulus for those most affected				
	3. Strengthening protection monitoring and critical case management including provision of psychosocial support and/or legal advice for the survivors of sexual and gender-based violence, unaccompanied minors and other emergency protection cases	1,199,400	-	-	1,199,400
	4. Communication with communities on COVID-19 issues, while ensuring that the UNHCR response is informed by community feedback				
Japan	Support of UNHCR activities related to the Refugee Olympic Team	124,858	-	-	124,858
Kyrgyzstan	Strengthening UNHCR's emergency preparedness and response for COVID-19:	370,000	-	-	370,000
Myanmar	1. Supporting health and water, sanitation and hygiene (WASH) prevention and service interventions, including national service providers	-	-	7,300,000	7,300,000
Nepal	2. Ramping up cash assistance and economic stimulus for those most affected	1,261,200	-	-	1,261,200
	3. Strengthening protection monitoring and critical case management including provision of psychosocial support and/or legal advice for the survivors of sexual and gender-based violence, unaccompanied minors and other emergency protection cases				
Tajikistan	4. Communication with communities on COVID-19 issues, while ensuring that the UNHCR response is informed by community feedback	350,000	-	-	350,000
SUBTOTAL		5,625,578	6,085,150	7,300,000	19,010,728
EUROPE					
Regional Activities in Europe	Strengthening UNHCR's emergency preparedness and response for COVID-19:	300,000	-	-	300,000
Cyprus	1. Supporting health and water, sanitation and hygiene (WASH) prevention and service interventions, including national service providers	45,000	-	-	45,000
Greece	2. Strengthening protection monitoring	195,000	-	-	195,000
	3. Ramping up cash assistance				
Ukraine	4. Communication with communities on COVID-19 issues, while ensuring that the UNHCR response is informed by community feedback	247,500	-	1,300,000	1,547,500
SUBTOTAL		787,500	-	1,300,000	2,087,500
THE AMERICAS					
Regional Bureau in the Americas	Strengthening UNHCR's emergency preparedness for COVID-19	235,000	-	-	235,000
Regional Activities in the Americas		72,714	-	-	72,714
Argentina Multi-Country Office	Venezuela situation additional requirements	3,999,092	-	-	3,999,092
Brazil		2,372	-	-	2,372
Colombia		7,982,426	-	-	7,982,426
Argentina Multi-Country Office	Strengthening UNHCR's emergency preparedness and response for COVID-19:	220,079	-	-	220,079
Costa Rica	1. Supporting health and water, sanitation and hygiene (WASH) prevention and service interventions, including national service providers	3,300,000	-	-	3,300,000
Guatemala		902,800	-	-	902,800
Honduras	2. Strengthening protection monitoring	-	-	2,700,000	2,700,000
Mexico	3. Ramping up cash assistance	3,730,535	-	-	3,730,535
Panama Multi-Country Office	4. Communication with communities on COVID-19 issues, while ensuring that the UNHCR response is informed by community feedback	1,925,000	-	1,700,000	3,625,000
United States Multi-Country Office		5,976,785	-	-	5,976,785
United States Multi-Country Office		513,326	-	-	513,326
Venezuela (Bolivarian Republic of)	Venezuela situation additional requirements	5,182,250	-	-	5,182,250
SUBTOTAL		34,042,379	-	4,400,000	38,442,379





TABLE 7 | TRANSFERS FROM THE OPERATIONAL RESERVE | 2020

		Pillar 1	Pillar 3	Pillar 4	Total
GLOBAL PROGRAMMES					
Division of External Relations	1. Private Sector partnerships investment for fundraising	173,940	-	-	173,940
	2. State of the World's Forcibly Displaced	870,000	-	-	870,000
	3. Support of UNHCR activities related to the Refugee Olympic Team	735,772	-	-	735,772
	4. Business Transformation Programme (BTP) for the renewal of the Organization's administrative ERP system	21,317	-	-	21,317
Division of International Protection	1. Resettlement and complementary pathways	266,589	-	-	266,589
	2. Sexual Exploitation and Abuse/Staff Harassment additional requirements	906,742	-	-	906,742
Division of Emergency, Security and Supply	1. Strengthening UNHCR's Emergency preparedness for COVID-19	7,500,000	-	-	7,500,000
	2. Business Continuity for COVID-19 requirements	10,000,000	-	-	10,000,000
	3. Business Transformation Programme (BTP) for the renewal of the Organization's administrative ERP system	16,393	-	-	16,393
Division of Resilience and Solutions	1. Joint Data Center	3,696,685	-	-	3,696,685
	2. Global Refugee Forum team additional requirements	625,000	-	-	625,000
	3. Joint Programme Excellence and Targeting Hub	1,694,000	-	-	1,694,000
	4. Establishment of the Climate Change Advisory Team	695,079	-	-	695,079
	5. Improved plastic latrine slab project for emergencies	520,137	-	-	520,137
	6. Strengthening UNHCR's Emergency preparedness for COVID-19	1,902,000	-	-	1,902,000
	7. Green fund to phase out fossil fuel and enhance environmental management	202,500	-	-	202,500
Division of Information Systems and Telecommunications	1. CashAssist Project	464,154	-	-	464,154
	2. Result Based Management project	4,406,000	-	-	4,406,000
	3. Strengthening UNHCR's Emergency preparedness for COVID-19	1,554,525	-	-	1,554,525
	4. Business Continuity	4,864,797	-	-	4,864,797
	5. PRIMES and Identity Management	1,118,000	-	-	1,118,000
	6. Business Transformation Programme (BTP) for the renewal of the Organization's administrative ERP system	1,194,903	-	-	1,194,903
Division of Human Resources	1. Reflective Leadership Dialogues	850,000	-	-	850,000
	2. Business Transformation Programme (BTP) for the renewal of the Organization's administrative ERP system	958,080	-	-	958,080
Division of Financial and Administrative Management	Business Transformation Programme (BTP) for the renewal of the Organization's administrative ERP system	114,100	-	-	958,080
Global Service Centre Copenhagen	1. Joint Programme Excellence and Targeting Hub	175,000	-	-	175,000
	2. Global Data Service activities	406,305	-	-	406,305
	3. Strengthening UNHCR's Emergency preparedness for COVID-19	1,000,000	-	-	1,000,000
	4. PRIMES and Identity Management	705,000	-	-	705,000
SUBTOTAL		47,637,018	-	-	47,637,018



TABLE 7 | TRANSFERS FROM THE OPERATIONAL RESERVE | 2020

		Pillar 1	Pillar 3	Pillar 4	Total
HEADQUARTERS					
Executive direction and management	Additional requirements for Ombudsman Office	151,469	-	-	151,469
Division of External Relations	Support of UNHCR activities related to the Refugee Olympic Team	105,000	-	-	105,000
Division of Strategic Planning and Results	1. Additional resources for the establishment of the new Division	2,107,902	-	-	2,107,902
	2. Sexual Exploitation and Abuse/Staff Harassment additional requirements	183,791	-	-	183,791
	3. Business Transformation Programme (BTP) for the renewal of the Organization's administrative ERP system	21,317	-	-	21,317
Division of Human Resources	1. Business Transformation Programme (BTP) for the renewal of the Organization's administrative ERP system	693,767	-	-	693,767
	2. Sexual Exploitation and Abuse/Staff Harassment additional requirements	723,916	-	-	723,916
	3. Medevac Task Force (UN system-wide Medevac mechanism)	2,374,459	-	-	2,374,459
Global Service Centre Copenhagen	Additional requirements due to revised common service cost	290,671	-	-	290,671
SUBTOTAL		6,652,292	-	-	6,652,292
"NEW OR ADDITIONAL ACTIVITIES - MANDATE-RELATED" (NAM) RESERVE					
NAM reserve	Transfer to the NAM reserve	30,000,000	-	-	30,000,000
SUBTOTAL		30,000,000	-	-	30,000,000
2. TOTAL TRANSFERS		199,442,595	7,682,665	21,491,944	228,617,204
3. BALANCE AFTER TRANSFERS					395,408,657

TABLE 8 | TRANSFERS FROM THE 2020 "NEW OR ADDITIONAL ACTIVITIES-MANDATE-RELATED" | 2020

						USD
1. "NEW OR ADDITIONAL ACTIVITIES-MANDATE-RELATED" APPROVED BY THE EXECUTIVE COMMITTEE IN OCTOBER 2019						20,000,000
2. TRANSFERS IN						
		Pillar 1	Pillar 2	Pillar 3	Pillar 4	Total
OPERATIONAL RESERVE						
Operational reserve	Transfer from the operational reserve	30,000,000	-	-	-	30,000,000
2. TOTAL TRANSFERS IN		30,000,000	-	-	-	30,000,000
3. TRANSFERS OUT						
THE AMERICAS						
Guatemala	Strengthening the Operation's protection and solutions capacity	24,917,912	-	-	-	24,917,912
Honduras	Strengthening the Operation's protection and solutions capacity	-	-	-	11,267,606	11,267,606
Panama	Strengthening the Operation's protection and solutions capacity	-	-	-	11,267,606	11,267,606
3. TOTAL TRANSFERS OUT		24,917,912	-	-	22,535,212	47,453,124
4. BALANCE AFTER TRANSFERS						2,546,876

TABLE 9 | 2020 BUDGET AND EXPENDITURE FOR HEADQUARTERS | USD

DIVISIONS/DEPARTMENTS	PILLAR 1 - REFUGEE PROGRAMME	
	Budget ¹	Expenditure ¹
EXECUTIVE DIRECTION AND MANAGEMENT		
Executive Office	5,388,429	5,388,429
Liaison Office New York	4,790,998	4,713,194
Inspector General's Office	11,072,113	11,072,113
Legal Affairs Section	4,950,497	4,950,497
Office of the Ombudsman	856,477	856,477
Ethics Office	3,193,554	3,193,554
Enterprise Risk Management	1,222,661	1,222,661
Evaluation Service	2,219,543	2,068,912
Change Management	1,775,074	1,775,074
Governance Service	2,764,392	2,764,392
SUBTOTAL	38,233,738	38,005,302
DIVISION OF EXTERNAL RELATIONS		
Office of the Director	2,893,579	2,893,579
Donor Relations and Resource Mobilization Service	9,244,797	9,244,797
Private Sector Partnership Service	1,309,465	1,309,465
Global Communications Service	5,687,952	5,687,952
Records and Archives Section	2,089,636	2,089,636
Partnership and Coordination Service	2,731,176	2,731,176
Digital Engagement	533,152	533,152
Public Outreach and Campaign	1,538,975	1,538,975
Joint UN Activity Contributions	2,478,788	2,478,788
SUBTOTAL	28,507,520	28,507,520
DIVISION OF INTERNATIONAL PROTECTION		
Office of the Director	3,188,182	3,188,182
Specialized sections	13,428,359	13,428,359
SUBTOTAL	16,616,541	16,616,541
DIVISION OF RESILIENCE AND SOLUTIONS		
Office of the Director	2,042,177	2,042,177
Specialized sections	121,520	121,520
SUBTOTAL	2,163,697	2,163,697
DIVISION OF STRATEGIC PLANNING AND RESULTS		
Office of the Director	2,399,187	2,344,374
Infrastructure and Telecommunications Service	11,897,168	11,897,168
SUBTOTAL	14,296,355	14,241,542
DIVISION OF EMERGENCY, SECURITY AND SUPPLY		
Office of the Director	2,497,580	2,497,580
SUBTOTAL	2,497,580	2,497,580
DIVISION OF INFORMATION SYSTEMS AND TELECOMMUNICATIONS		
Office of the Director	6,010,694	6,010,694
Infrastructure and Telecommunications Service	18,787,469	18,787,469
SUBTOTAL	24,798,163	24,798,163



TABLE 9 | 2020 BUDGET AND EXPENDITURE FOR HEADQUARTERS | USD

DIVISIONS/DEPARTMENTS	PILLAR 1 - REFUGEE PROGRAMME	
	Budget ¹	Expenditure ¹
DIVISION OF HUMAN RESOURCES		
Office of the Director	3,708,623	3,708,623
Specialized sections	12,458,886	12,458,886
SUBTOTAL	16,167,509	16,167,509
DIVISION OF FINANCIAL AND ADMINISTRATIVE MANAGEMENT		
Office of the Controller and Director	4,911,909	4,911,909
Specialized sections and services	2,461,545	2,461,545
Audit	789,052	789,052
UN Finance Division	1,115,500	1,115,500
Headquarters running costs (including security and safety at Headquarters)	17,497,165	17,497,165
SUBTOTAL	26,775,171	26,775,171
GLOBAL SERVICE CENTRE (BUDAPEST)		
Management unit	4,284,219	4,284,219
Ombudsman office	127,806	127,806
Division of Financial and Administrative Management	3,519,045	3,519,045
Division of Human Resources	18,784,905	18,784,905
Division of Information Systems and Telecommunications	2,945,992	2,945,992
Division of Emergency, Security and Supply	5,808,890	5,774,917
SUBTOTAL	35,470,855	35,436,882
GLOBAL SERVICE CENTRE (COPENHAGEN)		
Management Unit	5,079,812	5,079,812
SUBTOTAL	5,079,812	5,079,812
Staff Council	1,116,836	1,116,836
TOTAL	211,723,778	211,406,556

¹ Includes allocations from the UN Regular Budget as follows: USD 40,114,900 (Budget) and USD 40,110,543 (Expenditure).

CHART 14 | EXPENDITURE FOR GLOBAL PROGRAMMES AND HEADQUARTERS | 2016-2020

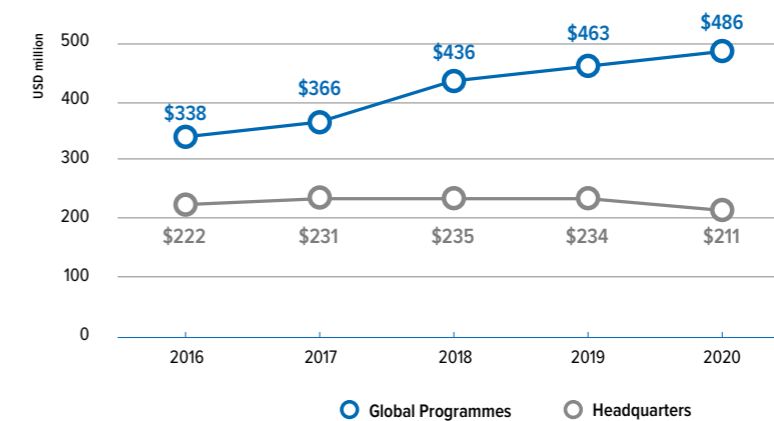


TABLE 10 | CONTRIBUTIONS TO THE JUNIOR PROFESSIONAL OFFICERS SCHEME | 2020

USD		USD	
DONOR	AMOUNT	DONOR	AMOUNT
United States of America	2,650,000	Sweden	358,291
Japan	1,539,382	Finland	307,354
Germany	1,200,154	Luxembourg	180,796
Denmark	943,701	Republic of Korea	130,581
China	784,702	Czechia	124,200
Netherlands	703,689	Belgium	99,051
Italy	486,940	Austria	23,110
Switzerland	400,141		
France	366,940	TOTAL	10,299,031

TABLE 11 | CONTRIBUTIONS TO HEADQUARTERS | USD

DIVISIONS/DEPARTMENTS	DONORS	AMOUNT
HEADQUARTERS OVERALL	United Nations Regular Budget	40,114,900
	SUBTOTAL	40,114,900
EXECUTIVE DIRECTION AND MANAGEMENT	Hungary	3,062,343
	Denmark	2,567,536
	SUBTOTAL	5,629,879
DIVISION OF FINANCIAL AND ADMINISTRATIVE MANAGEMENT	Switzerland	3,892,459
	SUBTOTAL	3,892,459
DIVISION OF STRATEGIC PLANNING AND RESULTS	Netherlands	155,150
	SUBTOTAL	155,150
DIVISION OF EXTERNAL RELATIONS	Japan	77,551
	SUBTOTAL	77,551
TOTAL*		49,869,939

* Notes:
¹⁾ Contributions include 6.5% indirect support costs.
²⁾ Contributions to Headquarters benefit all pillars.

TABLE 12 | BUDGET AND EXPENDITURE FOR GLOBAL PROGRAMMES | USD

ACTIVITIES	PILLAR 1 - REFUGEE PROGRAMME	
	Budget	Expenditure
OPERATIONAL ACTIVITIES		
Cash assistance	210,000	145,220
Durable solutions	5,675,327	3,758,073
Education-related projects	24,377,246	22,445,437
Emergency-related projects (including stockpiles)	110,850,133	83,980,545
Environment-related projects	397,500	238,266
Global Clusters	495,825	495,825
Innovation project	1,711,901	1,631,509
Protection-related projects	5,240,391	4,696,171
Private sector fundraising	135,128,865	125,657,599
Public information and media projects	8,127,635	6,756,839
Refugee women, children and adolescents	922,252	917,474
Registration, data and knowledge management	8,686,441	7,955,663
Research, evaluation and documentation	6,676,010	3,371,877
Resettlement	11,718,289	11,718,289
Shelter-related projects	13,207,681	11,507,103
Training-related projects	1,236,041	1,139,055
Miscellaneous	935,639	928,535
SUBTOTAL OPERATIONAL ACTIVITIES	335,597,175	287,343,480
PROGRAMME SUPPORT ACTIVITIES		
EXECUTIVE DIRECTION AND MANAGEMENT		
Innovation project	2,484,147	1,816,953
Inspector General Office Field activities	4,381,348	3,341,480
Legal Affairs Section Field activities	1,496,942	1,153,187
Risk Management 2.0	3,707,641	3,690,822
Liaison Office to Regional Bureaux	2,060,791	1,900,950
DIVISION OF EXTERNAL RELATIONS		
Division of External Relations Service	7,793,972	6,830,568
Private sector fund raising - investment funds and activities	19,512,907	16,526,597
DIVISION OF INTERNATIONAL PROTECTION		
Division of Information Systems and Telecommunications	4,579,166	4,161,191
DIVISION OF INFORMATION SYSTEMS AND TELECOMMUNICATIONS		
Division of Resilience and Solutions	46,222,925	44,400,161
DIVISION OF RESILIENCE AND SOLUTIONS		
Division of Strategic Planning and Results	26,996,979	21,528,277
DIVISION OF STRATEGIC PLANNING AND RESULTS		
Division of Emergency, Security and Supply	5,330,000	4,933,601
DIVISION OF EMERGENCY, SECURITY AND SUPPLY		
Emergency Capacity Management Section	1,462,467	1,430,204
Field Safety Section and Field security support	13,068,458	12,938,291
Supply Management - Field strengthening and support	4,460,676	4,455,698
DIVISION OF HUMAN RESOURCES		
Special Staff Costs	38,801,983	36,592,089
Training of UNHCR staff	7,215,634	6,783,952
The Digital HR Project	1,908,080	1,847,543
DIVISION OF FINANCIAL AND ADMINISTRATIVE MANAGEMENT		
FI-Contributions-SC Project	114,100	
Business Innovation Group	513,083	511,180
Global Fleet Management	744,205	509,604
BUDAPEST GLOBAL SERVICE CENTRE		
Division of Financial and Administrative Management	2,189,382	1,910,099
COPENHAGEN GLOBAL SERVICE CENTRE		
Executive Direction and Management	10,318,018	10,107,220
Division of International Protection	495,572	484,974
Division of External Relations	9,747,695	9,265,534
Division of Information Systems and Telecommunications	1,786,635	1,786,635
SUBTOTAL PROGRAMME SUPPORT ACTIVITIES	217,392,803	198,906,811
TOTAL	552,989,978	486,250,291

TABLE 13 | CONTRIBUTIONS TO GLOBAL PROGRAMMES | USD

DIVISIONS/DEPARTMENTS	DONORS	AMOUNT
Global Operations	United States of America	46,000,000
	SUBTOTAL	46,000,000
DIVISION OF RESILIENCE AND SOLUTIONS		
A. Einstein German Academic Refugee Initiative (DAFI)	Asfari Foundation	124,508
A. Einstein German Academic Refugee Initiative (DAFI)	Czechia	100,000
A. Einstein German Academic Refugee Initiative (DAFI)	Denmark	1,472,537
A. Einstein German Academic Refugee Initiative (DAFI)	Germany	15,798,412
A. Einstein German Academic Refugee Initiative (DAFI)	NCSOFT Cultural Foundation	24,482
A. Einstein German Academic Refugee Initiative (DAFI)	Private donors in China	13,385
A. Einstein German Academic Refugee Initiative (DAFI)	Private donors in Germany	314,936
A. Einstein German Academic Refugee Initiative (DAFI)	Private donors in Italy	9,830
A. Einstein German Academic Refugee Initiative (DAFI)	Private donors in Sweden	4,361
A. Einstein German Academic Refugee Initiative (DAFI)	Private donors in Switzerland	1,416
A. Einstein German Academic Refugee Initiative (DAFI)	Private donors in the Republic of Korea	22,217
A. Einstein German Academic Refugee Initiative (DAFI)	Saïd Foundation	514,771
A. Einstein German Academic Refugee Initiative (DAFI)	SAP Solidarity Fund e.V.	50,000
A. Einstein German Academic Refugee Initiative (DAFI)	The Hands Up Foundation	249,015
A. Einstein German Academic Refugee Initiative (DAFI)	Üsine Foundation	107,646
Camp Coordination and Camp Management Cluster	Norwegian Refugee Council	182,000
Climate Action	Germany	234,742
Development Partnerships	Germany	1,293,876
Energy and environment	Sweden	147,333
Global Compact on Refugees	European Union	256,729
Global Compact on Refugees	IKEA Foundation	9,674
Global Compact on Refugees	United States of America	42,800
Health	UNDP	31,713
Joint Data Center	European Union	1,952,465
Joint Data Center	The World Bank	48,710
Joint Data Center	United States of America	3,002,527
Operational Support	"la Caixa" Banking Foundation	122,474
Operational Support	Bill & Melinda Gates Foundation	345,596
Operational Support	Brunello Cucinelli Spa	109,890
Operational Support	Germany	573,871
Operational Support	IKEA Foundation	70,241
Operational Support	Switzerland	364,000
Operational Support	United States of America	1,812,580
Operational Support	WHO	66,587
Partnerships and Analytics	Denmark	1,278,439
Partnerships and Analytics	European Union	2,800,071
Partnerships and Analytics	Luxembourg	299,163
Partnerships and Analytics	Netherlands	508,250
Partnerships and Analytics	UNDP	21,300
Shelter Cluster	Monaco	23,003
Socioeconomic inclusion	Denmark	796,088
Socioeconomic inclusion	Education Cannot Wait	1,243,648
Socioeconomic inclusion	European Union	126,260
Socioeconomic inclusion	Germany	910,031
Socioeconomic inclusion	Google	368,036
Socioeconomic inclusion	M3 Hospitality Management S.A	103,413
Socioeconomic inclusion	Netherlands	299,707
Socioeconomic inclusion	Norway	1,083,189
Socioeconomic inclusion	Qatar	14,844
Socioeconomic inclusion	Slovakia	110,011
Socioeconomic inclusion	UK for UNHCR	41,779
	SUBTOTAL	39,502,554



TABLE 13 | CONTRIBUTIONS TO GLOBAL PROGRAMMES | USD

DIVISIONS/DEPARTMENTS	DONORS	AMOUNT
DIVISION OF EMERGENCY, SECURITY AND SUPPLY		
Deployment of standby experts	Canada	43,500
Deployment of standby experts	Danish Refugee Council	678,000
Deployment of standby experts	Ireland	436,500
Deployment of standby experts	Luxembourg	313,808
Deployment of standby experts	Norwegian Refugee Council	2,779,500
Deployment of standby experts	Sweden	1,428,500
Deployment of standby experts	Switzerland	1,150,500
Deployment of standby experts	United Kingdom	105,500
Emergency preparedness and response	Republic of Korea	3,915,000
Emergency preparedness and response	Switzerland	1,302,202
Emergency preparedness and response	United Arab Emirates	2,081,465
Emergency preparedness and response	UPS Corporate	387,760
	SUBTOTAL	14,622,235
DIVISION OF INTERNATIONAL PROTECTION		
Child Protection and Youth	United States of America	1,556,865
Community-based protection and gender equality	Netherlands	476,471
Enhancing resettlement activities	Canada	289,988
Enhancing resettlement activities	Germany	774,061
Enhancing resettlement activities	Norway	954,768
Enhancing resettlement activities	Portugal	35,294
Enhancing resettlement activities	Republic of Korea	380,446
Enhancing resettlement activities	United States of America	213,000
Legal and policy research	Monaco	10,000
Protection Cluster Support	Minderoo Foundation	21,500
Protection Cluster Support	Norwegian Refugee Council	237,021
Protection Cluster Support	Switzerland	716,974
Protection Cluster Support	UNICEF	62,273
Protection Cluster Support	United States of America	3,840,834
Protection SURGE capacity	United Kingdom	222,805
Refugee Status Determination	Allen & Overy LLP	16,171
	SUBTOTAL	9,808,471
GLOBAL DATA SERVICE		
PROSPECTS Partnership Project	Netherlands	1,948,192
Joint IDP Profiling Service	Norway	193,181
Joint IDP Profiling Service	United States of America	505,051
Resettlement	United States of America	1,093,540
Improved Refugee Outcomes	United States of America	187,250
	SUBTOTAL	3,927,214





TABLE 13 | CONTRIBUTIONS TO GLOBAL PROGRAMMES | USD

DIVISIONS/DEPARTMENTS	DONORS	AMOUNT
EXECUTIVE DIRECTION AND MANAGEMENT		
Innovative solutions	Belgium	630,790
Innovative solutions	Luxembourg	1,487,125
Innovative solutions	United Kingdom	104,389
	SUBTOTAL	2,222,305
DIVISION OF EXTERNAL RELATIONS		
Nansen Refugee Award	IKEA Foundation	100,000
Nansen Refugee Award	Norway	119,359
Nansen Refugee Award	Switzerland	104,679
Private Sector Partnerships	China	38,198
Private Sector Partnerships	IKEA Foundation	176,800
Private Sector Partnerships	Japan	229,592
Private Sector Partnerships	United Nations Foundation	2,884
Urban outreach: Telling the Real Story 2.0 project	Denmark	64,947
Urban outreach: Telling the Real Story 2.0 project	European Union	165,568
	SUBTOTAL	1,002,028
DIVISION OF HUMAN RESOURCES		
Safe from the Start project	United States of America	869,331
	SUBTOTAL	869,331
DIVISION OF INFORMATION SYSTEMS AND TELECOMMUNICATIONS		
Cash Assistance Enhancement Cooperation Project	UNICEF	496,645
	SUBTOTAL	496,645
TOTAL*		118,450,782

Notes:
¹ Contributions include 6.5% indirect support costs.
² Includes \$13.3 million acknowledged in past years for activities with implementation in 2020 and excludes \$10.1 million acknowledged in 2020 for activities with implementation in 2021 and beyond.

TABLE 14 | PRIVATE DONORS GIVING OVER \$100,000 IN SUPPORT OF UNHCR | 2020

UNHCR GLOBAL	EUROPE	MIDDLE EAST AND NORTH AFRICA
Bill and Melinda Gates Foundation	FRANCE	EGYPT
Fast Retailing Co. Ltd. (UNIQLO)	Fondation BNP Paribas	Ahmed Abdelkoudous Ehsan
Fondation Sesam	Fondation CHANEL	Sawiris Foundation for Social Development
IKEA Foundation	Fondation EDF	KUWAIT
International Olympic Committee	Fondation L'Oréal	Agility Logistics
M3 Hospitality	Generali	Global Charity Association for Development
TTY Management B.V.	GERMANY / UNO-FLÜCHTLINGSHILFE	Kuwait Society for Relief
Unilever (UK)	AmazonSmile	Patients Helping Fund Society
United Nations Foundation	Deutsche Postcode Lotterie	Zakat House
Üsine Foundation	ITALY	QATAR
THE AMERICAS	Brunello Cucinelli Spa	Qatar Charity
BRAZIL	Calzedonia S.p.A	Sheikh Eid Bin Mohammad Al Thani
Fundação Itaú para Educação e Cultura	Fondazione Prosolidar-Onlus	Thani Bin Abdullah Humanitarian Fund
CANADA	Intesa Sanpaolo	SAUDI ARABIA
Estate of Mr. Terence Morton Heaps	NETHERLANDS	Muslim World League
Morneau Shepell	Mr. Remon L Vos	Ms Omnia Abdullah Taha Bakhsh
NASIMCO	Dutch Postcode Lottery (NPL)	Tamer Family Foundation
USA / USA FOR UNHCR	SPAIN / ESPAÑA CON ACNUR	World Assembly of Muslim Youth
Big Win Philanthropy	"la Caixa" Banking Foundation	UNITED ARAB EMIRATES
Google	Laboratorios Vinas	Abdulla Al Ghurair Education Program
Hewlett Packard (Foundation)	SWEDEN / SWEDEN for UNHCR	Mr. Badr Jafar
Jolie-Pitt Foundation	Akelius Foundation	Etihad Airways
Kuwait-America Foundation	IKEA Svenska Försäljning AB	International Charity Organization
Major League Baseball Players Trust	Lindex AB	NAMA Women Advancement Establishment
Microsoft Corporation	Swedish Postcode Lottery	The Big Heart Foundation
The Church of Latter-day Saints	The World We Want Foundation	The Ducklife DMCC
Tides Foundation	SWITZERLAND / SWITZERLAND FOR UNHCR	
UPS Corporate	Krüger Foundation	
ASIA AND THE PACIFIC	F. Hoffmann-La Roche Ltd	
CHINA / HONG KONG SAR	UNITED KINGDOM / UK FOR UNHCR	
Lam Kin Chung Morning Sun Charity Fund	Allen & Overy LLP	
Mr. Lap Fai Lee	Asfari Foundation	
Ms. Pwee Ling Cheng	Comic Relief	
Shih Wing Ching Foundation	Islamic Aid	
Sunshine Forever Limited	Saïd Foundation	
Transsion Holdings	The Hands Up Foundation	
JAPAN / JAPAN FOR UNHCR		
Fuji Optical Co Limited		
J.S. Foundation		
Sony Corporation		
SINGAPORE		
Mr. Caesar Sengupta		
RUSSING Group		
Stephen Riady Foundation		
TikTok		
THAILAND		
Mr. Wanchai Tachavejnukul		