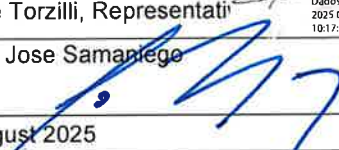



UNHCR Evaluation Management Response			
Evaluation title:	Country Strategy Evaluation - Brazil		
UNHCR evaluation reference:	EvO/2025/04		
Entity that commissioned the evaluation:	Evaluation Office		
Due date of Management Response:	04 August 2025		
Coordinator of Management Response:	Davide Torzilli, Representative 	Raquel Trabazo, Deputy Representative 	Paola Bolognesi, Senior Protection Officer
Management Response approved by (senior manager in commissioning office):	Name: Jose Samaniego	Job title: Director	Country/Office: Regional Bureau for the Americas
Date:	4 <sup>th</sup> August 2025		

<b>General comments on the evaluation:</b>	<p>The operation considers all suggestions overall appropriate, however, the impact of the 2025 global structural review due to the financial crisis will have an impact on the ability of the operation to achieve part of the proposed recommendation.</p> <p>The operation started 2025 with 159 positions, including FTAs, TAs and AWF; distributed across seven offices. After three consecutive OL reductions during the first semester of 2025, 54 positions were discontinued (FTAs, TAs and AWF). As of September 2025, the staffing structure is expected to comprise 118 personnel, including 14 temporary positions (such as TAs, JPOs, IUNVs), which were created thanks to voluntary contributions of Member States and newly received earmarked funding from donors eligible to OL increases. One Field Unit in Belém was scheduled for closure after COP30 in November 2025, with the Sub-Office Boa Vista and Field Office Manaus downgraded to Field Office and Field Unit respectively. Staff cuts and offices' closure or downsizing weakened operational capacity, while partnerships shrank by 40% - most of which comprised partner staff engaged in the delivery of protection and solutions activities.</p> <p>It is worth noting that, during this year's reduction exercises, UNHCR in Brazil prioritized the following operational objectives:</p> <ul style="list-style-type: none"> <li>f) Continuous step-up of solutions-oriented programmes, to stabilize and enable a quality local integration.</li> <li>f) Implementation of public policies, particularly building on the upcoming National Policy on Migration, Asylum and Statelessness and the work plans of State Committees for Refugees.</li> <li>f) Continuous support to authorities to ensure a favorable protection environment on access to the territory, RSD procedures and complementary pathways (community sponsorship, family reunification, humanitarian visas, etc.).</li> <li>f) Support the Government response to the Venezuela Situation through "Operation Welcome".</li> <li>f) Community empowerment and participation of refugees.</li> </ul>
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	<p>f) Climate and sustainability interventions, including law and policy development, to ensure the sustainability of refugees' integration, technical support for preparedness and increasingly integrating environmentally conscious practices into its operational framework – especially considering the upcoming COP30 in Brazil.</p> <p>The rationale for prioritization results from a complex analysis of the following factors:</p> <ul style="list-style-type: none"> <li>d) Opportunities stemming from the favorable environment for stabilizing refugees and forcibly displaced populations.</li> <li>d) Sustained financial support by a diverse donor base of traditional and private actors.</li> <li>d) Strategic opportunities for showcasing UNHCR's role in climate action and disaster displacement during the COP30. And,</li> <li>d) Criticality of the activities and the disproportionate impact of a suspension on the people we serve, as well as reputational risks for UNHCR, especially with relation to the support of the Government-led "Operation Welcome".</li> </ul> <p>The responses below take into consideration the adaptive measures adopted due to the structural review.</p>
<b>RECOMMENDATION 1:</b>	<p><b>Capitalize on the Government of Brazil's experience to strengthen its position at regional and international forums on asylum and international protection</b></p> <p><b>Suggested Actions</b></p> <ul style="list-style-type: none"> <li>• Continuing to promote Brazil's historical tradition of protecting refugees as a state policy. This should be reinforced through its strategic positioning in multilateral forums to showcase its good practices and inspire others on the issue of asylum. By doing so, Brazil can become a key player with international soft power committed to humanitarian issues, fostering innovation and best practices.</li> <li>• Strengthening the operation's advocacy actions and strategies through more refined structuring that ensures accurate consideration of current and future risks and benefits regarding aspects of protection, as well as better institutional communication and alignment with implementing and operational partners, including the judiciary, bodies with a human rights mandate, civil society, and academia, among others, on issues affecting UNHCR's core mandate.</li> <li>• Analysing and update the UNHCR mandate received from the UN Secretary General in 2018 to manage a coherent and harmonised response to the situation in Venezuela, taking into account the current crisis in regional and global humanitarian funding.</li> </ul>
<b>Management response:</b>	<div> <input checked="" type="checkbox"/> Agree         <input type="checkbox"/> Partially agree         <input type="checkbox"/> Disagree       </div>
<b>Reasons (if partially agree or disagree):</b>	N/A

Unit or function responsible:		Representative, Protection, Liaison, Inter-Agency, FOs, Regional Bureau, HQ				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Promote Brazil's positioning at regional and international fora	Representative  Deputy Representative  Senior Protection Officer  Protection Officer  Liaison Officer  Inter-agency Officer  Regional Bureau  HQ	Support Brazil's active participation in various regional and international fora, including Chile Action Plan, CONARE's Mercosur Forum, Quito Process, Asylum Support Capacity Group, Consultations of Resettlement and Complementary Pathways, Global Refugee Forum and COP 30, among others.  Support the Ministry of Justice and Public Security, the Ministry of Foreign Affairs, as well as other relevant authorities, with data and technical inputs to inform and qualify Brazil's interventions in these strategic spaces, for them to share their best practices and set high standards for refugee protection with other States.  Provide technical assistance to Brazilian authorities to help the State in fulfilling and adequately reporting its commitments before these regional and international mechanisms.  Advocate for Brazil's financial support to UNHCR.	By end of 2025 – though this is an activity that has always been done and will continue in the operation	Started, ongoing	
2	Design and implement an institutional advocacy strategy	Representative  Deputy Representative  Programme Officer  Heads of Offices  Senior Protection Officer  Protection Officer	Building on the operation's engagement strategy, engage all relevant partner institutions in a coherent and systematic manner, making sure that efforts conducted with each actor are complementary and synergic.  Map the most relevant stakeholders to promote UNHCR's international protection agenda and convey its priorities and goals in a more frequent and regular manner, so to mobilize their contributions around the cause of refugees. Create opportunities to constantly brief stakeholders of priorities, new programmes, identified gaps, etc., including during yearly "strategic moments of reflections", celebratory dates and other events. These opportunities will allow UNHCR to jointly brief multiple actors and propose a common and articulated course of action, leveraging on the capacities	Continuous	Started	

		<i>Liaison Officer</i>  <i>Livelihoods Officer</i>  <i>PI Officer</i>	<p>and resources of each individual institution. Bilateral coordination will follow, as needed.</p> <p>In a scenario of budget and personnel cuts, continue to focus on strengthening ties with actors that can strongly support UNHCR's mandate in Brazil, including bodies with human rights mandates (Federal Public Defender's Office; Federal Public Prosecutor's Office; Federal Labor Prosecutor's Office); other actors within the justice system (National Council of Justice; National Association of Public Defenders); UN System, local governments, Sergio Vieira de Mello Academic Chairs, civil society, RLOs, the private sector, among others.</p>			
3	Adjust the R4V platform to the new regional context	<i>RBA</i>  <i>Inter-Agency Units</i>	Following the global financial crisis and structural review, adjust the R4V priorities and way of working. Pending advice of the Regional R4V platform and RBA.	By end of 2025	Pending RBA feedback	
<b>RECOMMENDATION 2:</b>		<p><b>Promote the consolidation of the functioning of the national asylum system based on the highest standards of international protection</b></p> <p><b>Suggested Actions</b></p> <ul style="list-style-type: none"> <li>• Maintaining the defence of respect for the minimum standards of protection and advocating for the higher standard from the supervisory role derived from the central mandate of the UNHCR.</li> <li>• Improve institutional (between partners) and public communication strategies on actions taken in situations where protection standards may be compromised.</li> <li>• Progressing on issues of specifying subjects in terms of protection needs and peculiarities, particularly vulnerable groups, involves harmonising criteria for different populations. This includes border protection screening, the RSD procedure with respect for specific human rights, voluntary internal relocation and local integration, and encompassing strategies and monitoring of protection integration (protection continuum).</li> <li>• Encouraging and support the Government of Brazil in drawing up an action plan to strengthen and consolidate the modernisation of the national asylum system in the medium term, based on the highest standards of protection, prioritising the maintenance of asylum as an instrument of protection, the visibility of and access to specific international protection mechanisms in a context of mixed movements, the reduction of the backlog and the decentralisation of CONARE's services.</li> <li>• Increasing knowledge and awareness about the availability of and access to gender-based violence services, in</li> </ul>				

		collaboration with CONARE and local specialist organisations.				
<b>Management response:</b>		<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
<b>Reasons (if partially agree or disagree):</b>		N/A				
<b>Unit or function responsible:</b>		Regional Bureau, Representative, Protection, FOs				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Support Brazilian authorities in strengthening the National Asylum System	Representative  Deputy Representative  Heads of Offices  Senior Protection Officer  Protection Officer  Liaison Officer  Regional Bureau	<p>Provide technical and material assistance to the National Refugee Authority (CG CONARE) with the secondment of two full-time staff (senior data management assistant + statistics and data analysis associate) and two part-time staff tasked to support the development and implementation of yearly action plans agreed with UNHCR.</p> <p>Such plans will include interventions to improve digitalization systems and strategies, streamline triage, update Country of Origin Information, strengthen prima facie processing according to specific profiles, standardize core administrative procedures for the processing of travel request and for the reopening of archived asylum claims, train CG CONARE staff in RSD, develop Communicating with Communities (CwC) resources to better inform asylum seekers about the asylum procedure and their rights in Brazil, explore the applicability of complementary legal pathways for individuals who do not qualify for international protection, expand CONARE's mandate to facilitate refugees' access to existing public policies that enhance their protection, including measures aimed at preventing and responding to gender-based violence, as well as initiatives that support their sustainable local integration.</p> <p>Promote an exchange of best practices with other national asylum systems and will also work to support CG CONARE in improving its governance structures, deepening its</p>	<p>This is an activity that has always been done and will continue in the operation</p>	Started, ongoing	

		decentralization strategies, so to strengthen the action of its local offices in São Paulo, Campinas and Rio de Janeiro.			
<b>RECOMMENDATION 3:</b>	<p><b>Promote the mainstreaming of refugee and international protection in government institutions and in public policies (state and municipal focus), in a context of growing mixed movements</b></p> <p><b>Suggested Actions</b></p> <ul style="list-style-type: none"> <li>• Assisting the Government of Brazil (through the Ministry of Justice and other sectoral ministries) in guaranteeing benchmark protection standards at regional level in the approval of the National Policy on Migration, Asylum and Statelessness and its coherence with the 1997 Asylum Law, in conjunction with the IOM, the ILO and other international organisations, as well as in the adoption of other public policies and government actions that may impact the refugee population.</li> <li>• Clearly defining the role of the UNHCR in the context of mixed movements in the country, based on its role as supervisor of the implementation of the 1951 Convention and in dialogue with the international guidelines of the body.</li> <li>• Strengthening the perception of asylum as an international right and instrument for humanitarian protection and not just for document regularization.</li> <li>• Continuing with advocacy and other actions in defence of the fact that other forms of complementary protection (such as humanitarian residences) do not guarantee the same safeguards of protection and access to rights as refugee status and therefore cannot be privileged for people in need of international protection to the detriment of this instrument.</li> <li>• Continuing defending the re-establishment of a narrative that favours asylum as an instrument of international protection even in contexts of mixed movements or massive flows.</li> <li>• Acting in all contexts while prioritising the centrality of protecting the rights of refugees</li> <li>• Strengthening the joint work with other organisations, agencies, funds, programmes and bodies of the UN System, as well as national institutions, to promote protection-sensitive mechanisms along the points of arrival, transit and settlement in the country, in a whole-of-the-journey and protection continuum approach and even in contexts of mixed movements.</li> <li>• Strengthening and expanding networks of cooperation and exchange of information at municipal level (in prioritised localities) between bodies responsible for registering refugees and migrants (e.g. Federal Police, SiSCONARE, health, education), to improve the form and timing of access to documentation (including CPF), analysis and inclusion in public services.</li> <li>• Based on the experience and lessons learned within the framework of Operation Welcome, promoting preparedness mechanisms for displacement situations in border locations (Acre, Rondônia, Amapá, among others) that are provided for in national public policies, to be implemented in coordination with local authorities (states and</li> </ul>				

		municipalities) through budget lines established for this purpose, in a sustainable manner. Leverage the National Policy to liaise with Casa Civil and relevant line ministries and local governments to support the development of preparedness mechanisms for displacement situations in border areas.			
Management response:		<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree			
Reasons (if partially agree or disagree):		N/A			
Unit or function responsible:		Regional Bureau, Representative, Protection, Liaison, Interagency, FOs			
Top-line planned actions		By whom	Comments	Expected completion date	<div>Progress</div> <div>StatusComments</div>
1	Advocate for the consistent application and enforcement of international protection standards within the context of mixed movements	<div>Representative</div> <div>Deputy Representative</div> <div>Heads of Offices</div> <div>Senior Protection Officer</div> <div>Protection Officer</div> <div>Liaison Officer</div> <div>PI Officer</div>	<div>Engage in advocacy with the Ministry of Justice and Public Security to promote the establishment of protection-sensitive entry mechanisms in key border points such as Pacaraima and Guarulhos international airport, among others. Such mechanisms, designed to facilitate the screening of individuals in need of international protection within mixed movement contexts, should ensure the prompt identification of persons of concern and their access to appropriate counselling services, thereby enabling them to make informed decisions regarding the type of documentation to pursue upon arrival in Brazilian territory. Advocacy efforts shall aim to promote a complementary, rather than substitutive, approach to migratory pathways in relation to the right to seek asylum, ensuring that alternative legal avenues do not undermine access to international protection. Moreover, in cases where the international protection needs of specific caseloads are manifest and do not fall within the scope of mixed movements—such as individuals originating from Afghanistan— UNHCR shall advocate for their recognition as refugees in accordance with applicable legal frameworks, in order to guarantee the rights and safeguards afforded under asylum status.</div> <div>Continue undertaking regular monitoring missions at strategic border locations to assess and document</div>	Continuous	Started

			<p>prevailing trends and operational practices, with the objective of systematically informing counterparts within the Ministry of Justice and Public Security (MJSP) of persistent gaps and challenges, thereby contributing to evidence-based policy development and implementation. Due to budget constraints, field missions in locations where UNHCR does not have an office will happen only once a year, and will be complemented with remote monitoring activities throughout the year.</p> <p>Strengthen external communication on UNHCR's mandate, clarifying that the scope and reach of the agency extends beyond asylum seekers, recognized refugees and stateless people, to also encompass any person with international protection needs, regardless of the type of documentation these opted for.</p>			
2	<p><b>Assist Brazilian authorities in the launch and implementation of the National Policy on Migrants, Refugees and Stateless Persons</b></p>	<p><i>Representative</i></p> <p><i>Deputy Representative</i></p> <p><i>Programme Officer</i></p> <p><i>Heads of Offices</i></p> <p><i>Senior Protection Officer</i></p> <p><i>Protection Officer</i></p> <p><i>Liaison Officer</i></p>	<p>Provide technical assistance to the Ministry of Justice and Public Security (MJSP), including through the deployment of a full-time seconded staff member, in the formulation of the National Policy and the development of a corresponding National Action Plan. The Action Plan should articulate specific measures, performance indicators, targets, responsible governmental entities, and an allocated budget, thereby ensuring the effective and coordinated implementation of the Policy.</p> <p>Support the activation and engagement of State and Municipal Councils and Committees in the implementation of the National Policy, including through targeted advocacy and capacity-building initiatives. Facilitate the organization of informative sessions aimed at fostering institutional commitment and awareness among these bodies. Additionally, provide technical assistance to enhance the quality and coherence of local policies and interventions, ensuring their alignment with the objectives and operational framework of both the National Policy and the National Action Plan.</p> <p>Building on the framework established by the National Policy and its corresponding National Action Plan, and drawing from the operational experience of Operation Welcome, advocate for the creation of humanitarian preparedness and response mechanisms applicable at all border locations.</p>	<p><i>August 2025 – National Policy</i></p> <p><i>July 2026 – Action Plan</i></p> <p><i>December 2029 – Implementation of Action Plan</i></p>	Ongoing	



			These mechanisms should be designed to ensure a timely, coordinated, and rights-based response in the event of sudden and/or sustained influxes of refugees and migrants.			
<b>RECOMMENDATION 4:</b>		<p><b>Continue working with the Government of Brazil towards the transformation of Operation Welcome from a specific emergency humanitarian response to Venezuelan displacement into a mechanism for responding to forced displacements of population, integrated into public institutions and policies</b></p> <p><b>Suggested Actions</b></p> <ul style="list-style-type: none"> <li>Supporting the Government of Brazil in the evolution of a humanitarian response architecture in Roraima into a border management and assistance system that is sensitive to protection and integrated with federal, state and municipal institutions and social public policy management mechanisms. <ul style="list-style-type: none"> <li>Including a plan for the gradual transfer of responsibilities with clear benchmarks and indicators to measure progress.</li> <li>Assisting the Government of Brazil and other actors in developing sustainable strategies in supporting the inclusion and protection of refugees at the state and municipal levels</li> </ul> </li> <li>Exploring with the Government of Brazil and international financial institutions (World Bank, Inter-American Development Bank) and regional organisations (Andean Community of Nations) the mobilisation of funds for inclusive development projects in municipalities in the state of Roraima affected by forced displacement.</li> </ul>				
<b>Management response:</b>		<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
<b>Reasons (if partially agree or disagree):</b>		N/A				
<b>Unit or function responsible:</b>		Representative, Liaison, Protection, Regional Bureau, Livelihoods, Inter-Agency, SOFOS				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Strengthen UN-led inter-agency coordination to support the Government of Brazil in evolving Operation Welcome into	Representative  Deputy Representative  Liaison  Inter-Agency Coordination	Leveraging its coordination mandate and protection expertise, UNHCR has proactively brought together IOM, UNICEF, and UNFPA to align agency-specific mandates and operational capacities in support of a more strategic, sustainable, and government-led approach to Operation Welcome, for both refugees and migrants. This joint positioning directly supported and informed the recent federal government-led workshop on mapping needs, operational gaps, and sustainability options for the future of the Operation.	Ongoing - Continuous	Ongoing	

	an integrated response to forced displacement	<i>Protection</i> <i>Livelihoods</i> <i>Sub-Office Boa Vista</i>	<p>Convening UN agencies at Brasilia and Boa Vista/Roraima levels to align around a shared vision for future response; facilitating joint planning linked to R4V Brazil and the UN Cooperation Framework / RG5; ensuring coordination is cost-effective, protection-sensitive, and integrated with public systems.</p> <p>It is worth noting, however, that convening the R4V structure for a strategic alignment amongst different partner organizations to improve advocacy with the Government in key areas has proved challenging due to IOM's position of not discussing matters related to the response without the Government's participation. The approach has jeopardized the UN and NGOs role of designing advocacy strategies to issues which would require the Government to adjust its approach or positioning – e.g., having a long-term transition plan for Operation Welcome, to gradually mainstream and increase local authorities ownership of the response.</p> <p>Leveraging its coordination mandate and protection expertise, UNHCR has proactively brought together IOM, UNICEF, and UNFPA to align agency-specific mandates and operational capacities in support of a more strategic, sustainable, and government-led approach to Operation Welcome, for both refugees and migrants. This joint positioning directly supported and informed the recent federal government-led workshop on mapping needs, operational gaps, and sustainability options for the future of the Operation.</p>			
2	Design of UNHCR Brazil Internal Vision and Strategy for OPAC	<i>Representative</i> <i>Deputy Representative</i> <i>Liaison</i> <i>Inter-Agency Coordination</i> <i>Protection</i>	<p>The operation has convened a dedicated internal SMT workshop to discuss the vision, strategy and expected results of a mid-term plan to improve local ownership of Operation Welcome, transfer of responsibilities to authorities and efficiency gains. A note was drafted and currently guides the team advocacy efforts and 2026 planning.</p>	Completed		

		<i>Livelihoods</i> <i>Sub-Office Boa Vista</i>				
3	<b>Active contribution to the transformation of OPAC through process rationalization, cost reduction, and adoption of intersectoral measures to continue providing services at the same or higher quality.</b>	<i>Representative</i>  <i>Deputy Representative</i>  <i>Liaison</i>  <i>Inter-Agency Coordination</i>  <i>Protection</i>  <i>Livelihoods</i>  <i>Sub-Office Boa Vista</i>	<p>Thanks to UNHCR's advocacy, a Government-led workshop was held with Casa Civil, MDS, MJSP, MD, MRE, MS, MEC, MDHC, MT, UNHCR, IOM, UNICEF, UNFPA to identify opportunities for optimization, based in current and prospective scenario and considering UN's resources reduction in 2025/26. Some processes and structures were redefined based on cost/resources reduction.</p>	Completed - continuous		
4	<b>Mobilizing International Cooperation for Inclusive Development in Roraima and in other regions of the country</b>	 Representative  Deputy Representative  Development  Protection and Solutions  Field Offices	<p>Explore, in coordination with the Government of Brazil, opportunities for technical and financial cooperation with the World Bank, the Inter-American Development Bank (IDB), and regional organizations, as well as national financing instruments and public/private partnership, to develop projects aimed at strengthening the capacity of relevant states and municipalities, particularly in Roraima, for the socioeconomic inclusion of refugees and forced displaced persons. These initiatives should prioritize areas such as education, employment, social assistance, infrastructure, and production of evidence to support the design of inclusive public policies, with a focus on municipal and state-level implementation.</p> <p>IDB has already indicated that it will make an investment in education in Roraima, which is still in the planning phase. There has already been an IDB mission to Boa Vista with support from UNHCR.</p>			
<b>RECOMMENDATION 5:</b>		<b>Strengthen the localisation approach of UNHCR Brazil's strategy and actions (with a sustainable response perspective)</b> <b>Suggested Actions</b> <ul style="list-style-type: none"> <li>Strengthening the "cross-cutting" approach" of protection work with partnerships with states and municipalities, public bodies (especially with human rights mandates), civil society, organisations led by refugees and Universities through the</li> </ul>				

		<p>Sérgio Vieira de Mello Chair as a priority, but not only for direct assistance, but for the implementation of International Refugee Law, and as a strategy for the sustainability of preparedness for future flows and challenges.</p> <ul style="list-style-type: none"> <li>Strengthening the UNHCR's role in supporting refugee-led organisations, promoting training in fundraising, project preparation and accountability, to increase their sustainability. In addition, facilitate the dialogue of these organisations with municipalities, state governments and parliamentarians, expanding access to public resources, to strengthen their performance and impact.</li> </ul>				
<b>Management response:</b>		<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
<b>Reasons (if partially agree or disagree):</b>		N/A				
<b>Unit or function responsible:</b>		Protection, Program, FOs				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Promote and technically support councils and committees (at state and municipal level) tasked to develop and oversee public policies and public services delivery for refugees and migrants	Representative Deputy Representative Senior Protection Officer Protection Officer Livelihoods Officer Liaison Officer Heads of Office	<p>Advocate with local authorities for the establishment and maintenance of multi-stakeholder councils and committees to address the challenges and barriers faced by refugees in their local integration process. Ensure the meaningful engagement in these coordination spaces of key secretaries of the local executive branch, as well as civil society organizations, academic institutions and refugee leaders.</p> <p>Technically assist these bodies in the development, implementation and monitoring of public policies, with the aim of streamlining the coordination among all relevant actors and enhancing the effectiveness of protection and integration public services. UNHCR will support these bodies in the roll-out of the National Policy for Migrants, Refugees and Stateless Persons, as well as the recommendations that emerged at local level in the framework of the COMIGRAR consultative process. Also, support will be provided for the consolidation and regular updates of local referral pathways for the access of refugees to basic rights, as well as economic inclusion.</p> <p>Due to budgetary restrictions, UNHCR will be able to closely support only a reduced number of councils and committees.</p>	August 2027	Started, ongoing	

			selecting those that are demonstrating the strongest political will to help refugees in finding solutions to their challenges.			
2	Technically support the National Forum of State Councils and Committees for Refugees, Stateless Persons, and Migrants (FONACCERAM) to articulate and leverage the efforts of local Councils and Committees before the Federal Government	Representative Deputy Representative Senior Protection Officer Protection Officer Livelihoods Officer Liaison Officer	<p>Strengthen the capacity of FONACCERAM to act as a coordination forum for State Councils and Committees, improving the alignment and effectiveness of joint advocacy interventions before Federal authorities, while also promoting a harmonization of local policies approaches by its individual members, including vis-à-vis the implementation of the National Policy on Migration, Asylum and Statelessness.</p> <p>UNHCR -together with IOM- will act as technical secretariat of FONACCERAM, assisting its members in adopting yearly workplans, conducting quarterly meetings and holding yearly meetings. Support will be provided also for the setting up of robust internal governance mechanisms.</p> <p>UNHCR will further qualify the activities of FONACCERAM by providing trainings, ongoing technical assistance and promoting an exchange of best practices among its members.</p>	August 2027	Started, Ongoing	
3	Promote and support the Sergio Vieira de Mello Academic Chairs (CSVM) Network to further the Engagement of Universities in the protection and integration of refugees	Senior Protection Officer Protection Officer Heads of Office	<p>Advocate with Universities to join the Catedra Sergio Vieira de Mello Network by: (i) including refugee studies in their academic curricula; (ii) establishing simplified enrolment procedures for refugees; (iii) targeting refugees through social-interest projects -<i>projetos de extensão</i>; (iv) conducting academic research on international protection and refugee issues.</p> <p>Support the CSVM Network by acting as its technical secretariat, assisting its members in adopting yearly workplans, conducting quarterly meetings, holding a yearly meeting and drafting a yearly report.</p> <p>Build the capacities of Universities delivering social interest projects (<i>projetos de extensão</i>) by providing technical trainings and promoting the exchange of best practices among the network members, to strengthen their role as service providers in local protection and integration networks.</p>	August 2027	Started, Ongoing	

			<p>Promote the active participation of CSVN in national political participation spaces, as well as regional and international processes (C+40, GRF, COP30 etc) for them to qualify and contribute to ongoing debates related to international protection and refugee issues, and support effective decision-making.</p> <p>Support the CSVN Network in streamlining its governance to improve its internal functioning and support its fundraising efforts, with the aim of promoting the sustainability of its initiatives and interventions in the long run.</p>			
5	<p><b>Empower refugee-led organizations to deliver effective services and promote peaceful coexistence in their communities, as well as to meaningfully participate in the making of decisions that affect them.</b></p>	<p>Senior Protection Officer</p> <p>Protection Officer</p> <p>CBP Assistant</p> <p>Heads of Office</p>	<p>Map and engage refugee-led organizations, regularly sharing with them information and external resources/opportunities that can support them in their activities. Efforts will be devoted also to connect these organizations with relevant governmental and private institutions who can contribute to leverage their interventions.</p> <p>Provide technical trainings to these actors to better qualify the protection and integration services they deliver in their communities. Special attention will be given to the strengthening of their abilities to navigate Brazilian institutions, orientate and refer to public services other fellow refugees who are encountering challenges and barriers to access basic rights and economic integration. RLOs led by women will be also trained on the prevention and mitigation of gender-based violence (GBV) to promote a more equal power relations among men and women in their communities.</p> <p>Support the institutional consolidation of these stakeholders by guiding them in the process of formal registration in Brazil and by building their capacities in the domain of fundraising, with the aim of helping them achieving sustainability in the long run.</p> <p>Whenever resources will be available support the most effective and impactful RLOs with grants to sponsor their interventions.</p>	August 2027	Started, ongoing	

			Foster collaboration and partnerships between RLOs and other stakeholders that can support the design and implementation of their initiatives. For example, advocate with CSVM Universities to provide a dedicated space where these actors can convene, coordinate, and carry out their activities.			
RECOMMENDATION 6:	<p><b>Rethink the role of the UNHCR with regard to displacement caused by extreme weather events.</b></p> <p><b>Suggested Actions</b></p> <ul style="list-style-type: none"><li>• Strengthening and improving internal and external communication strategies and content on the rationale(s) for engaging in climate action, based on UNHCR's core mandate.</li><li>• Strengthening coordination with government institutions and the UN system in the context of climate action to ensure predictability, complementarity and synergies, and avoid the perception of selectivity.</li><li>• Lobbying the Government of Brazil and other actors to prioritise the inclusion of the issue of displacement and refugees in climate actions and in the risk and disaster reduction plans of specialised national institutions.</li></ul>					
Management response:	<div><input checked="" type="checkbox"/> Agree</div> <div><input type="checkbox"/> Partially agree</div> <div><input type="checkbox"/> Disagree</div>					
Reasons (if partially agree or disagree):	<p>Although there are strengthening and improvements to be made, the operation has substantially developed its climate action strategy in the past two years, following the global guidance and leveraging on regional and national opportunities, including C+40 and COP30, and the elaboration of the National Climate Plan by the government. UNHCR is being increasingly perceived as a relevant actor in climate and disaster related discussions in Brazil, and continues to expand partnerships with relevant and expert actors from all sectors. Within the operation, communication and coordination on rationale(s) for engaging in climate action have been well-advanced, especially through the internal climate action working group formed in September 2024. The climate action working group is also engaging in strengthening the coordination with other UN agencies by inviting specialists for a knowledge-sharing session. In addition, following the Rio Grande do Sul flood disaster in April 2024, UNHCR Brazil has well-positioned its core mandate on climate action to the government counterparts and the UN system, emphasizing the inclusion of refugees and other forcibly displaced people in national policies, action plans, risk and disaster reductions plans, discussion tables and major events (such as the COP30), among others. UNHCR Brazil's climate action has been showcased as a good practice by the Regional Bureau of the Americas and the HQ, being flagged in the global report and being selected as one of the countries to assess its climate action readiness.</p>					
Unit or function responsible:	Representative, Protection, Liaison, Livelihoods, SOFOS, Interagency, External Relations, Regional Bureau					
Top-line planned actions	By whom	Comments	Expected completion date	Progress		
				Status	Comments	

1	<b>Publish UNHCR Brazil national strategy on climate action</b>	Protection, Livelihoods, SO/FOs, Interagency, External Relations, Regional Bureau	<p>Finalize a national strategy on climate action, linked to UNHCR's core mandate, compiling the different resources, strategies and action points scattered in various locations, under the coordination of the Protection unit at the Country Office.</p> <p>Actively present the strategy to key stakeholders from the government, private sector, civil society, RLOs, academia and donors to improve the understanding support to UNHCR's approach to climate action.</p>	31 December 2025	<i>Planned</i>	
2	<b>Regularly publish updated climate action factsheet (UNHCR Brazil Climate &amp; Sustainability Interventions) for external audiences</b>	Protection, Livelihoods, SO/FOs, Interagency, External Relations	<p>The operation has published its climate action factsheet in May 2023, May 2024 and November 2024. To regularly showcase the ongoing work on climate action, the operation to update the factsheet on a minimum of 6 months-basis.</p> <p>Actively and regularly present the factsheets to key stakeholders from the government, private sector, civil society, RLOs, academia and donors to improve the understanding support to UNHCR's approach to climate action.</p>	31 July 2025 and 31 December 2025	<i>Ongoing</i>	
3	<b>Strengthen coordination with UN agencies</b>	Representative, Protection, Livelihoods, SO/FOs, Interagency	In its capacity as co-chair of the UN Cooperation Framework/Results Group 5 (RG5), UNHCR has led inter-agency coordination efforts around climate action, notably during the 2024 climate emergency response in Rio Grande do Sul, and throughout 2025 in the recovery and monitoring phase. These efforts laid the foundation for strengthened collaboration with UN agencies by promoting regular information exchange, joint analysis, and integration of refugee protection into preparedness and climate resilience planning. This coordination also positioned UNHCR as a key actor in advancing the inclusion of forcibly displaced persons in climate-related discussions within the UNCT.	<i>Continuous</i>	<i>Ongoing</i>	
4	<b>Internal Contingency Plan for Climate-emergency Situations</b>	Representative, Inter-agency, Protection, Livelihoods, Programme, Supply, DIMA, External Relations, Sub-Office Sao Paulo, Field Unit Porto Alegre	UNHCR developed an internal Contingency Plan (CP) for climate-related emergencies, based on operational lessons and protection insights from the 2024 floods in Rio Grande do Sul. The plan reaffirms UNHCR's protection mandate and presence in southern Brazil, aligns with national disaster frameworks and global policies, and emphasizes inclusive, community-centered response. It also serves as a preparedness tool and a replicable model for future climate emergencies in Brazil.	1 July 2025	<i>Completed</i>	



5	Lobby the governmental counterparts to strengthen collaboration	Representative, Protection, Liaison, Livelihoods, SO/FOs, Interagency	<p>To strengthen coordination with the governmental counterparts (i.e. Ministry of Environment and Climate Change), ensuring the inclusion of refugees and other forcibly displaced people in the discussion of climate action, and the inclusion of the linkage of climate change and forced displacement in national policies and action plans.</p> <p>Provide technical workshops/trainings on UNHCR's core mandate and the linkages of climate change and forced displacement.</p>	Continuous	Ongoing	
6	Scaled up Comms to position the issue of human displacement in the climate agenda	Representative Comms ExtRel Protection	<p>UNHCR Brazil is also constantly pushing the agenda setting related to press coverage on climate change to consider the perspective of people who were forced to flee their countries due to climate and disasters. As response, refugees in such situation have been part of a national campaign (Legados da Esperança) and Brazil will be part of the global campaign Hardest Hit, a card game was produced and released as an education tool to engage public students on this debate, cultural activities and exhibitions were and will be implemented in different places, and a guide of concepts and references is under production to mobilize journalists on the responsible coverage.</p>	Ongoing – COP30 will culminate with the completion of several comms activities in this regard (November 2025)	Started, ongoing	
RECOMMENDATION 7		<p><b>Strengthen the socio-economic integration of especially vulnerable refugees and migrants.</b></p> <p><b>Suggested Actions</b></p> <ul style="list-style-type: none"> <li>• Strengthening partnership agreements and increase advocacy with other organisations that work with vulnerable populations to increase the presence and activities of partner organisations in the global South that specialise in economic integration.</li> <li>• Raising awareness among the private sector and public administrations in the northern regions of Brazil to promote company hubs that are more engaged in the recruitment of vulnerable profiles.</li> <li>• Aligning solutions for the refugee and migrant population with companies using a language that is closer to business strategy and not so much to humanitarian awareness, working with a focus on value policies rather than diversity programmes that are more susceptible to variations in dominant ideological attitudes.</li> <li>• Establishing and strengthening partnerships with development actors to include the integration of refugees and migrants in government and companies' programmes and projects.</li> <li>• Strengthening partnerships with vocational training institutions such as SENAI, SENAC and SEBRAE and with Labor Agencies. One example would be initiatives such as allocating a percentage of vacancies to refugees and providing training for agents in</li> </ul>				

	<p>these spaces, with the aim of facilitating and improving service to the target public.</p> <ul style="list-style-type: none"> <li>Integrating women: <ul style="list-style-type: none"> <li>Advocating alongside UN Women and the Government of Brazil to include the hiring of women in tax exemption programmes for existing companies that hire female heads of single-parent families, including refugees and migrants.</li> <li>Advocating alongside UN Women to companies at the corporate policy level for the hiring of women or businesses led by migrant and refugee women throughout the company's value chain.</li> </ul> </li> <li>Integrating of indigenous people: <ul style="list-style-type: none"> <li>Expanding dialog with local governments on public policies for housing and access to land for the Warao indigenous refugee and migrant population throughout the territory</li> <li>Advocating alongside UNICEF to local governments for implementing intercultural and trilingual classrooms in public schools for indigenous Warao children and young people</li> <li>Advocating with UNICEF and local governments for implementing intercultural and trilingual EJA classrooms for Warao indigenous adults</li> </ul> </li> </ul>			
<b>Management response:</b>	<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree			
<b>Reasons (if partially agree or disagree):</b>	N/A			
<b>Unit or function responsible:</b>	Livelihoods, Protection, Programmes, Field Offices, Comms			
<b>Top-line planned actions</b>	<b>By whom</b>	<b>Comments</b>	<b>Expected completion date</b>	<b>Progress</b>
				<div>Status</div> <div>Comments</div>

1	<b>Scale up the Companies with Refugees Forum and expand its capacity for local engagement</b>	<i>Livelihoods</i> <i>Field offices</i> <i>Comms</i> <i>PSP</i> <i>Protection</i>	Expand the Companies with Refugees Forum by increasing its membership by a minimum of 20% per year and through setting up local hubs aiming to increase employability of refugees in strategic states. The first hub was launched in Amazonas in June 2025. The next hubs are scheduled for Paraná and Rio Grande do Sul later in 2025, increasing the presence and engagement of the private sector in the economic inclusion of refugees in these states. Additionally, the Operation is strengthening its capacity to map and engage organizations that provide support to job placement of refugees and other vulnerable populations, aiming to configure employability networks in states to optimize hiring processes.	<i>End of 2025</i>	<i>Ongoing</i>	<i>[any other information pertaining to implementing the action]</i>
2	<b>Develop studies on socioeconomic inclusion</b>	<i>Livelihoods</i>	To strengthen engagement with the private sector, the strategy aims to align refugee and forced displaced inclusion efforts with business-oriented language and value-driven policies, moving beyond solely humanitarian and diversity narratives. As part of this approach, a study will be conducted, in partnership with development actors, on the economic impact of refugee inclusion in the labor market and the potential economic benefits for companies. The findings will help expand the messaging of the Companies with Refugees Forum, reinforcing the business case for hiring refugees.	<i>Mid 2026</i>	<i>Planned</i>	<i>[any other information pertaining to implementing the action]</i>
3	<b>Strengthen partnerships with development actors</b>	<i>Livelihoods</i>	Conduct mapping of development actors to identify new partnership opportunities and strengthening relationships with key institutions such as the World Bank, the Inter-American Development Bank (IDB), IFC and JICA. The goal is to promote collaboration on refugee and forced displaced inclusion through technical partnerships and potential funding for livelihoods programs and projects	<i>Continuous</i>	<i>Ongoing</i>	

4	Strengthen partnerships with vocational training institutions and labor agencies	Livelihoods	Expand partnerships with the so called "S System". A MoU was signed with SEBRAE in early 2025. An agreement with the National Confederation of Commerce (CNC) is also being planned, opening doors to increase our partnership with SENAC (commerce). At local level, a partnership with FIERGS (Industry federation in Rio Grande do Sul state) is in the final stages of negotiation, with the goal of engaging local SENAI(Industry) to implement targeted training programs for refugees. These efforts aim to expand access to vocational training opportunities and improve the quality of services offered to the refugee population. UNHCR has been conducting training to SINE personnel network (public employment agencies) aiming to improve access of refugees to the public employment system aiming to achieve job opportunities and decent work	Continuous	Ongoing	
5	Integrate women and indigenous people	Livelihoods Field offices Protection Liaison	Along with UN Women and the Brazilian Network of the Global Compact, expand the project "Empowering Refugee Women" and "Strong Women" aiming to increase women's access to vocational trainings, including to strengthen soft skills, leading to increased access to job opportunities, and businesses opportunities for women entrepreneurs, particularly the heads of single-parent families. Strengthen advocacy with Federal Government (Ministry of Social Development, Ministry of Labor and Ministry of Women) to expand inclusion of women in governmental programs. Mainstream the inclusion of indigenous refugees in programs designed for refugees' access to capacity building, employment and entrepreneurship, including the youth.	Continuous	Ongoing	
<b>RECOMMENDATION 8:</b>		<p><b>Review the mechanisms for organising and distributing the workforce between offices and improve internal and external communication</b></p> <p><b>Suggested Actions</b></p> <ul style="list-style-type: none"> <li>Adjusting the distribution of human resources within UNHCR Brazil and strengthen the expertise in relation to the needs in terms of protection and solutions and in function of each field office: <ul style="list-style-type: none"> <li>Based on a more in-depth analysis of each of the field offices, redistributing the workforce between the country office and the Boa vista and São Paulo offices and between the key functional units,</li> <li>Promoting internal mobility, so that more experienced employees can share their knowledge with new teams.</li> </ul> </li> </ul>				

	<ul style="list-style-type: none"> <li>• Developing the process of nationalising positions, prioritising international profiles only for key positions.</li> <li>• Improving information sharing and coordination between the heads of offices, units and their technical field teams: <ul style="list-style-type: none"> <li>– regular all-staff meetings and specific unit meetings,</li> <li>– improving communication practices (bottom-up and top-down)</li> <li>– use of technology (collaborative platforms).</li> </ul> </li> <li>• Clarifying the composition of the committees for thematic areas, rather than having a single MFT that does not always include focal points for thematic areas, and ensuring that information reaches all MFT members from the outset.</li> <li>• Defining the responsibilities and functions of external communication between the Brasilia office and the field offices, especially regarding institutions and partners, to clarify who communicates with whom, where and on what subjects.</li> <li>• Drawing up standard instructions and developing SOPs for newcomers at all levels to avoid reinventing mechanisms and keeping existing processes running in an operation with high turnover and loss of institutional knowledge.</li> </ul>
<b>Management response:</b>	<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree
<b>Reasons (if partially agree or disagree):</b>	<p>The operation considered most of the suggestions appropriate, with a partial agreement related to the first suggestion, for the reasons outlines below.</p> <p>UNHCR Brazil already started the year of 2025 with a 30% decrease of ABOD and 17% decrease in OPS compared to 2024. On staffing, though the funding remained stable, the operation started the year with less FTA positions, due to discontinuations and downgrades, as well as the increase in salary scale. Although the funding cuts responded to a previous global realignment exercise, the rationale behind the selection of positions also observed key developments in the operational environment of each region in Brazil, including 1) the important handover of shelter management to the Government after years of advocacy, which released UNHCR from CCCM, registration and overall management of four shelters; and 2) the creation of a Field Unit in Porto Alegre, which also required the relocation of positions for this strategic location for the integration of refugees. Therefore, the operation is not in agreement with the suggestion that there is a need to “redistribute the workforce between the country office and the Boa vista and São Paulo offices”, particularly because the operational environments in these locations was affected by the abovementioned changes, which was reflected in the staffing structure.</p> <p>Moreover, the impact of the 2025 global structural review due to the financial crisis cannot be overlooked in achieving part of the proposals – particularly in regard to the redistribution of human resources across the different offices/units and the promotion of internal mobility.</p>

	<p>The operation started 2025 with 159 positions, including FTAs, TAs and AWF; distributed across seven offices. During the 2nd OL reduction exercise (February 2025) 27% of the total workforce was reduced (43 positions: 12 FTAs, 3 TAs and 28 AWF). With the third OL reduction (May 2025), the operation discontinued an additional 11 FTA positions, mostly international; and downgraded two international FTA positions. To secure a core staffing structure of critical functions, the operation created 07 new FTA national positions. As of September 2025, the staffing structure is expected to comprise 118 personnel, including some temporary positions (such as TAs, JPOs, IUNVs). One Field Unit in Belém was scheduled for closure after COP30 in November 2025, with the Sub-Office Boa Vista and Field Office Manaus downgraded to Field Office and Field Unit respectively. Staff cuts and offices' closure or downsizing weakened operational capacity, while partnerships shrank by 40% - most of which comprised partner staff engaged in the delivery of protection and solutions activities.</p> <p>During the structural review of the operation in Brazil, the following parameters were observed:</p> <ul style="list-style-type: none"><li>A) Merging of functions, to achieve savings and centralization of support functions, to the extent possible.</li><li>B) Leaner office presence, aligned with prioritized strategic interventions.</li><li>C) Nationalization of positions, which follows a trend of recent years; however, some of the current nationalizations are motivated purely by funding limitations rather than by an analysis of the added value of national versus international staff.</li><li>D) Regularization of key AWF positions aligned with the strategic priorities of the operation.</li></ul> <p>It must be noted that the reduced staff ceiling does not always allow for a logic structure in terms of level of the positions within a unit or an office and consistencies among units.</p> <p>In relation to the other suggestions, the operation agrees with all and has designed the action plan outlined below.</p>				
Unit or function responsible:	Representative, Deputy Representative, HR, Admin/Finance\IT, SO\FOS				
Top-line planned actions	By whom	Comments	Expected completion date	Progress	
				Status	Comments

1	<b>Note for the Files on rationale for prioritization of activities and staffing review following the global structural review</b>	<i>Representative; Deputy Representative</i>	<p>Two NFFs were drafted to keep record of the rationale for the decision making during the first semester of 2025 in which, due to the global financial crisis, UNHCR operation in Brazil went through three consecutive OL reductions – from an initial OL of 16.9M down to a final target OL of 10.5M.</p> <p>The first NFF explains the rationale for prioritization of activities, including an analysis on programmatic implications, reputational risks and impact on the people we serve.</p> <p>The second NFF explains the rationale for the structural staffing review in Brazil, including the merging of functions, establishment of new units and closure or downgrade of field offices.</p>	<i>Completed</i>	<i>Completed</i>	<i>The content of both NFFs was shared during all staff meetings, with the full NFF files shared with the SMT and RBA.</i>
2	<b>Compendiums for recruitment of new FTA and AWF (earmarked funding) positions</b>	<i>CO HR and Deputy Representative</i>	Newly created positions are advertised through compendiums to enable staff to have the full overview of vacancies and strategically plan their applications, according to professional growth plans. Though staff affected by position cuts are to be prioritized, internal mobility is also foreseen and encouraged.	<i>September 2025</i>	<i>Ongoing</i>	<i>Two compendiums already advertised, recruitment ongoing; with one additional compendium expected to be advertised later in July</i>
3	<b>Regular All Staff Meetings and all staff info-sharing</b>	<i>Representative; Deputy Representative</i>	<p>A poll was launched to all staff and the team agreed to host all-staff meetings every two months. Since Q4 of 2024, all staff meetings have taken place according to the schedule, with ppt files recording the presentations and discussions.</p> <p>In addition, ad hoc thematic sessions have been more often organized to share with all staff key initiatives, new reports and projects with all staff (such as results of participatory assessments, CwC tools, interiorization, and new earmarked funding leading to OL increases)</p>	<i>Permanent/ ongoing</i>	<i>Ongoing</i>	<i>All staff meetings regularly taking place since Q4 2024; thematic sessions recorded</i>

4	Updated Organigramme	HR	Share the updated Organigramme and revised AoRs as of 1 <sup>st</sup> September 2025, following the comprehensive operational and staffing review	September 2025	Ongoing	<i>Last day of discontinued positions is 30<sup>th</sup> August. The updated structure will be shared on 1<sup>st</sup> September with all staff. It has already been shared and cleared with the SMT.</i>
5	Compilation of all SOPs; briefing with newcomers	Deputy Representative and Heads of CO Units	A Teams Channel was created and is available to all staff compiling SOPs from all functional units, in a more accessible manner. Executive Office organizes briefing with CO Units once new staff joins the operation.	Completed / continuous	Continuous	<i>Continuous update, as new SOPs are launched</i>
<b>RECOMMENDATION 9:</b>		<p><b>Strengthen efforts to diversify UNHCR's funding model in Brazil and increase Brazil's contribution as a Member State to corporate funding.</b></p> <p><b>Suggested Actions</b></p> <ul style="list-style-type: none"> <li>• Exploring, alongside the Government of Brazil, possible mechanisms and increases in state financial contributions to boost Brazil's regional and international positioning on asylum and international protection (see strategic dimension recommendation).</li> <li>• Capitalising on and continue the operation's efforts and good practices to broaden the diversification of donors and strengthen the stability of the operation's local financing. <ul style="list-style-type: none"> <li>• Improving accountability for donors, institutions, partners, and the general public as a measure to strengthening credibility and trust for all types of potential donors.</li> </ul> </li> </ul>				
<b>Management response:</b>		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
<b>Reasons (if partially agree or disagree):</b>		In 2024, PRM funded, on average, 47% of each budget line of the OL. Historically, PRM has allocated funding to cover more than half of staff and ABOD costs, as most donors prefer not to fund these categories. Additionally, PRM has supported overhead expenses for all partners, including administrative costs that other donors are less likely to cover, such as office expenses, administrative staff salaries, and utilities. UNOPS has also been budgeted under PRM. UNHCR				



		<p>Brazil has successfully diversified funding sources in previous years. In 2025, approximately USD 9M was secured through earmarked funding (received or committed in the pipeline) from 11 non-US sources. This amount includes funding allocated through HQ cost centers (USD 15,000 through UNHCR-IFC Joint Initiative, and approximately USD 200,000 through Innovation Grants). Some of these funding sources are also eligible for OL increases as per the existing RAF, with innovative pilots for the Americas such as a USD 1M contribution from Islamic Relief USA and an additional USD1M from the Chinese private company LONGi. Nonetheless, only some 25% of the non-US earmarked funding could be allocated to STAFF and ABOD costs. With UNHCR's core global budget reduced, staffing and ABOD budgets had to be targeted for further reductions at field level.</p> <p>A Strategy for External Relations was designed for the operation in Brazil, available to the Evaluation Team</p>				
<b>Unit or function responsible:</b>		Representative, Deputy Representative, Comms, PSP, Donors - External Relations, Programme, Project Control, Regional Bureau				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Launch donor mapping and engagement strategy targeting new public and private donors	External Relations Unit	The strategy includes outreach, among others, to BRICS embassies, Korea, Gulf States, development banks, and Brazilian public companies. Builds on 2025 donor mapping and is implemented in close coordination with PSP.	Q4 2025	Ongoing	Launch donor mapping and engagement strategy targeting new public and private donors
2	Strengthen donor stewardship and visibility through tailored reporting and strategic storytelling	External Relations Unit Communications Unit	Conduct regular joint field missions with traditional and potential donor representatives, prepare impact-driven reporting, and provide visibility in key events.	Continuous	Ongoing	
3	Explore mechanisms with the Government of Brazil to increase state's contributions to UNHCR	Representative External Relations Unit Liason Officer	Conduct high-level advocacy and visibility with State entities to demonstrate the potential of investing in solutions and in sustainable responses to refugee influx that move from an emergency/humanitarian lens to a longer-term approach. Potential to formalize Brazil as a regular donor with opportunities with different ministries.	Q1 2026	Ongoing	Process has been accelerated in the current context of funding cuts
4	Improve donor accountability and transparency through enhanced M&E and reporting systems	Deputy Representative External Relations Unit	Support credibility and trust-building with all donor types. Includes digital dashboards and real-time reporting tools.	Q1 2026	Planned	M&E framework under review; pilot dashboard in development.

		<i>Programme Unit</i>				
		<i>DIMA Unit</i>				
5	<b>Risk Management and Sustainability Planning</b>	<i>Representative</i> <i>Deputy Representative</i> <i>Project Control (Risk focal points)</i> <i>Programme</i>	<p>Conduct periodic risk assessments related to funding volatility and political changes that may impact donor confidence or contributions. The main risks identified would be incorporated to the operational Risk Register and regularly monitored</p> <p>Develop contingency and sustainability plans to ensure program continuity amid fluctuating financial support.</p>	November 2025	Planned	
<b>RECOMMENDATION 10:</b>		<p><b>Improve the quality of Results Monitoring Surveys to ensure their reliability as an essential tool for COMPASS-based monitoring planning (see appendix for detailed recommendations).</b></p> <p><b>Suggested Actions</b></p> <ul style="list-style-type: none"> <li>Implementing continuous monitoring mechanisms, including reliable data (socio-economic, protection, etc.), indicators, and SMART targets, to evaluate the implementation of actions and demonstrate changes and results.</li> <li>Adapting needs-based planning (OP) to planning based on available funds (OL) and specifying the priorities achieved (reducing the large gap between OL and OP)</li> <li>Strengthening the participation of community leaders (especially refugee-led organisations and host communities) to better reflect local perspectives and adapting the strategy and planning to the diversity of state and municipal contexts.</li> </ul>				
<b>Management response:</b>		<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
<b>Reasons (if partially agree or disagree):</b>		Actions have already been taken, as part of the Multi-Year Strategy 2026-2029 and Plan 2026 early submission in May 2025				
<b>Unit or function responsible:</b>		Deputy Representative, Programmes, Admin / Finance, Protection and Solutions, DIMA				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	<b>Enhance the Monitoring and Evaluation Plan</b>	<i>DIMA/Programme Heads of Units</i>	Enhance the Monitoring and Evaluation Plan and its components (means of verification of indicators, general workplan and the M&E Priorities) collaboratively with Results Managers during the programme cycles.	31 Dec 2025	Ongoing	

2	<b>Strengthen results monitoring through household surveys - Results Monitoring Surveys (RMS)</b>	<i>DIMA Heads of CO Units Field</i>	Conduct periodic results monitoring surveys following quality standards to continuously monitor and evaluate core impact and outcome indicators. The operation prioritized conducting RMS in 2025 which is currently in the planning phase.	31 Dec 2025	Planned	
3	<b>Reinforce Project Workplan</b>	Programme	Accountability to Affected Populations (AAP) is actively realized through the integration of measurable and achievable milestones into each relevant project workplan. Results Managers ensure systematic consideration of AAP elements throughout the entire project cycle, thereby guaranteeing continued participation, inclusion, community engagement, communication, and transparency.	31 Dec 2025	Ongoing	
4	<b>Enhance the continuous monitoring of output level results</b>	<i>DIMA/Programme Heads of Units</i>	Improve the monitoring mechanisms (ActivityInfo and the monitoring dashboard) to better reflect the results against planned objectives and realign the implementation strategy on time, if necessary.	31 Dec 2025	Planned	
<b>RECOMMENDATION 11:</b>		<p><b>Improve the quality of Results Monitoring Surveys to ensure their reliability as an essential tool for COMPASS-based monitoring planning (see appendix for detailed recommendations).</b></p> <p><b>Suggested Actions</b></p> <ul style="list-style-type: none"> <li>Improving the methodological design and consistency of research, including data validation and auditing mechanisms.</li> <li>Reintroducing the leading socio-economic and food security indicators</li> </ul>				
<b>Management response:</b>		<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
<b>Reasons (if partially agree or disagree):</b>		N/A				
<b>Unit or function responsible:</b>		Programmes, DIMA				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	<b>Strengthen the RMS methodological design and local implementation</b>	<i>DIMA Protection and Solutions</i>	Maintain the standardized RMS methodology (provided by HQ) while enhancing local implementation through improved documentation, validation, and harmonization processes. Steps related to this action have been included in the current RMS planning.	31 Dec 2025	Ongoing	

2	<b>Reintroduce socio-economic and food security indicators in RMS</b>	<i>DIMA Protection and Solutions</i>	The removal of certain indicators in the RMS 2023 was based on the assumption that government data could serve as a proxy. However, data related to these topics was not available and there is a need to reintegrate related question in the current RMS cycle. The questions will be included in the questionnaire.	30 Sep 2025	Ongoing	
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