

Annual Results Report

2025

Brazil

Acknowledgements

UNHCR would like to thank all the stakeholders that contributed data and evidence to this report and reviewed their progress against the joint results of the strategy, including forcibly displaced and stateless people, host communities and host governments, United Nations agencies, and international and national non-governmental organizations, civil society and private sector. Their contributions enable us to create positive changes in the lives of the people we serve.

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Note:

The baseline values presented in this document reflect previous year's progress when available. If such data is not available, strategy baseline values are used instead.

Downloaded date: 08/05/2026

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Section 1: Context and Overview

1.1 Changes to the Operational Context

In 2025, Brazil experienced sustained arrivals of refugees and other forcibly displaced people, while national authorities further consolidated institutional arrangements for their protection and inclusion. By year end, the country hosted 977,000 refugees, asylum-seekers, and stateless people, mainly from the Bolivarian Republic of Venezuela, Haiti, Cuba, Afghanistan and the Syrian Arab Republic (Syria), with arrivals concentrated in Roraima (bordering the Bolivarian Republic of Venezuela and Guyana), Amapá (bordering French Guyana), and at the São Paulo Guarulhos international airport. Cubans were the fastest growing population, with an 88 per cent increase in asylum applications, becoming the largest asylum-seeking nationality, with 65,949 pending claims. Although Cubans arrived under diverse circumstances, asylum remained their only available documentation pathway regardless of their displacement drivers, placing increased pressure on federal and municipal authorities, particularly in Boa Vista. In response, UNHCR expanded protection counselling, provided additional registration support, and strengthened the capacity of local authorities in key reception areas to ensure timely and protection-sensitive processing.

The Government of Brazil continued to lead Operation Welcome, the federal humanitarian response to the influx of Venezuelan refugees and migrants. After assuming direct management of four shelters in 2024, the federal government expanded its leadership by taking over the distribution of relief items and essential supplies from UNHCR, health services from IOM, among other key functions, while also leading contingency planning efforts.

Brazil sustained its role as a global champion in refugee protection, with a robust legal framework and consistent best practices. In line with its Global Refugee Forum pledges, the government launched the National Policy on Migration, Asylum and Statelessness and initiated a community sponsorship program for Afghans. Leveraging its COP30 presidency, the country advanced the integration of refugees and other forcibly displaced and stateless people into national and local climate and disaster risk reduction governance, promoting inclusive approaches to preparedness and adaptation.

1.2. Progress Against the Desired Impact

1. Impact Area: Attaining Favorable Protection Environments

Forcibly displaced people access protection in Brazil and fully exercise their rights.

Population Type	Indicator	
	Baseline	Actual (2025)
1.1 Proportion of people seeking international protection who are able to access asylum procedures		
Refugees and Asylum-seekers	99.98%	99.94%
1.2 Proportion of people who are able to move freely within the country of habitual residence		
Refugees and Asylum-seekers	100.00%	100.00%
Stateless Persons	100.00%	100.00%

People forced to flee are able to enter Brazil to seek safety and exercise their fundamental rights. In 2025, almost all asylum-seekers were able to access asylum procedures and move freely throughout the country under Brazil's progressive legal and policy frameworks. During the year, 9,162 individuals were recognized as refugees, primarily Venezuelans (8,232) and Afghans (104). Most of asylum claims were processed through simplified modalities enabling an efficient asylum process. In addition, 72,254 people, mainly Cubans (55%) and Venezuelans (29%), filed asylum claims and obtained documentation enabling freedom of movement, formal employment, and access to basic public services, contributing to their protection and socioeconomic inclusion.

In 2025, 8,475 refugees from the Bolivarian Republic of Venezuela, Afghanistan, Iraq, Syria, Burkina Faso, and Mali, as well as people persecuted for their sexual orientation or gender identity, and women at risk or survivors of female genital mutilation, were granted refugee status by the National Committee for Refugees (CONARE) through prima facie simplified procedures, while 471 cases were individually processed and 216 individuals received derivative refugee status, all following regional and international standards.

Furthermore, 1,387 nationals from countries affected by conflict and widespread human rights violations, including Afghans, Syrians, Haitians, and Ukrainians, arrived safely in Brazil through humanitarian visas issued by Brazilian embassies, reducing the risks associated with irregular journeys. In addition to asylum, 97,728 forcibly displaced people, particularly from the Bolivarian Republic of Venezuela, Afghanistan, and Haiti, accessed protection-oriented legal stay arrangements to remain legally in Brazil, such as renewable temporary residency permits. These mechanisms broadened safe and regular avenues for admission and significantly strengthened access to protection and durable solutions.

2. Impact Area: Realizing Rights in Safe Environments

Forcibly displaced people meet their basic needs and reduce their vulnerability.

Population Type	Indicator	
	Baseline	Actual (2025)
2.2 Proportion of people residing in physically safe and secure settlements with access to basic facilities		
Refugees and Asylum-seekers	27.46%	20.46%
2.3 Proportion of people with access to health services		
Refugees and Asylum-seekers	93.86%	95.48%

Brazil provides a favourable framework that enables refugees and other forcibly displaced people to exercise their rights and access essential services. Inclusion levels remain comparatively high across several key areas. Access to identity documentation is almost universal, with 99.7 per cent of refugees holding legally recognized identity documents or credentials. Access to public health services is similarly strong, reaching 95.5 per cent of the population. Basic infrastructure coverage also remains robust, with 90.2 per cent of households reporting reliable access to electricity for lighting. Education outcomes show more variation: 63.6 per cent of children and adolescents are enrolled in primary education, while 47.9 per cent are enrolled in secondary education, highlighting persistent barriers to education continuity, especially for older learners. Labour inclusion remains positive overall, with an unemployment rate of 9.3 per cent among working-age refugees. Social protection continues to play an important role in supporting socioeconomic stability, with 50.4 per cent of refugees covered by national social protection systems.

Reflecting a generally favourable integration environment, a high proportion of Venezuelan households report an intention to remain in Brazil over the next year.

Despite these advances, challenges persist. Housing insecurity is widespread: 65 per cent of families do not have rental contracts in their own name, 50 per cent lack essential furniture, and only 20 per cent live in physically-safe settlements with basic facilities, down from 27 per cent in 2024. Food insecurity affects 48 per cent of households, driven by extremely low incomes, as 43 per cent earn less than USD 140 per month, and rent absorbs 58 per cent of monthly budgets. Unemployment stands at 9.3 per cent, with women still facing greater barriers to labour market participation and internal relocation opportunities due to childcare responsibilities and limited flexible work opportunities. As a result, Many female-headed households depend primarily on social benefits and women – especially single mothers- tend to stay longer in Operation Welcome temporary shelters

Barriers to health services persist for 4.5 per cent of refugees, mainly due to language constraints and supply shortages. Protection risks remain significant: 22 per cent report discrimination, 22 per cent experienced nonpayment for work performed, and incidents of gender-based violence and xenophobia continue to be reported. Climate-related impacts, including cold waves (34 per cent) and heat waves (29 per cent), add further strain on already vulnerable populations. Despite these challenges, there were notable improvements, such as a decrease in the proportion of refugees living below the national poverty line, which decreased from 30 to 25 per cent, in line with national trends.

3. Impact Area: Empowering Communities and Achieving Gender Equality

Forcibly displaced people participate in decision-making processes, as well as in the setting and implementation of UNHCR programs.

Indicator		
Population Type	Baseline	Actual (2025)
3.1 Proportion of people who have the right to decent work		
Refugees and Asylum-seekers	100.00%	100.00%
Stateless Persons	100.00%	100.00%
3.2a Proportion of children and young people enrolled in primary education		
Refugees and Asylum-seekers	89%	63.64%
3.2b Proportion of children and young people enrolled in secondary education		
Refugees and Asylum-seekers	73%	47.85%
3.3 Proportion of people feeling safe walking alone in their neighbourhood after dark		
Refugees and Asylum-seekers	54.18%	68.30%

Refugee communities across Brazil strengthened their role as active contributors to local development in 2025, demonstrating that displacement does not limit people's ability to lead, organize and innovate. Refugee-led groups, working with federal, state and municipal authorities and supported by UNHCR and

other partners, advanced initiatives that improved community resilience and access to inclusive public services. Access to decent work remained guaranteed for refugees, asylum-seekers, and stateless people, with indicators consistently at 100 per cent, reflecting Brazil's strong legal environment. Perceptions of safety also improved, with the share of refugees and asylum-seekers feeling safe walking alone after dark rising from 54 to 68 per cent, suggesting stronger integration and wellbeing.

Refugees expanded their participation in decision-making spaces, including municipal councils and national thematic conferences, such as those focused on human rights, LGBTIQ+ rights, elderly rights, women's rights, and migrant health, while deepening alliances with Brazilian social movements to collectively advocate for protection, documentation, labour rights, and equitable access to services. Women-led organizations and community focal points played a particularly important role in strengthening prevention and response to violence against women and girls, widening safe referral pathways. A clear example of expanded leadership was the participation of refugees and displaced people in global discussions at COP30, hosted in Brazil in 2025. Their presence in these spaces not only brought visibility to the needs and priorities of affected communities but also ensured that their voices contribute directly to discussions on climate and human mobility.

UNHCR and partners also broadened access to timely, multilingual information on protection procedures, documentation, labour standards, and complaint and accountability mechanisms. Through outreach, helplines and community-driven communication channels, refugees are better equipped to navigate institutions, identify risks, seek redress, and assert their rights. These collective efforts helped strengthen gender equality, promote solidarity and reinforce that meaningful refugee participation is not merely procedural but essential for effective public policy and inclusive local integration.

4. Impact Area: Securing Solutions

Forcibly displaced people attain durable solutions through voluntary internal relocation, resettlement and complementary pathways and socio-economic inclusion.

Population Type	Indicator	
	Baseline	Actual (2025)
4.1 Number of refugees who voluntarily return in safety and dignity to their country of origin		
Refugees and Asylum-seekers	0	0
4.2a Number of people who departed on resettlement		
Refugees and Asylum-seekers	0	0
4.3a Number of stateless people for whom nationality is granted or confirmed		
Stateless Persons	0	0
4.3b Number of refugees for whom residency status is granted or confirmed		
Refugees and Asylum-seekers	331,158	398,650

Brazil maintains a progressive and inclusive protection and solutions framework that guarantees refugees, asylum-seekers, and other forcibly displaced and stateless populations access to rights and public services on an equal basis with nationals. These populations benefit from freedom of movement, unrestricted access to the labour market, and full inclusion in public health, education, and social assistance systems. In 2025, at least 263,000 refugees and other forcibly displaced individuals were formally employed, and 203,793 Venezuelans were enrolled in Bolsa Família, a social protection programme, demonstrating Brazil's sustained commitment to fostering socioeconomic inclusion.

Following extensive nationwide consultations in 2024, the Government of Brazil enacted the National Policy on Migration, Asylum and Statelessness through Decree No. 12,657/2025. The Policy strengthens guarantees of rights, promotes social integration and enhances humanitarian reception, while reinforcing mechanisms for social participation and effective coordination across the health, education and socioeconomic inclusion sectors.

Brazilian authorities continued to consolidate specialized multilevel governance structures, establishing new state-level specialized committees and councils in Bahia and Rio Grande do Sul, and publishing dedicated state policies in Ceara and Rio Grande do Sul. In 2025, Brazil had a total of 19 specialized committees and councils at the state level and 25 at the municipal level, eight state policies, four state plans, 10 municipal policies, and six municipal plans. This expanding architecture demonstrates the growing institutionalization of the protection and solutions agenda, as well as the formalization of participatory and coordination mechanisms across government levels.

In 2025, UNHCR in Brazil also strengthened its leadership in complementary pathways, facilitating the arrival of more than 350 Afghans through a growing community sponsorship programme, with expanded civil society participation and the introduction of UNHCR's dedicated referral quota contributing to these gains.

Progress was also achieved in the area of naturalization. With support from UNHCR and partners, the Government enhanced application processing procedures, benefiting, particularly Haitian and Venezuelan applicants. In 2025, a total of 13,140 refugees and migrants obtained naturalization in Brazil, the majority being Haitians (3,074), followed by Venezuelans (936) and Cubans (894).

These advances reflect joint efforts by federal, state, and municipal authorities, civil society, the private sector, and international partners, with UNHCR playing a supportive role.

1.3 Challenges to Achieving Impacts

Brazil's favourable legal and policy frameworks continue to expand opportunities for stronger protection and solutions. As implementation advances, resource limitations and the complexity of translating national commitments into consistent local practice highlight areas where targeted investment and capacity-building can generate significant impact.

Authorities, with the support of UNHCR, continue to improve protection-sensitive procedures across key border points, helping to harmonize practices, improve early identification and referral of individuals who may need international protection, and reduce exposure to protection risks. Enhancing access to documentation remains an important area for progress, so that humanitarian residence pathways can complement the asylum system and enable all individuals to obtain the protection to which they are entitled.

Recent changes requiring that humanitarian visas be issued through accredited community sponsorship programmes are planned to expand beyond their current focus on Afghan nationals. Broadening participation could open safer, regular pathways for a wider range of nationalities and help reduce the vulnerabilities associated with irregular movements.

Ongoing efforts to strengthen asylum and migration governance can help address existing backlogs in refugee status determination, naturalization, and family reunification. As public services continue adapting to the specific needs of refugees and migrants, and as implementation of the National Policy on Migration, Asylum, and Statelessness progresses, there is significant potential to enhance inclusion and ensure that universal access translates into meaningful participation. Reinforcing the role of state and municipal committees can further support integrated, locally anchored solutions.

Addressing experiences of discrimination affecting Indigenous refugees, Haitians, and people of African descent offers an important opportunity to advance equality, inclusion, and social cohesion. Continued progress in this area can be strengthened through increased inclusion in existing coordination and participation mechanisms.

1.4 Collaboration and Partnerships

In 2025, progress towards UNHCR's expected impacts in Brazil was driven by strong collaboration across the UN system, the R4V Platform, academia and development actors. Within the UN system, UNHCR played a central role in the UN Country Team and the UNSDCF, co-leading Results Group 5 with IOM to connect refugee responses with development planning, resilience and public service delivery. Displacement considerations were integrated into resilience, climate, and disaster risk discussions in the lead-up to COP30 and close work with the Resident Coordinator's Office helped keep refugee inclusion high on the UNCT agenda, including contributions to the UN Common Pledge 2.0, where Brazil was recognized for participatory governance, data innovation and support to refugee-led organizations. At operational level, UNHCR continued co-leading the R4V Platform with IOM, coordinating UN agencies, NGOs and civil society to ensure a coherent multisectoral response, strengthen joint analysis and contingency preparedness, and align with government-led mechanisms, in support of Operation Welcome.

Academic partnerships, notably the Sérgio Vieira de Mello Chair network of 52 universities, supported documentation, legal assistance, research, and capacity building, while piloting innovative service delivery models involving students, volunteers and refugee communities. Collaboration with development actors and public institutions advanced the inclusion of refugees in national and local systems and promoted better, disaggregated use of public data for evidence-based policymaking, reinforcing the shift from parallel humanitarian responses to sustainable, development-oriented solutions.

UNHCR also worked with 15 partners under Partnership Agreements. National and local civil society, faith-based entities and international NGOs expanded UNHCR's reach to border areas, interior municipalities and urban centres. These partners supported a wide range of interventions, including access to territory and asylum, community-based and child protection, responses to violence against women and girls, shelter and camp coordination within Operation Welcome, documentation, social protection, education, livelihoods and socioeconomic inclusion. Partnerships were leveraged to strengthen local capacities and localization efforts through training on protection standards, accountability, prevention of sexual exploitation and abuse, cash assistance, data management, and climate- and disaster- sensitive programming. Regular joint planning, monitoring, and learning contributed to sustainable national and subnational responses.

Section 2: Results

2.1. Outcomes and Achievements

1. Outcome Area: Access to Territory, Reg. and Documentation

Forcibly displaced and stateless people have access to territory, registration, documentation and timely referral to protection and humanitarian assistance, and refoulement is prevented.

Core Outcome Indicators

Population Type	Indicator		
	Baseline	Target (2025)	Actual (2025)
1.1 Proportion of refugees and asylum seekers registered on an individual basis			
Refugees and Asylum-seekers	100.00%	100.00%	100.00%
1.2 Proportion of children under 5 years of age whose births have been registered with a civil authority			
Refugees and Asylum-seekers	100.00%	100.00%	98.39%
1.3 Proportion of people with legally recognized identity documents or credentials			
Refugees and Asylum-seekers	100.00%	100.00%	99.69%

Core Output Indicators

Population Type	Indicator	
	Actual (2025)	
01.1.1 Number of people registered on an individual basis		
Refugees and Asylum-seekers	42,060	
01.2.1 Number of people supported to obtain civil status, identity or legal status documentation		
Refugees and Asylum-seekers	71,462	

Progress Against the Desired Outcome

In 2025, Brazil continued to uphold access to its territory and asylum procedures amid a steady rise in new arrivals, registering 75,599 asylum applications, a 10 per cent increase from 2024. This growth was primarily driven by Cubans, whose claims rose sharply from 22,288 in 2024 to 41,919 in 2025, an 88 per cent increase and the largest rise among all nationalities. Venezuelans remained the second largest group among new arrivals. Despite Brazil's openness to asylum, Cuban movements across northern borders such as Bonfim (Roraima) and Oiapoque (Amapá) continued to be shaped by smuggling networks, exposing individuals to heightened risks.

To respond to these dynamics, UNHCR maintained efficient border monitoring mechanisms, in coordination with authorities, at key land and air entry points, including Pacaraima (the main entry point for Venezuelans), Bonfim, Tabatinga, São Gabriel da Cachoeira, Campinas International Airport and Paraná port, enabling earlier identification and referral of people at risk with international protection needs. Protection monitoring remained central to UNHCR's work, with 5,517 interviews conducted across Pacaraima, Boa Vista, Manaus, Belem, Porto Alegre and São Paulo to identify international protection

needs and specific needs.

Access to asylum procedures and documentation was strengthened through UNHCR's direct work at Federal Reception and Identification Centres (known as PTRIGs) in Boa Vista and Pacaraima, while 15 partner organizations in 11 cities provided related support such as information, case management and referrals. Together, these structures supported 71,462 refugees and asylum-seekers with documentation, a 17 per cent increase from 2024, including tailored assistance to Indigenous communities. UNHCR also conducted 42,060 individual registrations, enabling timely identification and referral of people with heightened vulnerabilities, such as survivors of violence, unaccompanied or separated children, older people, and individuals with medical needs.

To address rising demand for documentation services, UNHCR and partners piloted new methodologies for the filling out SISCONARE, the Brazilian government digitalized system to file an asylum claim. These include self-registration at the Boa Vista documentation center (581 cases) and the expanded engagement of refugee-led organizations, volunteers and university interns to enhance outreach and support documentation processes. Training and capacity building initiatives strengthened organizations involved in protection and documentation, while the Sérgio Vieira de Mello Chair network, with 52 universities, continued to provide legal assistance and documentation support nationwide.

At Guarulhos International Airport (GRU), UNHCR worked closely with authorities to renew the Memorandum of Understanding on access to territory, ensuring coordinated arrival procedures and protection-sensitive screenings. As of end-year, 458 individuals had requested asylum at GRU, half of them nationals of Bangladesh. This represents a sharp decrease compared to 2023 and early 2024, when 4,243 (in 2023) and 7,571 (in 2024) asylum claims were filed. The decline follows the implementation of regulations restricting asylum requests from passengers in transit.

2. Outcome Area: Status Determination

Forcibly displaced and stateless people have access to status determination through a strengthened asylum system in compliance with national legislation and international instruments.

Core Outcome Indicators

Indicator			
Population Type	Baseline	Target (2025)	Actual (2025)
2.2 Proportion of people undergoing asylum procedures who have access to legal representation			
Refugees and Asylum-seekers	100.00%	100.00%	100.00%
2.3 Proportion of people undergoing asylum procedures who have access to an effective appeal mechanism after first instance rejection of their claim			
Refugees and Asylum-seekers	100.00%	100.00%	100.00%

Core Output Indicators

Indicator	
Population Type	Actual (2025)
02.1.1 UNHCR has provided capacity development support to strengthen the national status determination system(s), in accordance with international standards	
Refugees and Asylum-seekers	Yes

Progress Against the Desired Outcome

In 2025, the Brazilian refugee status determination (RSD) system registered 75,599 new asylum claims submitted by individuals of 130 different nationalities, an increase of 11 per cent compared to 2024, when Brazil received 68,159 asylum claims. Cubans and Venezuelans remained the two largest groups, with 41,919 and 21,233 new applications, respectively. In 2025, the CONARE issued 9,404 merit decisions, granting refugee status to 9,161 individuals, rejecting 241 claims, and determining the cessation of refugee status for one individual.

Of the total recognitions, 8,475 individuals (90.1 per cent) were recognized under prima facie procedures applying the Cartagena Declaration definition; 471 individuals (5 per cent) were recognized through regular RSD procedures; and 216 individuals (2.3 per cent) obtained derivative refugee status. One person was recognized as stateless. Meanwhile, 41,164 asylum claims were closed or archived under administrative decisions. As a result, the year concluded with 119,669 pending claims, with Cubans representing 55 per cent of the backlog. In the appeal phase, 198 claims remained pending. In comparison, in 2024, prima facie recognitions represented 97 per cent of 13,444 recognized cases, while administrative decisions (archive and closure) also remained high, totalling 53,809 decisions.

Throughout the year, UNHCR maintained close and constructive coordination with Brazilian authorities, ensuring sustained technical support to RSD and statelessness determination (SSD) procedures. UNHCR supported the CONARE with data management, data analysis, and technical assistance for the SISCONARE case management system. In parallel, UNHCR maintained specialized protection and RSD support to CONARE's Eligibility Team, helping to sustain decision-making capacity despite the rising caseload.

With UNHCR's technical assistance, CONARE continued to advance differentiated case processing modalities, including prima facie recognition strategies and strengthened triage and categorization mechanisms to improve both efficiency and fairness in decision-making. UNHCR supported the drafting of an internal technical note on the application of exclusion clauses and facilitated cooperation between CONARE and the RSD authorities of Angola, Mexico, and Honduras, promoting the exchange of experiences and good practices.

UNHCR supported a mission to Belém to assess and interview Indigenous asylum-seekers, whose claims require cultural mediation, and adapted approaches to interviewing and document analysis. In parallel, UNHCR coordinated and delivered RSD training for all CONARE Eligibility Officers in Brasília. During Brazil's Pro Tempore Presidency of MERCOSUR, UNHCR assisted CONARE in planning and implementing a regional RSD training programme for eligibility staff from member States, contributing to greater regional harmonization and capacity-building. Due to the success of the initiative, it was expanded to MIRPS and Quito Process member states.

4. Outcome Area: Gender-based Violence

Forcibly displaced and stateless people, including the LGBTIQ+ community, have access to services, regardless of their sex, sexual orientation or gender identity, and receive timely and appropriate support to acts of gender-based violence; while authorities, UNHCR and civil society actors contribute to the prevention and risk mitigation of gender-based violence.

Core Outcome Indicators

Population Type	Indicator		
	Baseline	Target (2025)	Actual (2025)
4.1 Proportion of people who know where to access available GBV services			
Refugees and Asylum-seekers	27.25%	91.00%	50.42%

Core Output Indicators

Indicator	
Population Type	Actual (2025)
04.1.1 Number of people who benefitted from specialized GBV programmes	
Refugees and Asylum-seekers	2,496

Progress Against the Desired Outcome

In 2025, UNHCR Brazil and its partners strengthened the capacity of local protection networks to prevent and respond to gender-based violence affecting refugee women, girls, and LGBTIQ+ people, despite persistent national challenges in addressing gender based violence. Progress was driven by a set of activities conducted by UNHCR, including targeted capacity building initiatives and hands-on support to services responding to survivors' cases. These efforts were complemented by UNHCR's participation in state-level antitrafficking committees, which enhanced coordination on the intersections between gender-based violence, human trafficking, and displacement.

In Porto Alegre, UNHCR partnered with the Municipal Secretariat for Equality, Diversity and Human Rights to develop the Conta Comigo leaflet, a resource consolidating essential information on protection services for women experiencing violence. With the support of local refugee women-led organizations, the leaflet was translated into Spanish and Creole and widely disseminated among Venezuelan, Cuban, and Haitian communities. Its launch created a platform for direct dialogue between municipal authorities and refugee women and girls, fostering a better understanding of their specific risks and needs and promoting more inclusive and culturally responsive service delivery.

To strengthen protection against gender-based violence for LGBTIQ+ refugees, UNHCR partnered with a women-led organization that implemented targeted interventions across eight states. Activities included capacity building for public authorities and civil society actors on the specific risks faced by this population, as well as the production of localized information materials mapping available services.

Community engagement remained central to UNHCR's interventions. Through awareness campaigns and dissemination of information on rights and available services, refugee communities strengthened their ability to identify risks, support survivors, and access protection mechanisms, including in situations of gender-based violence in digital media.

In Boa Vista, Pacaraima, and Manaus, UNHCR worked in collaboration with UNFPA to conduct safety audits, consulting 136 community members, enabling refugees to identify risk hotspots in shelters, documentation centres, and neighbourhoods with high refugee presence. The audits examined how environmental, social, and structural factors affect safety. Findings were shared with communities and duty bearers and resulted in the implementation of concrete gender-based violence risk mitigation measures.

UNHCR also advanced livelihoods interventions targeting women at risk as a key gender-based violence prevention and response strategy. In addition to UNHCR's flagship "Empowering Refugee Women" programme that reached 329 women, a women-led refugee organization in Roraima provided vocational training to 40 survivors of gender-based violence, which resulted in strengthened self-reliance and expanded peer-support networks.

7. Outcome Area: Community Engagement and Women's Empowerment

Forcibly displaced and stateless people and host community groups are actively engaged in developing community protection, assistance and solutions, including in favour of peaceful coexistence.

Forcibly displaced and stateless people at heightened risk or with specific needs, including children, LGBTIQ+ people, persons with disabilities, elderly people, and others, have access to timely protection, assistance, and solutions.

Indigenous forcibly displaced and stateless people have access to culturally appropriate protection, assistance and solutions and participate in the development of differentiated policies.

Core Outcome Indicators

Population Type	Indicator		
	Baseline	Target (2025)	Actual (2025)
7.1 Extent participation of displaced and stateless people across programme phases is supported.			
Refugees and Asylum-seekers	Extensive	Extensive	Extensive
7.2 Proportion of people who have access to safe feedback and response mechanisms			
Refugees and Asylum-seekers	81%	100.00%	17.01%
7.3 Proportion of women participating in leadership/management structures			
Refugees and Asylum-seekers	28.57%	50.00%	61.22%

Core Output Indicators

Population Type	Indicator	
	Actual (2025)	
07.1.1 Number of people consulted through Participatory Assessments		
Refugees and Asylum-seekers	291	
07.2.1 Number of people who used UNHCR- supported feedback & response mechanisms to voice their needs/ concerns/feedback		
Refugees and Asylum-seekers	8,881	
07.3.1 Number of people who received protection services		
Refugees and Asylum-seekers	71,462	

Progress Against the Desired Outcome

In Brazil, UNHCR strengthened its engagement with refugee-led organizations by mapping 128 community structures across 20 states to understand their activities, geographic coverage, and the barriers they face to meaningful participation and socio-economic integration. Of these, 20 are women-led and 15 are Indigenous-led. Moreover, 61 per cent of all participants in these community structures supported by UNHCR are women.

UNHCR provided tailored capacity building support to enhance their ability to design and implement impactful initiatives, navigate Brazil's legal and administrative systems, and develop fundraising and sustainable financing strategies. Training also included communication, social media, networking, advocacy, conflict resolution, and community engagement skills. In parallel, UNHCR promoted the

participation of refugee-led organizations in formal decision-making spaces and national events, helping strengthen their visibility and influence in policy and coordination processes and contributing to create more durable protection architecture.

In 2025, refugee leaders participated in 22 State and Municipal Councils and Committees responsible for policy development, engaged actively in FOMIGRA, the Ministry of Human Rights' advisory forum, and took part in the Free Land Camp, Brazil's largest Indigenous mobilization, amplifying the visibility of Indigenous refugees. UNHCR collaborated with a refugee-led organization on climate-affected displacement using the "Climate Mural methodology" and presented policy recommendations at COP30 in Belém, Pará. Refugee representatives contributed to national conferences on human rights, LGBTIQ+ rights, elderly rights, women's rights, and migrant health, including working groups focused on refugee-specific priorities.

In alignment with the Global Compact on Refugees, the Grand Bargain localization agenda, and UNHCR's accountability commitments, RLOs were positioned as first responders and equal partners in the humanitarian response. To operationalize this, UNHCR established 10 partnership agreements with RLOs, six with Indigenous organizations, implemented jointly with the Ministry of Indigenous Peoples, to pilot RLO sponsorship within public policies. Of the remaining four grants, three supported women led organizations in strengthening their role in protection and solutions delivery.

As part of broader community engagement efforts, UNHCR also advanced its work on the protection and inclusion of Indigenous refugees. A key achievement involved supporting the Ministry of Indigenous Peoples and the National Indigenous Foundation in consultations with Indigenous communities to develop a national assessment that will inform public policies for Indigenous refugees and urban Indigenous Brazilians. UNHCR deployed a Warao cultural mediator to support documentation authorities in Pacaraima and coordinated mobile multi-sectoral service provision days in remote Indigenous communities that face significant barriers in reaching urban centres, resulting in improved access to essential services.

8. Outcome Area: Well-Being and Basic Needs

Forcibly displaced and stateless people have access to cash assistance, in-kind assistance and/or public services.

Core Outcome Indicators

Population Type	Indicator		
	Baseline	Target (2025)	Actual (2025)
8.1 Proportion of people that receive cash transfers and/or non-food items			
Refugees and Asylum-seekers	4.90%	8.00%	2.09%

Core Output Indicators

Population Type	Indicator
	Actual (2025)
08.1.1 Number of people who received cash assistance	
Refugees and Asylum-seekers	3,802
08.2.1 Number of people who received non-food items	
Refugees and Asylum-seekers	15,958

Progress Against the Desired Outcome

In 2025, UNHCR Brazil prioritized the most vulnerable refugees and asylum-seekers facing barriers to accessing national social protection programs by providing direct assistance, largely through cash. Assistance was directed to female members of households, unless protection concerns arose. The provision of cash was essential across protection, internal relocation, and economic inclusion programmes, ensuring cost efficiency and avoiding creation of parallel services, while incorporating safeguards to prevent misuse.

Brazil's high cost of living hindered integration. In 2025, the minimum wage was at 1,518 BRL (around 300 USD), while a family of four required around 7,000 BRL (around 1,300 USD) to meet basic needs. Enrolment in public social protection programs such as Bolsa Familia (which provides an average 800 BRL for a family of four) could take up to eight months, leaving many refugees without income or support networks in the interim.

To mitigate these challenges, UNHCR provided cash assistance to 1,349 households (3,802 people) to sustain planned activities and support public efforts such as Operation Welcome. Outcome data showed that cash prevented negative coping mechanisms and enabled families to meet essential needs while beginning to integrate.

As part of protection case management, 157 highly vulnerable households (480 people) received financial support. Assistance served as a bridge until beneficiaries were effectively enrolled in social protection programs. Post-distribution monitoring indicated that this group reported significant improvements in meeting basic needs and reduced exposure to protection risks.

Under Operation Welcome's job-based relocation, UNHCR assisted 535 families (1,775 people), a 70 per cent increase from 2024, helping prevent dropouts before beneficiaries received their first salaries. Cash ensured families could cover transportation, food, childcare, and initial expenses upon arrival, strengthening the sustainability of relocation outcomes. Within the institutional relocation, 64 high-risk families also received targeted support, contributing to safer and more stable integration conditions.

A pilot initiative in Boa Vista supported 41 families (91 people) to transition from shelters to community housing. Early results showed improved autonomy and stability, informing the planned scaleup in 2026.

Regarding economic inclusion, 589 people received cash to cover costs related to certified training, such as transportation and childcare, facilitating access to the formal labour market. Additionally, 120 people received business grants, helping them start or strengthen their businesses, supporting self-reliance and reducing future dependence on social safety nets.

Overall, UNHCR's post-distribution monitoring demonstrated strong outcomes across interventions: 85 per cent of households reported improved living conditions, and 83 per cent reported reduced stress, confirming cash assistance as a key enabler of protection, socioeconomic stability, and long-term solutions.

9. Outcome Area: Sustainable Housing and Settlements

Forcibly displaced and stateless people have access to adequate and timely shelter assistance.

Core Outcome Indicators

Population Type	Indicator		
	Baseline	Target (2025)	Actual (2025)
9.1 Proportion of people living in habitable and affordable housing			
Refugees and Asylum-seekers	26.00%	85.00%	16.08%
9.2 Proportion of people that have energy to ensure lighting			

Refugees and Asylum-seekers	70.19%	95.00%	90.29%
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Core Output Indicators

Indicator	
Population Type	Actual (2025)
09.1.1 Number of people who received shelter and housing assistance	
Refugees and Asylum-seekers	14,523

Progress Against the Desired Outcome

As part of its engagement in Operation Welcome, Brazil's federal response supporting Venezuelan refugees and migrants, UNHCR provided shelter assistance to 14,523 people and distributed relief items and essential supplies to 15,958 individuals living in shelters, ensuring their immediate safety, dignity, and stability, and enabling them to meet basic needs and begin rebuilding their lives with greater protection and resilience. These results were achieved within the framework of the progressive handover of shelter responsibilities to the Brazilian State, aimed at strengthening a more sustainable and nationally-owned response.

In 2025, the Ministry of Social Development managed four shelters and one overnight facility, while UNHCR administered two shelters and a transit centre. One UNHCR-managed shelter was deactivated in late 2025 with 41 families (90 individuals) supported in their transition to local integration in Boa Vista. In October, UNHCR completed the handover of distribution of relief items and essential supplies across all shelters to the Ministry of Defence, consolidating national leadership of core operational components.

Adjustments to UNHCR's operational approach in Boa Vista included the introduction of a hybrid shelter coordination model that combined partner and UNHCR staff. This model generated tangible outcomes, notably increasing shelter turnover by more effectively matching residents with employment opportunities and supporting faster transitions toward self-reliance. UNHCR also advanced sustainable shelter solutions by developing and testing new refugee housing unit prototypes made with locally-sourced materials, aiming to reduce production costs and extend the lifespan of critical infrastructure.

In São Paulo, UNHCR continued providing camp coordination and camp management (CCCM) and shelter management support to federal, state, and municipal authorities operating public facilities for refugees and migrants. This included leading the local CCCM Working Group and training 220 frontline workers, thereby strengthening the quality and consistency of service delivery. UNHCR also supported the rollout of a housing initiative with the International Finance Corporation (IFC) and private sector partners, enabling 22 refugees to access dignified, centrally located rental units at below market rates, contributing to durable, market-based housing solutions.

UNHCR delivered technical support to authorities in Amazonas, Acre, Rio Grande do Sul, and Paraná for the establishment and management of transit shelters in climate emergency contexts. In Paraná, this included support to response efforts following a tornado that affected approximately 15,000 people, ensuring protection-sensitive and inclusive emergency shelter practices.

Moreover, UNHCR facilitated access to adequate housing for Indigenous communities by supporting the inclusion of 250 families (1,000 people) in the Federal Government's Minha Casa Minha Vida programme, an important step toward long-term stability and inclusion for Indigenous refugees and migrants.

13. Outcome Area: Self Reliance, Economic Inclusion and Livelihoods

National and local policies and programmes facilitate socio-economic integration of forcibly displaced and stateless people.

Core Outcome Indicators

Population Type	Indicator		
	Baseline	Target (2025)	Actual (2025)
13.1. Proportion of people with an account at a bank or other financial institution or with a mobile-money-service provider			
Refugees and Asylum-seekers	87.07%	95.00%	91.23%
13.2. Proportion of people who self-report positive changes in their income compared to previous year			
Refugees and Asylum-seekers	17.75%	22.00%	20.15%

Core Output Indicators

Population Type	Indicator
	Actual (2025)
13.1.1 Number of people who benefitted from livelihoods and economic inclusion interventions	
Refugees and Asylum-seekers	13,362

Progress Against the Desired Outcome

UNHCR advanced refugee economic inclusion in Brazil through an integrated strategy combining employability and entrepreneurship support. Job placement efforts focused on engaging companies for recruitment, mapping high-demand sectors, providing technical and soft skills training, Portuguese classes, and supporting CV preparation, complemented by referrals to the public employment system (SINE). In partnership with the World Bank, UNHCR is developing a referral mechanism linking the national social assistance system (SUAS) with SINE, to ensure streamlined access to job matching services. Employment outcomes were strengthened through the Companies with Refugees Forum, a UNHCR and UN Global Compact Brazil network, which grew to nearly 155 member companies and facilitated jobs for 17,000 refugees, a 41 per cent annual increase. Local Hubs in the states of Amazonas, Paraná and Rio Grande do Sul engaged 52 companies, reinforcing decentralized employability networks. UNHCR and UN Women also scaled the Empowering Refugee Women programme, supporting 275 women across seven cities, targeting women facing heightened vulnerabilities such as single mothers, women over 50 and LGBTQIA+ persons, 56 secured employment through referrals to 44 Forum's companies.

Entrepreneurship support strengthened refugees' enterprise skills and access to microcredit, with targeted interventions for older women and women with disabilities. Partnerships with two micro-credit banks enabled more than BRL 1.5 million (USD 285,000) in loans to refugee-run enterprises. UNHCR further expanded its entrepreneurship model programme, Mujeres Fuertes, reaching more than 600 women in Roraima and Amazonas. Complementary initiatives included "Young Creators", supporting youth-led green businesses through vocational training and grants, and "We Are More", launched in 2025 to assist refugees over 50, including a pilot cohort for elderly women. Indigenous refugees also benefited from vocational and entrepreneurship activities across green economy and handicraft value chains.

In São Paulo, UNHCR partnered with public entrepreneurship services to support 55 refugees — 47 of them Afghan — through capacity building, cultural mediation and cash for training, while seven received seed capital grants. The Refugee Entrepreneurs Platform, developed with the UN Global Compact Network Brazil, grew to more than 190 enterprises in 2025, 58 per cent led by women, providing visibility, technical guidance and market linkages.

Financial inclusion gains reflected UNHCR's work with the Central Bank of Brazil and IFC, which strengthened evidence and advocacy with financial institutions. The expansion of digital financial platforms and the widespread use of PIX reduced barriers to opening and using accounts.

The decrease in unemployment among working-age refugees reflects stronger private-sector engagement and improved job-placement initiatives, supported by national trends. According to IBGE, Brazil's unemployment rate fell from 6.6 per cent in 2024 to 5.6 per cent in 2025, the lowest since 2012.

15. Outcome Area: Resettlement and Complementary Pathways

Resettlement and complementary pathways programmes are promoted and developed in Brazil as a receiving country.

Core Outcome Indicators

Population Type	Indicator		
	Baseline	Target (2025)	Actual (2025)
15.1 Number of refugees submitted by UNHCR for resettlement			
Refugees and Asylum-seekers	0	0	0
15.3 Number of people admitted through complementary pathways from the host country			
Refugees and Asylum-seekers	2,286	5,000	1,387

Core Output Indicators

Population Type	Indicator
	Actual (2025)
15.1.1 Country issues machine-readable travel documents	
Refugees and Asylum-seekers	Yes

Progress Against the Desired Outcome

In 2025, Brazil strengthened its complementary pathways scheme, with the Community Sponsorship Programme for Afghans reaching a new level of operational maturity. With the support of UNHCR, more than 350 Afghan refugees arrived through the programme since April 2025, benefiting from strengthened structures for safe admission, coordinated reception, and early integration support. The accreditation of five sponsoring organizations, offering over 1,500 reception slots, reflects the increasing engagement of civil society and sustained governmental commitment to complementary pathways.

In 2025, the Brazilian Government and UNHCR began implementing UNHCR's dedicated referral quota within the programme, developed in close coordination with the Ministry of Justice and Public Security (MJSP), the Ministry of Foreign Affairs (MFA), civil society partners, and UNHCR operations in the Islamic Republic of Iran and the Islamic Republic of Pakistan. This mechanism reserves 75 places for refugees identified by UNHCR as having the highest protection needs, ensuring that individuals who are unlikely to be reached through sponsorship-based nominations can also access the programme. This innovation strengthens and modernizes Brazil's protection pathways while upholding rigorous protection safeguards and complementing traditional resettlement.

A broader regulatory evolution also advanced Brazil's complementary pathways architecture. Building on measures initiated in 2023 and 2024, authorities worked through 2025 to streamline the framework linking

humanitarian visa issuance to the commitment of accredited sponsoring organizations.

UNHCR supported these outcomes through sustained technical assistance to national authorities and sponsoring organizations, including guidance on protection standards, case management and international good practices. Capacity-building initiatives enhanced the operational readiness of accredited organizations, while targeted material support improved their ability to deliver coordinated assistance. UNHCR also supported five monitoring missions of the programme across four states and ten municipalities, generating evidence that informed program adjustments and strengthened accountability mechanisms. UNHCR deployed technical consultants to the MJSP, further reinforcing institutional capacity to oversee the programme in line with global protection standards. Collectively, these contributions expanded protection space for Afghan refugees and reinforced Brazil's position as a regional leader in developing complementary pathways as a third-country solution.

16. Outcome Area: Integration and other Local Solutions

Voluntary internal relocation is available to a higher and more diverse number of forcibly displaced and stateless people in coordination with authorities and civil society organizations.

Core Outcome Indicators

Indicator			
Population Type	Baseline	Target (2025)	Actual (2025)
16.1 Proportion of people with secure tenure rights to housing and/or land			
Refugees and Asylum-seekers	15.10%	28.00%	18.94%
16.2 Proportion of people covered by national social protection systems			
Refugees and Asylum-seekers	51.58%	68.00%	50.42%

Core Output Indicators

Indicator	
Population Type	Actual (2025)
16.1.1. Government Social protection system is inclusive of forcibly displaced and stateless people	
Refugees and Asylum-seekers	Fully
16.2.1 Number of people supported by UNHCR to acquire nationality, permanent residency status or to access naturalization procedures	
Refugees and Asylum-seekers	2,775

Progress Against the Desired Outcome

In 2025, Operation Welcome's voluntary internal relocation programme relocated 12,229 Venezuelans from northern Brazil to states offering stronger socioeconomic integration opportunities, while easing pressure on border communities. This represents a 44 per cent decrease compared to 2024, largely due to reduced use of family and social reunification modalities. In contrast, the employment-based modality expanded, accounting for 42 per cent of all relocations and benefiting 2,520 people who received direct support from UNHCR.

UNHCR played a key role in expanding employment-based relocation, prioritizing families with children and other profiles often overlooked by employers. UNHCR advocated for more inclusive recruitment and

provided predeparture orientations on labour rights and financial planning. Cash assistance helped families settle in destination cities and reduced employer hesitancy toward hiring individuals with heightened vulnerabilities.

Under the institutional modality, designed for people facing significant barriers to local integration, including single mothers, older people, people with disabilities, individuals with serious medical conditions, and LGBTIQ+ people—UNHCR supported the relocation of 170 people to shelters directly funded by the organization. Upon arrival, beneficiaries received assistance in accessing housing, employment, and specialized services. In late 2025, UNHCR adjusted its approach: from 2026 onward, it will discontinue direct sponsorship of receiving shelters. Newly relocated individuals will instead be hosted in public or civil society shelters supported by other actors. To enable this shift, UNHCR and federal authorities identified 11 shelters with 511 places and upgraded infrastructure in five to strengthen readiness.

UNHCR further advanced local integration by coordinating closely with protection networks in states and municipalities hosting significant refugee populations. This included technical engagement with 46 Refugee and Migrant Councils and Committees, and collaboration with public service providers in social assistance, health, and education through targeted training to strengthen their ability to manage complex protection cases.

In parallel, UNHCR expanded its partnership with the Sérgio Vieira de Mello Academic Chairs Network, now comprising 52 higher education institutions. In 2025, these institutions provided direct services to 10,000 refugees and offered 3,500 higher education vacancies, with 1,180 refugees enrolled, contributing to long-term inclusion and socioeconomic mobility.

The reduction in the proportion of people covered by national social protection systems (50.42 per cent, compared with the 2025 target of 68 per cent) may reflect improved labour market conditions: lower unemployment and rising incomes can decrease reliance on social assistance among forcibly displaced people

Other Core Outcome Indicators

Population Type	Baseline	Target(2025)	Actual(2025)
3.1 Extent national legal framework is in line with the 1951 Convention and/or its 1967 Protocol			
None	Broadly aligned	Broadly aligned	Broadly aligned
3.2 Extent national legal framework is in line with the 1961 Convention on the Reduction of Statelessness			
None	Broadly aligned	Broadly aligned	Broadly aligned

Other Core Output Indicators

Population Type	Actual (2025)
03.1.1 UNHCR has engaged in legislative and judicial processes to strengthen laws and policies for the protection of refugees, IDPs, returnees and stateless people and/or the reduction and prevention of statelessness	
Refugees and Asylum-seekers	Yes
05.1.1 Number of children and caregivers who received child protection services	
Refugees and Asylum-seekers	2,116
06.1.1 Number of people who received legal assistance	
Refugees and Asylum-seekers	1,638
10.2.1 Number of consultations in UNHCR supported mental health and psychosocial support services	

Refugees and Asylum-seekers	826
14.1.1 Number of people who received counselling and/or information on voluntary repatriation	
Refugees and Asylum-seekers	0

2.2. Age, Gender and Diversity

In 2025, UNHCR advanced implementation of its Age, Gender and Diversity (AGD) Policy by ensuring that diverse refugee and forcibly displaced populations informed protection and solutions programming. Women, youth, older people, people with disabilities, Indigenous communities, and LGBTIQ+ individuals were systematically consulted and engaged across capacity-building activities, livelihood initiatives, protection interventions, and shelter management. Refugee-led organizations were increasingly integrated into UNHCR's response, contributing innovative practices in needs assessments, documentation, climate action, gender-based violence prevention and mitigation, and socioeconomic inclusion.

UNHCR also promoted the empowerment of women and girls through awareness sessions on gender stereotypes targeting both refugees and host communities, as well as through income-generating initiatives such as Empowering Refugee Women, Strong Women, and Digital Girls. Partnerships with a national women's rights organization and the National Secretariat for LGBTIQ+ Rights helped increase women's access to protection networks across eight additional states.

UNHCR further operationalized its Social and Behavioural Change Communications Strategy by disseminating informative materials in multiple formats and leveraging WhatsApp groups and the HELP Brazil website, reaching more than 166,259 users in ten languages. Two-way communication channels, including the HELP email, protection hotlines, and the Chama Chatbot in Roraima, enabled over 6,600 people individuals to access information, provide feedback, and resolve complaints.

Global traffic across UNHCR's official and HELP websites fell by 28 per cent in 2025, reflecting a broader shift toward AI-generated responses that reduce direct access to source links. In line with this trend, HELP Brazil page views decreased by 21.7 per cent, from 622,255 in 2024 to 487,110 in 2025.

Section 3: Resources

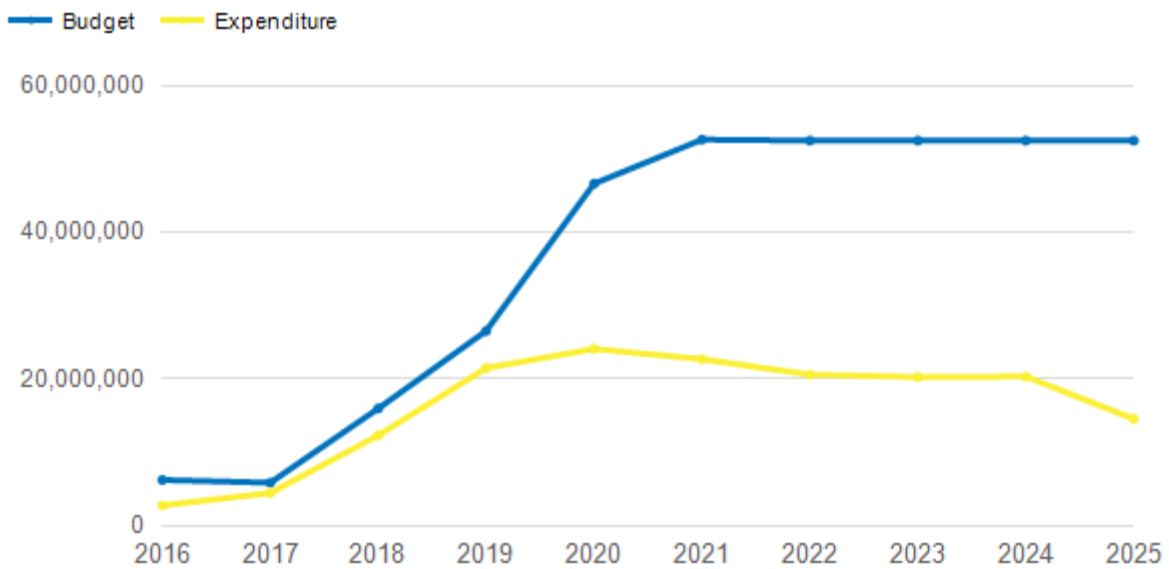
3.1 Financial Data

(Financial figures in USD)

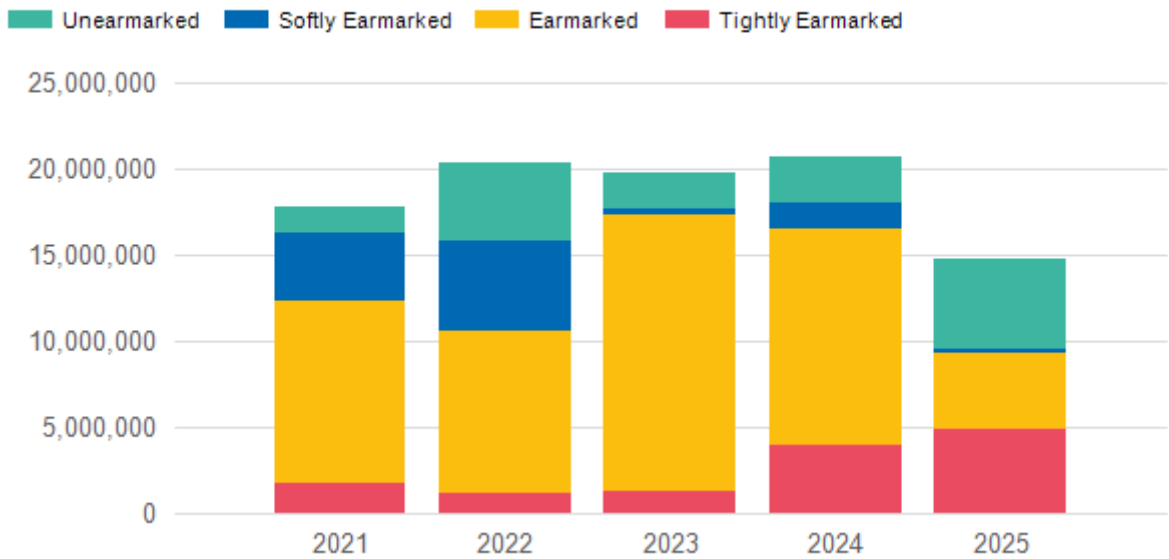
Impact Area	Final Budget	Funds Available	Funds Available as % of Budget	Expenditure	Expenditure as % of Funds Available
IA1: Protect	7,479,975	3,926,465	52.49%	3,926,465	100.00%
IA2: Respond	19,245,138	3,448,536	17.92%	3,448,536	100.00%
IA3: Empower	14,185,556	3,036,126	21.40%	3,036,126	100.00%
IA4: Solve	11,562,667	4,150,260	35.89%	4,150,260	100.00%
Total	52,473,336	14,561,387	27.75%	14,561,387	100.00%

Outcome Area	Final Budget	Funds Available	Funds Available as % of Budget	Expenditure	Expenditure as % of Funds Available
OA1: Access/Doc	3,570,591	2,151,357	60.25%	2,151,357	100.00%
OA2: Status	3,909,384	1,775,108	45.41%	1,775,108	100.00%
OA4: GBV	2,597,675	763,619	29.40%	763,619	100.00%
OA7: Community	11,587,881	2,272,507	19.61%	2,272,507	100.00%
OA8: Wellbeing	12,096,514	1,650,936	13.65%	1,650,936	100.00%
OA9: Housing	7,148,624	1,797,600	25.15%	1,797,600	100.00%
OA13: Livelihood	7,562,410	2,883,919	38.13%	2,883,919	100.00%
OA15: Resettle	1,350,381	652,065	48.29%	652,065	100.00%
OA16: Integrate	2,649,875	614,276	23.18%	614,276	100.00%
Total	52,473,336	14,561,387	27.75%	14,561,387	100.00%

Budget and Expenditure Trend



Contributions Trend by Type



3.2. Resources Overview

UNHCR’s presence in Brazil evolved in response to a year marked by reduced global humanitarian funding, with resources protected to safeguard essential protection and integration activities. The operation focused on areas of greatest need, including dignified and protection-sensitive reception for new arrivals at the northern border with the Bolivarian Republic of Venezuela, strengthening local protection networks, and expanding support for long-term integration in close coordination with government and partners. Resources were also directed to documentation, community engagement, internal relocation, and technical guidance to authorities preparing for the implementation of Brazil’s new National Policy on Migration, Asylum and Statelessness, finalized at the end of the year.

To align with these priorities, UNHCR adjusted its field structure. In the northern border region, it maintained a targeted presence to uphold reception and protection capacity despite necessary reductions. Field structures in key cities, including São Paulo, Manaus, and Porto Alegre, were reorganized to emphasize protection, partnerships, and enhanced access to employment and local integration opportunities.

Despite the challenging financial context, UNHCR expanded and diversified its donor base. New collaborations were established with philanthropic and climate finance actors, including Islamic philanthropic partners and private sector entities investing in renewable energy and environmental resilience. These partnerships supported activities benefiting Indigenous communities, climate affected areas, employability initiatives, and community-based protection. Sustained engagement with traditional donors contributed to programmatic stability in the context of shrinking global humanitarian funding. Through strategic prioritization and strengthened partnerships, UNHCR preserved essential protection and assistance services, supported public institutions, and expanded pathways to durable solutions, laying the foundation for a more sustainable and resilient resource base for 2026.

Section 4: Lessons Learned and Future Outlook

4.1 Lessons Learned and Future Outlook

The operation reaffirmed that the systematic engagement of refugee communities is essential across all stages of UNHCR's work. Experiences in 2025 demonstrated that community structures provide critical insights to inform programme design, but also must play a role in effective implementation across sectors, extending well beyond community-based protection. UNHCR will continue reinforcing consistent community participation, ensuring that refugee leaders and refugee-led organizations play active roles in outreach, activity delivery, and feedback mechanisms. In particular, UNHCR will prioritize deeper engagement with refugee-led organizations in the livelihoods and protection sectors to enhance beneficiary identification and expand access to training, employment, and self-reliance opportunities, ultimately strengthening both the reach and relevance of interventions.

Experiences in 2025 also highlighted the importance of deeper collaboration with state and municipal authorities, who often serve as first responders to refugee needs and increasingly rely on UNHCR for technical guidance. Joint planning, regular consultation mechanisms, and targeted capacity building have already contributed to improved coordination, stronger accountability, and more coherent and sustainable responses at the local level.

At the same time, the financial context of 2025 demonstrated the need for UNHCR to work differently with fewer resources. The operation continued to diversify partnerships, relying more on collaborative and complementary roles across civil society, public institutions, academia, and the private sector, and optimizing existing networks. The transition toward leaner office structures, combined with strengthened strategic partnerships and the placement of key projects in priority locations, enabled UNHCR to maintain influence, uphold protection standards, and deliver results while reducing direct operational costs.



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