

## Organisation Strategy for Denmark's engagement with the UN Office of the High Commissioner for Refugees (UNHCR) 2022-2026

**Introduction:** The number of people living forcibly displaced from their home due to conflict or persecution has vastly increased the past decade. By 2020, the number of refugees had reached 26.4 million and the number of internally displaced 45.7 million, with forced displacement globally at an unprecedented level of almost 80 million.

**Justification for support:** UNHCR is mandated to provide international protection and assistance to refugees, asylum seekers, refugee returnees, internally displaced persons and stateless persons. UNHCR has a particularly strong presence on the African continent and in the MENA-region as well as in Afghanistan and neighboring countries – also reflecting where the majority of the world's refugees are hosted. While humanitarian actors such as UNHCR can neither prevent nor solve conflict, their assistance to affected persons remains crucial. With UNHCR's exclusive mandate, there is no other humanitarian organization, which can shoulder the responsibility for international protection, assistance and durable solutions for refugees. There is a high degree of convergence between UNHCR's Global Strategic Priorities and priorities of Danish Humanitarian Assistance. UNHCR's role as catalyst for more comprehensive approaches to protracted refugee situations in line with the Global Compact on Refugees is an expression of the implementation of the humanitarian-development nexus.

### Key results:

- Addressing complex challenges related to forced displacement and irregular migration, incl. through the comprehensive approaches of the Global Compact on Refugees in a multi-year, multi-actor approach.
- Ensuring protection, assistance and durable solutions for refugees, particularly those in protracted situations with a focus on self-reliance and reducing protection risks, particularly SGBV, incl. access to lifesaving sexual and reproductive health services.

**How will we ensure results and monitor progress:** Progress will be monitored on the basis of the key indicators that are part of UNHCR's Global Strategic Priorities and through active participation in meetings of ExCom as well as through bilateral dialogue including annual consultations.

**Risk and challenges:** Increasing number of persons forcibly displaced, risk of deterioration of the global protection environment, diminishing possibilities for durable solutions and gap between needs and funding.

<b>File No.</b>	2021-1845					
<b>Responsible Unit</b>	FN-Genève					
<i>Million DKK/year.</i>	<b>22</b>	<b>23</b>	<b>24</b>	<b>25</b>	<b>26</b>	<b>Total</b>
<b>Commitment</b>	510	510	510	510	510	2.055
<b>Projected ann. Disb.</b>	510	510	510	510	510	2.055
<b>Duration of strategy</b>	2022-2026					
<b>Finance Act code.</b>	06.39.01.10					
<b>Desk officer</b>	Lea Rasmussen					
<b>Financial officer</b>	Alla Kvasnina/Jocelyn Sacopayo Schmidt					

### SDGs relevant for Organization Strategy



### Danish involvement in governance structure and mechanisms for strategic dialogue:

- Denmark has been a member of UNHCR's governing body, ExCom, since its establishment in 1958. Denmark served as Chair of ExCom in 2015-2016. Denmark actively participates in ExCom and Standing Committee-meetings and informal consultations throughout the year.
- Denmark is a member of the group of largest donors to UNHCR and maintains dialogue with other major donors and UNHCR staff as appropriate.
- Denmark holds annual bilateral consultations (High-level every other year or as appropriate) with UNHCR.
- In addition, active bilateral dialogue is maintained at all levels, incl. at the level of Minister/High Commissioner

### Strategic objective(s)

Contribute to the achievement of Agenda 2030's commitment to 'leave no one behind' and the achievement of relevant Sustainable Development Goals, in particular SDG 1, 5, 10 and 16 and contribute to addressing complex challenges related to forced displacement with a focus in comprehensive responses and durable solutions.

### Priority Areas

- Expanding opportunities for durable solutions, particularly in protracted situations,
- Increased opportunities for quality education and livelihoods support
- Building co-existence with host communities
- Reducing protection risks, in particular SGBV and access to SRH

### Core information

Established	1951
HQ	Geneva with decentralized, regional bureaus in Amman, Nairobi, Dakar, Pretoria, Bangkok, Panama and Geneva
High Commissioner	Filippo Grandi
Human Resources	Global workforce of 17.878 persons with 91% in the field
Country presence	Present in 132 countries with offices in 520 locations.

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# Organisation Strategy for Denmark's engagement with the UN Office of the High Commissioner for Refugees (UNHCR) 2022-2026

## 1. Objective

This strategy for the cooperation between Denmark and the Office of United Nations High Commissioner for Refugees (UNHCR) outlines the overall priorities for Denmark's contributions to and partnership with UNHCR 2022-2026, and is the central platform for Denmark's dialogue with UNHCR on these contributions and issues related to forced displacement and UNHCR's humanitarian work. It sets out Danish priorities for UNHCR's performance within the overall framework established by UNHCR's own Strategic Directions and Global Strategic Priorities.

The overall objective of Denmark's support for UNHCR is to address needs in forced displacement contexts and thereby contributing to the achievement of Agenda 2030's commitment to "leave no one behind" and in particular Sustainable Development Goals (SDG) 1, 5, 10 and 16<sup>1</sup>. In addition to being guided by the SDG's<sup>2</sup>, this strategy is firmly rooted in main priorities of Denmark's strategy for development cooperation, The World We Share. In particular those parts related to addressing poverty, fragility, conflict and creating viable alternatives to forced displacement and irregular migration. Further, it underpins the Danish government's ambition for a fair and humane asylum system within international law by focusing in protection and self-reliance for refugees thus helping refugees in humanitarian settings and areas bordering conflict.

### Key results under this Organization Strategy will be:

- Addressing complex challenges related to forced displacement and irregular migration, incl. through the comprehensive approaches of the Global Compact on Refugees in a multi-year, multi-actor approach.
- Ensuring protection, assistance and durable solutions for refugees, particularly those in protracted situations with a focus on self-reliance and reducing protection risks, particularly SGBV, incl. access to lifesaving sexual and reproductive health services.

## 2. The Organization

UNHCR was established 1 January 1951<sup>3</sup> by the UN General Assembly. The work of UNHCR is needs based and rooted in the humanitarian principles of humanity, neutrality, independence and impartiality. The fundamentally humanitarian and non-political character of international protection means that actions are taken with the sole concern of ensuring the safety and welfare of refugees.

UNHCR is headquartered in Geneva but maintains effective presence in 132 countries with offices in 520 locations. Out of UNHCR's global workforce of 17.878 persons, 91 per cent are in field locations. Denmark hosts and supports UNHCR's presence in the UN City in Copenhagen<sup>4</sup>.

<sup>1</sup> All of the following SDG's are relevant for UNHCR's work: 1, 3, 4, 5, 6, 8, 10, 11 and 16.

<sup>2</sup> The 2030 Sustainable Development commitment of "leaving no one behind" now explicitly includes refugees, as a **new indicator on refugees** was approved by the UN Statistical Commission in March 2020.

<sup>3</sup> Resolution 319 (IV), of 3 December 1949

<sup>4</sup> Staff from the UNHCR Education, Global Data Service, and Private Sector Partnerships teams are located in Copenhagen, and UNHCR staff is placed in the UNHCR-World Bank Joint Data Centre on Forced Displacement

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### 2.1 The mandate of the High Commissioner for Refugees and persons of concern to UNHCR

UNHCR ensures international protection for those who have lost the protection of their own country (due to persecution, conflict, violence and human rights violations). UNHCR's<sup>5</sup> mandate empowers it to provide international protection and humanitarian assistance to refugees and other persons of concern to UNHCR, while seeking durable solutions to their plight. It aims to ensure that everyone can exercise the fundamental right to seek and enjoy asylum<sup>6</sup> and to find safe refuge in another country with the option to repatriate voluntarily, integrate locally or resettle permanently in a third country.

In addition, the UN General Assembly has mandated UNHCR to address statelessness<sup>7</sup> and has authorized UNHCR to be involved operationally under certain circumstances in enhancing protection and providing humanitarian assistance to internally displaced persons (IDPs)<sup>8</sup>.

**Persons of concern to UNHCR:**  
Refugees, asylum seekers<sup>1</sup>, refugee returnees, internally displaced persons and stateless persons. UNHCR's estimates that 97.3 mill. persons will be of concern for UNHCR in 2021

### 1.2 role in the UN system

UNHCR has the responsibility for coordinating the humanitarian response in refugee situations via the Refugee Coordination Model<sup>9</sup>. Within the UN humanitarian cluster model<sup>10</sup>. UNHCR leads the Global Protection Cluster and co-lead the Global Shelter Cluster (with IFRC) and the Global Camp Coordination and Camp Management Cluster (with IOM).

UNHCR is committed to working closely with other UN agencies through the 'Delivering as One' initiative, and UNHCR works closely with WFP, UNICEF, IOM, UNDP, OCHA and OHCHR<sup>11</sup>.

UNHCR maintains partnerships with a number of implementing (funded by UNHCR) and operational partners, such as the Danish Refugee Council. Overall UNHCR holds strategic partnerships with more than 900 partners. Indeed, UNHCR has exceeded its Grand Bargain commitment by providing 28 per cent of its programme expenditures through local and national responders<sup>12</sup>.

Through its work related to the nexus between humanitarian and development issues, UNHCR contributes to global development efforts. The landmark affirmation of the Global Compact for Refugees (GCR) in 2018 significantly strengthened this part of UNHCR's work as a catalyst and facilitator for comprehensive and inclusive responses to forced displacement and the achievements of the SDG's.

### 2.3 Governance of UNHCR

UNHCR is governed by the UN General Assembly and the Economic and Social Council (ECOSOC)

<sup>5</sup> The mandate is set out in the Statute of the Office (Annex to Resolution 428 (V) adopted by the UN General Assembly on 14 December 1950, the 1951 Convention relating to the Status of Refugees and its 1967 Protocol (which extends the temporal and geographic scope of the 1951 Refugee Convention, and has been elaborated further in subsequent resolutions

<sup>6</sup> Universal Declaration on Human Rights article 14 + EU Charter on Fundamental Rights article 18

<sup>7</sup> Including by promoting 1954 Convention related to the Status of Stateless Persons and the 1961 Convention on the Reduction of Statelessness

<sup>8</sup> UNHCR: "Note on the Mandate of the High Commissioner for Refugees and his Office", 2013

<sup>9</sup> Refugee Coordination Model: [54f6cb129.pdf \(unhcr.org\)](#)

<sup>10</sup> Yderligere information findes her: [What is the Cluster Approach? | HumanitarianResponse](#)

<sup>11</sup> UNHCR's partnership and cooperation with IOM on mixed movement situations has been clarified and renewed in a joint letter in 2019.

<sup>12</sup> UNHCR Standing Committee March 2021 Update on Strategic Partnerships and coordination: [605c427c4.pdf \(unhcr.org\)](#)

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and steered by an Executive Committee (ExCom). ExCom is open to all UN Member States who wish to support UNHCR. As of 2021, ExCom has 107 members, 12 standing observer states<sup>13</sup> and 40 observer organizations and observer status for NGOs.

ExCom's main function is to approve the budget of UNHCR's assistance programmes, advise the High Commissioner, and oversee UNHCR's finances and administration. ExCom meets in plenary session once a year, and has inter-sessional Standing Committee meetings every three to four months.

The High Commissioner reports annually to the General Assembly, and the General Assembly resolution on the Office of the United Nations High Commissioner for Refugees is facilitated by the Nordic countries<sup>14</sup>.

As one of UNHCR's largest donors Denmark receives regular briefings from the High Commissioner and/or his Deputy as well as regular briefings on integrity related matters, risk management etc.

The mechanisms for strategic dialogue between Denmark and UNHCR includes participation in ExCom and Standing Committee-meetings and informal consultations throughout the year as well as bilateral dialogue with UNHCR, including the annual bilateral consultations. Moreover, Denmark is a member of the group of largest donors to UNHCR and maintains dialogue with other major donors and UNHCR staff as appropriate. In addition, active bilateral dialogue on central Danish policy priorities is maintained at all levels, incl. at the level of Minister/High Commissioner as relevant.

### 2.4 UNHCR's budget and financial situation

UNHCR's budget is based on an assessment of global humanitarian needs related to forced displacement. The change from income- to needs-based budgeting in 2010 has resulted in a significant growth in the budget leading to a wider funding shortfall of around 40-45% of the budget<sup>15</sup>, despite significant increase in donor support in recent years. The increasing shortfall put emphasis on how the organization prioritizes and plans as well as adapt priorities during the course of the year.

For 2021 UNHCR's total needs based budget amounts to \$ 9.248 billion of which 87% is geared towards activities in the field<sup>16</sup>. The largest single regional budget is for UNHCR's operations in the Middle East and North Africa (29% of the budget), however, the combined total of the three Africa regions comes to 33% of the budget, reflecting continued and wide-scale needs on the African continent. The requirements for global programmes and Headquarters are, respectively, 6% and 2%.

UNHCR is funded almost entirely by voluntary contributions with 85% of funding coming from government donors and the EU, 3% from other inter-governmental organizations and pooled funding mechanisms and 11% from private sector donors. In addition, UNHCR receives a limited subsidy (1%) from the UN budget for administrative costs. The top ten donors (governments and the EU) provided 79% of UNHCR's 2020 voluntary contributions with the US remaining the top donor by far.

<sup>13</sup> UNHCR - Observer status

<sup>14</sup> UNGA A/Res/ 75/163: UNHCR - Resolution adopted by the General Assembly on 16 December 2020 (Office of the United Nations High Commissioner for Refugees)

<sup>15</sup> <http://reporting.unhcr.org/financial>

<sup>16</sup> As of 31 July 2021 3.601 billion in voluntary contributions had been recorded for the budget year 2021.

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Denmark has continuously been a top 10 donor for UNHCR with a total contribution in 2020 of 629 million DKK making Denmark the 6<sup>th</sup> largest government donor as well as a top 5 donor of multi-year funding and a top 5 donor of the crucial un-earmarked funding which allows UNHCR the necessary flexibility to respond in emergencies. Donor ranking attached in annex.

### 3. Relevance, lessons learnt, key strategic challenges and opportunities

#### 3.1 Relevance of UNHCR

Given UNHCR's mandate and its wide field footprint in protracted displacement situations and in countries along migratory routes, there is no other humanitarian organization, which can shoulder the responsibility for international protection, assistance and durable solutions for refugees. Therefore, UNHCR has been a unique and important partner in Danish humanitarian assistance for many years<sup>17</sup>.

The work of UNHCR is well aligned with the aims of Denmark's strategy for development cooperation related to protecting conflict-affected populations and addressing complex challenges related to conflict, fragility, forced displacement and irregular migration as well as finding durable solutions for refugees and internally displaced persons. In addition, it fits well with the strategy's focus on inter alia ensuring strengthened protection for refugees, quality education for children and youth in humanitarian crisis, and advancing gender equality for women and girls in displacement crisis (incl. through addressing sexual and gender-based violence in emergencies<sup>18</sup>). Finally it is well aligned with Danish priorities on climate change and adaptation and the operationalization of the humanitarian-development-peace nexus through the inclusive and comprehensive approaches of the GCR.

UNHCR maintains presence in all Danish priority countries and is engaged in humanitarian response to forced displacement situations in all Danish prioritized humanitarian crises<sup>19</sup>. UNHCR has a particularly strong presence on the African continent and in the MENA-region as well as in Afghanistan and neighboring countries, including Pakistan – also reflecting where the majority of the world's refugees are hosted.

#### 3.2 Lessons learned and results

A MOPAN assessment, carried out in 2019<sup>20</sup>, deemed UNHCR relatively well performing with a commitment to reform and a positive trajectory of change. UNHCR has undertaken a successful decentralization/regionalization process moving regional bureaus from headquarter to regions and thereby closer to field operations.

An area for improvement was the lack of linkage between UNHCR's Results Framework and its strategic plan. This is being addressed through the organization's new results-based management system ('COMPASS') and associated revision of its Global Results Framework, along with its renewed Strategic Directions from 2022 onward. In 2020, UNHCR instituted a new multiyear and results-based approach to planning, budgeting and reporting, generally strengthening UNHCR's ability for strategic planning and adaptive programming in further support of the GCR and Agenda 2030. This new approach to multiyear planning will be rolled out over a three-year period.

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<sup>17</sup> This organization strategy builds on two consecutive Humanitarian Partnership Framework Agreements covering 2013-2017 and 2017-2021 respectively.

<sup>18</sup> Denmark serves as the chair of Call to Action to end Gender-based violence in emergencies 2021-2022

<sup>19</sup> Except for OPT with Palestine refugees falling under UNRWA's mandate

<sup>20</sup> An upcoming assessment is scheduled already for 2022

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The MOPAN also highlighted that financial and human resources were necessary to ensure comprehensive mainstreaming of gender equality, climate change and environmental sustainability. UNHCR's has since appointed a Special Advisor on Climate Change and developed a Strategic Framework for Climate change. Denmark has funded a JPO position to help bolster UNHCR's gender unit and pave the way for a more strategic collaboration.

An evaluation from 2020<sup>21</sup> shows that UNHCR engages systematically with development actors but that there is scope for further engagement, particularly as regards UN Country Teams and Resident Coordinators. And a desk review of 2020 recommends that UNHCR strengthens its collective coordination by investing further in its leadership role to ensure a more agile, adaptive and strategic approach<sup>22</sup>.

UNHCR is not a development organization per se, but in line with the GCR, plays a catalytic role bringing humanitarian and development actors closer together and facilitate comprehensive and inclusive approaches to address the longer-term challenges of forced displacement.

UNHCR's cooperation with the World Bank (WB) is an important example of how partnerships with development actors can leverage additional funds and policy change to the benefit of both host communities and refugees. This partnership has led to inter alia the development of dedicated windows for host communities and refugees<sup>23</sup>. The partnership has also led to the establishment of the UNHCR-World Bank Joint Data Center on Forced Displacement (JDC). The center's objective is to enhance the availability and analysis of quality data on the socio-economic situation of displaced people and host communities.

Comprehensive and inclusive approaches, along the humanitarian-development nexus, to forced displacement is a key objective of Danish humanitarian action. Thus, Denmark has supported a number of initiatives and institutions that extends well beyond humanitarian action and works in close strategic partnerships with Danish civil society organizations in support of protection and durable solutions for forcibly displaced and host communities. Moreover, an increasing number of Danish bilateral and multilateral development programmes have included activities in support of inclusive approaches towards forced displacement in countries such as Afghanistan, Somalia, Kenya, Ethiopia, Uganda, Mali, Myanmar and Burkina Faso along with Lebanon and Jordan. Concrete examples linking up Danish humanitarian activities with Danish development programmes are the NURI and WAY programmes<sup>24</sup> in Uganda. Through these programmes up to 40% of the Danida development programme in Uganda is aligned to the humanitarian-development nexus.

### 3.3 Strategic challenges

Finding durable solutions for forcibly displaced has increasingly become a challenge as the ability to return has become more difficult over the past decade. Voluntary repatriation<sup>25</sup> remains a preferred solution, while local

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<sup>21</sup> Independent evaluation commissioned by UNHCR: [UNHCR - Discussion Papers 1- 4 UNHCR's Engagement in Humanitarian-Development Cooperation](#).

<sup>22</sup> Independent evaluation commissioned by UNHCR: <https://www.unhcr.org/research/evalreports/5e3da94e4/unhcrs-leadership-coordination-role-refugee-response-settings.html>

<sup>23</sup> Under the 18th and 19th International Development Association (IDA) replenishments—more than \$4.2 billion in total.

<sup>24</sup> NURI is providing climate smart agriculture activities to refugees and Ugandans alike. The WAY programme is supporting activities focused on SRSR and GBV issues in Northern Uganda also directed at both refugee and host communities

<sup>25</sup> At the end of 2019, nearly 317,200 refugees repatriated voluntarily, a decrease of 46 per cent compared to 2018: [EC/71/SC/CRP.9 \(unhcr.org\)](#)



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integration<sup>26</sup> in the host country and resettlement in third countries, also remains an essential part of the concept of durable solutions.

Forced displacement is no longer a temporary phenomenon with more and more refugee situations becoming protracted. The average length of forced displacement being 20 years for refugees and more than 10 years for internally displaced persons. With the vast majority of the world's refugees and internally displaced persons living in low and middle-income countries (85%), forced displacement impacts the ability of large host countries to attain the SDGs.

To the extent that refugees are not provided for with humanitarian assistance in emergencies and in the absence of effective international protection, assistance and the possibility for a durable solution, viable livelihood and self-reliance opportunities in first countries of asylum many choose to undertake dangerous journeys to reach safety, including towards Europe. Often refugees have no other choice but to travel the same dangerous routes as irregular migrants to reach safety. These mixed flows contributes to put the international asylum system under pressure. For example, around 50% of those seeking asylum in the EU are not found to be in need of international protection. Safe, dignified and prompt returns of those found not to be in need of international protection are vital for the credibility of an effective asylum system. Hence, there is an imperative need for new approaches to finding durable solutions. Seen from a Danish perspective this entails inter alia breaking the incentive structures that leads refugees to take dangerous routes as well as helping more people better in the regions of origin.

The impact of COVID-19 has seriously affected the wellbeing and resilience of entire populations both in countries of origin, as well as in host and transit countries for refugees, asylum-seekers, and irregular migrants. There has been a rise in sexual and gender-based violence, particularly impacting refugee and displaced women who were already at greater risk.<sup>27</sup> In addition, access to vaccines for persons under UNHCR's mandate will likely also be a challenge. Finally, the increasing number of internally displaced persons due to inter alia conflict, can also have repercussions for stability.

Climate change is a known risk multiplier that disproportionately affect the world's most vulnerable people, with refugees and IDPs often hosted in so-called "climate hotspots" that are increasingly uninhabitable. UNHCR's work in this area<sup>28</sup> focuses on inter alia minimizing environmental impacts of large-scale displacement and improving UNHCR's own environment footprint. UNHCR participates in the UN "Greening the blue" initiative and is progressively rolling out environmental reporting across its country operations.

### 3.4 Opportunities

The GCR and UNHCR's role as a catalyst for comprehensive approaches including HD-nexus response is fully in line with Danish priorities related to addressing forced displacement. UNHCR has taken large strides in pursuit of this agenda and has – while remaining true to its core protection and humanitarian mandate – stepped into the role of catalyst and facilitator for more comprehensive approaches to large and/or protracted refugee situations, including by integrating host communities. With regard to the peace-element of the HDP nexus, UNHCR's conflict-sensitive approach, incl. by community-based protection, can be highlighted.

Denmark should continue to play a champion role of the GCR, both in terms of advocacy and in terms of implementation. This includes looking at matching pledges (the matching of financial pledges with inclusive policy pledges made by host countries), engaging in the stocktaking meeting in December

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<sup>26</sup> During the first half of 2020, about 20,300 refugees from 140 countries of origin naturalized in 25 countries: [5fc504d44.pdf \(unhcr.org\)](#)

<sup>27</sup> UNHCR - Gender-based violence on the rise during lockdowns

<sup>28</sup> UNHCR Climate Action Framework: [604a26d84.pdf \(unhcr.org\)](#)

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2021 and work towards preparing Danish participation in the next Global Refugee Forum to be held in 2023. In this connection, the coherence between Denmark's humanitarian action and bilateral development programmes could be leveraged even further, potentially by focusing on the Youth pledge in collaboration with Danish civil society partners.

Further coherence across Danish humanitarian assistance and development cooperation will be sought by institutionalizing the already existing exchanges and collaboration between relevant units in the format of a Doing Development Differently contact group. Potential topics of interest could be innovative financing, incl. on greening/reduction of environmental footprint as well as contribute to an enhanced focus on localization.

### 4. Priority areas and results to be achieved

UNHCR's Strategic Directions for 2017-2021<sup>29</sup> elaborates five core directions on which UNHCR will focus – protection; responding in emergencies and beyond; promoting inclusion and self-reliance, including through the engagement of development actors; the empowerment of the people UNHCR serves; and the pursuit of solutions.

Within the broader objective of protecting conflict affected populations, it is a particular priority for Denmark to address complex challenges related to forced displacement and irregular migration, to strengthen protection of refugees and IDP's, and to find durable solutions for refugees and IDP's, including ensuring rights of women and girls. Helping more people better in their regions of origin and breaking the incentive structures that makes people embark on dangerous journeys are key components in Danish policy priorities of a new fair and humane asylum system within international law.

Within the framework of the human rights-based approach to development, Denmark values UNHCR's efforts to integrate human rights across its operations for displaced people – and with a particular cross-cutting emphasis on e.g. age, gender and diversity.

Both Denmark and UNHCR recognize the Agenda 2030's commitment to "leave no one behind". Similarly, both parties are committed to implementing the *Grand Bargain* and *the New Way of Working*, including by 1) increasing collaboration focused at "collective results", 2) working with others to achieve a comprehensive, cross-sectoral, methodologically sound, and impartial overall assessment of needs, 3) increasing the investment in national first responders 4) and through the donor commitment to decrease earmarking where possible and accept more streamlined reporting requirements.

Both UNHCR and Denmark are committed to strengthening the engagement in joint multi-year planning and programming in response to protracted crises, to strengthen flexibility in line with changes in operational contexts, and to reduce management costs and promote harmonised results reporting.

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<sup>29</sup> By the end of 2021 UNHCR is expected to present an updated and renewed set of the Strategic Directions covering 2022-2026 along with a new Global Results Framework with accompanying Areas of Result which are to be aligned with both the SDG's and the Global Compact on Refugees. This means that it is not possible to fully align this Danish organization strategy with UNHCR's upcoming strategic framework. For 2021-2022 Denmark will base itself on UNHCR's current Strategic Directions 2017-2021 as well as the Global Strategic Priorities for 2021 and accompanying indicators. To take this into account it is suggested that an adapted mid-term review of this organization strategy could be carried out in 2023 to take stock of the implementation of UNHCR's new RBM-approach and to factor in UNHCR's upcoming strategic directions/accompanying Results Framework.

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### *4.1 Reform process, localization and strategic cooperation with implementing partners*

As part of UNHCR's multiyear, multi-partner approach it will be important for UNHCR to ensure that implementing partners are seen as strategic partners and that multiyear funding from donors is passed on to such partners (both international and local) – also in pursuit of the Grand Bargain commitment of *localization*. In particular, how UNHCR works with local partners (and refugee-led, particularly women-led refugee, organizations) will be increasingly important.

UNHCR's reform in 2020 as regards partnerships, incl. a shift from “one size fits all” and “risk-averse” approaches to simplified processes and to a “risk-sharing” approach should contribute to a strengthened effectiveness and efficiency of its funded implementing partnerships in the short run. And to organizational transformation process more broadly. More streamlined processes and workflows, guidance on the practical implementation of the announced reform measures, and capacity strengthening for UNHCR operations globally and its implementing partners, is still needed. In addition, UNHCR should further consolidate ongoing collaborative initiatives with implementing partners around regionalization, innovation, and joint advocacy.

Denmark will also continue to support and place emphasis on UNHCR's change management process all the way from facilitation to implementation. As part of the localization agenda, UNHCR needs to bring about a major shift in the nature of its relationships with both large and small partners away from a more top-down approach with traditional implementing partners to working with a more diverse set of partners. UNHCR should also further develop its approach to large NGO-partners away from seeing them as merely implementing partners towards a true partnership approach with more strategic coordination in the field. Denmark attaches great importance to UNHCR developing a more adaptive and facilitative approach to leading and coordinating refugee responses. In addition, UNHCR could explore further concrete avenues for diversifying its donor base, but also bringing expertise and innovation from example the private sector to its responses, including on the climate agenda.

### *4.2 UNHCRs facilitating and catalyst role and comprehensive approach*

UNHCR's catalyst role in pursuit of comprehensive GCR-responses, incl. its collaboration with governments of host countries, remains an important area of progress, while ensuring that UNHCR stays true to its core protection mandate. In general, more should be done to ensure protection and access to livelihoods in humanitarian settings and areas bordering conflict thus avoiding refugees embarking on often dangerous journeys.

### *4.3 Protection of women and girls and access to education*

Denmark will continue to support and push for strong focus on protection, in particular prevention, mitigation and response to SGBV, including access to sexual and reproductive health services which are to be considered lifesaving and are a key entry point to mitigate, respond and reduce SGBV in humanitarian settings. Services, care and referrals should be survivor-centred, as well as gender and age-responsive. Denmark will continue to advocate and work closely with likeminded countries to ensure continued focus and prioritization of SGBV response.

Similarly, Denmark will advocate with UNHCR to focus on enhancing the number of refugee girls having access to education<sup>30</sup>. In this regard, UNHCR should be supported in ensuring gender-disaggregated data, in line with UNHCR's approach to Age, Gender and Diversity<sup>31</sup>

### *4.4 Key results to be achieved*

In general – and in accordance with the Grand Bargain and the Danida Multilateral Guidelines –

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<sup>30</sup> UNHCR - The Struggle for Equality - Why girls lose out + Stepping up: Refugee education in crisis - 2019 Report - UNHCR

<sup>31</sup> UNHCR's approach to Age, Gender and Diversity: [5ebd5e344.pdf \(unhcr.org\)](#)

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Denmark bases its monitoring on UNHCR's own monitoring and reporting framework in the form of UNHCR's Global Report, Global Strategic Priorities (GSP) and the annual Global Strategic Priorities Progress Report and does not require specific progress reports covering the Danish contribution. Hence, three main operational GSP as well as one support and management GSP from UNHCR's results framework has been selected as key results for Danish priorities<sup>32</sup>.

### Key results for Danish priorities

Operational GSP 3: Security from violence and exploitation by reducing protection risks faced by people of concern to UNHCR, in particular **SGBV** and specific risks faced by children

Operational GSP 6 and 7: Community empowerment and **self-reliance** of persons of concern for UNHCR, incl. by building coexistence with hosting communities

Operational GSP 8: Expanding opportunities for **durable solutions** for persons of concern for UNHCR particularly those in **protracted situations by strengthening the use of comprehensive approaches** and contributing to sustainable reintegration, local settlement and successful resettlement in third countries

Support and Management GSP 6: **Multi-year, multi-partner protection and solutions strategies**, supported by results-based management (RBM) approaches, facilitate collaboration and effective inclusion of people of concern in national systems and development frameworks, in pursuit of the Sustainable Development Goals and development frameworks.

Denmark will assess and discuss the above-mentioned policy priorities through participation in formal and informal meetings, engaging in thematic briefings as well as in connection with the annual consultations. Denmark will also engage with likeminded donors on these and other relevant topics. Under the current partnership agreement UNHCR provides Denmark with the following reports regarding the softly earmarked parts of the contribution:

- UNHCR's annual Global Report, including detailed country chapters with achievements against priority targets.
- UNHCR's annual financial report and audited financial statements (and audit report), as submitted to UNHCR's Executive Committee and to the Fifth Committee of the General Assembly of the United Nations;
- For the Specific Danish Contribution/innovation fund (DKK 20 million), narrative progress report of the same year will be presented to Denmark at the annual consultations meetings;

The new Partnership Agreement will outline specific but simple financial reporting requirements for the different types of softly earmarked contributions allocated to UNHCR.

## 5. Budget

The contributions under the new Partnership Agreement are - subject to parliamentary approval - envisaged to fall into the same four components/engagements as the

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<sup>32</sup> This in order to ensure operational efficiency, multiyear planning and reporting, incl. making the most of un-earmarked and softly funding and ensuring a strategic engagement with implementing partners, incl. passing on multiyear funding

## Organisation Strategy for Denmark’s engagement with the UN Office of the High Commissioner for Refugees (UNHCR) 2022-2026

contributions in 2021 :

- A core contribution of DKK 235 million. This contribution is **un-earmarked** and supports all four main areas of UNHCR’s work (refugees, stateless, solutions and IDP’s).
- A softly earmarked contribution of DKK 55 million of innovation funds. These funds are meant to innovate, experiment and catalyse efforts to resolve protracted displacement and to support solutions with a tested menu of tools, methodologies and partnerships that UNHCR can draw upon across geographic contexts when developing solutions strategies. It is envisaged that the overall strategic framework for the continued use of the funds will be discussed and approved during the annual consultations (as under the current Partnership Agreement), with the understanding that it is guided by a high degree of flexibility and willingness to take risks.
- A softly earmarked contribution of DKK 50 million to an Emergency Response Fund, administered and used by UNHCR at its own discretion for emergency response purposes during the course of the financial year. The Partnership Agreement will include general stipulations on the use of these funds, including with regard to the need to inform Denmark about allocations for subsequent media usage. Allocations for more than USD 1 million will not be made without consultation with Denmark.
- Softly earmarked contribution amounting to DKK 170 million to UNHCR’s efforts in support of selected operations of a protracted nature and with a focus on supporting durable solutions, either through local integration or voluntary repatriation and reintegration. UNHCR’s selection of operations takes its point of departure in the geographical priorities guiding Danish engagement in protracted displacement crises and is expected to be subject to confirmation during the annual bilateral consultations – as is the case under the current Partnership Agreement. The funding may in particular support the development of multi-year planning frameworks for protracted displacement situations.

Danish contribution to UNHCR <sup>33</sup>	2022	2023	2024	2025	2026
<b>Core funds</b> (un-earmarked)	235	235	235	235	235
<b>Innovation funds</b> (softly earmarked)	55	55	55	55	55
<b>Emergency Response Fund</b> (softly earmarked)	50	50	50	50	50
<b>Contribution to UNHCR's efforts in protracted situations</b> (softly earmarked)	170	170	170	170	170
<b>Totals<sup>34</sup></b>	510	510	510	510	510

<sup>33</sup> Contribution in DKK million

<sup>34</sup> The numbers are preliminary and subject to parliamentary approval

## Organisation Strategy for Denmark's engagement with the UN Office of the High Commissioner for Refugees (UNHCR) 2022-2026

In addition to the contributions provided under the partnership agreement, UNHCR can also receive extraordinary contributions during the financial year.

### 6. Risks and assumptions

UNHCR faces several important risks and challenges, incl. externally driven challenges.

*The global protection environment:* Hosting refugees creates strains on countries' economy, society, services, infrastructure, environment and security. In exercising its mandate effectively, UNHCR is dependent upon generosity of hosting countries as well as the continuing commitment from member states to cooperate. This also entails member states to exert pressure on each other to uphold and respect their obligations, not least in respect of the key principle of 'non-refoulement'. Lack of ability to return those *not* in need of international protection also has implications for asylum space.

*Maintaining the high level of donor contributions in light of increasing needs:* An important challenge for the organization is the funding situation. UNHCR will need to continue to work towards strengthening and diversifying its donor base. A key area where there has been progress regarding donor diversification is the private sector, which is now UNHCR's third largest source of income. However, it remains to be seen whether this will be enough to offset potential downturns in funding from some donor governments in light of the economic impact of COVID-19 pandemic. UNHCR will also need to make the most of un-earmarked and softly earmarked funding, incl. ensuring more strategic and multiyear engagement with implementing partners.

*Humanitarian space and staff security:* Due to the increasingly complex global political and security situation, there has been a steady and incremental erosion of humanitarian space, and often violations of IHL, over the past decade leading to restricted humanitarian space and growing insecurity of humanitarian staff. An analysis has shown that more civilian humanitarian aid workers are killed by acts of violence than in accidents and that almost half of the non-accidental deaths of aid workers were the result of ambushes on vehicles and convoys<sup>35</sup>. This risk applies to all humanitarian agencies working in conflict zones. The 'humanitarian space' that is needed to ensure access to vulnerable populations and the safety and security of humanitarian workers must be preserved as essential preconditions for the delivery of humanitarian assistance.

*Misuse of funds/misconduct:* UNHCR works in notoriously risk-prone contexts. While it is generally assessed that the risk of corruption – in the sense that UNHCR-staff would take bribes in conducting their work – generally is not high, the ever-growing budget and increasing involvement of external partners do increase the risk of embezzlement of funds. UNHCR applies a zero-tolerance policy on cases of misconduct, including in relation to SEA. Cases are reported via the Inspector General or Board of Auditors to ExCom as well as the General Assembly. It is critical that UNHCR continues its fight against any type of corruption/misconduct. Denmark places great emphasis on transparency in this connection and follow up with UNHCR on these issues, including via regular integrity briefings, during the annual bilateral consultations and as appropriate and needed.

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<sup>35</sup> IASC Background document "Preserving Humanitarian Space, Protection and Security", New York 2008

**Organisation Strategy for Denmark's engagement with the UN Office of the High Commissioner for Refugees (UNHCR) 2022-2026**

**Annexes:**

**Annex 1:** UNHCR's Global Strategic Priorities: [GSPs.pdf \(unhcr.org\)](#)

**Annex 2:** UNHCR Donor ranking

**Annex 3:** UNHCR's global presence

**Annex 4:** UNHCR budget map

**Annex 5:** Overview of DK funding

**Annex 6:** Summary Results Matrix

# GLOBAL STRATEGIC PRIORITIES 2021

UNHCR's Global Strategic Priorities (GSPs) for the 2020-2021 biennium represent important areas in which the Office is making targeted efforts to strengthen protection, improve the quality of life and seek solutions for refugees and other people of concern.

Representing a common set of key priorities, operational GSPs guide the implementation of country-level plans undertaken by operations together with partners in support of national authorities. Support and management GSPs guide UNHCR's work at Headquarters and across the regional bureaux, providing oversight, policy development and operational support to field operations.

These priorities move forward UNHCR's vision, as outlined in the Office's 2017-2021 Strategic Directions, and are in line with the Sustainable Development Goals established under the 2030 Agenda, as well as the outcomes of World Humanitarian Summit and the Grand Bargain.

UNHCR has engaged in an organizational transformation process, implemented around eight pillars, each of which will strengthen the organization's effectiveness and efficiencies, ensure greater impact with the resources entrusted to it and increase accountability to people of concern and Member States.

In January 2020, UNHCR's new decentralized and regionalized structure, intended to bring decision-making, guidance and support closer to the field, became operational. Seven regional bureaux are now in place in regional locations, with revised roles, authorities

and accountabilities for country offices, regional bureaux and Headquarters.

The new organisational design and ways of working have been accelerated by UNHCR's COVID-19 response. Specifically, the pandemic has demonstrated, more acutely than before, the need for streamlined business processes and systems, as well as better information flow and exchange to enable coordination and delegate authorities. Measures and initiatives have been introduced to enable the Office to stay and deliver. These include remote monitoring, flexible arrangements with implementing partners, and information and data exchange for resource planning and management.

## Operational priorities, indicators and global engagements

They ensure continuity and consistency in the Office's monitoring and reporting, and reflect strengthened integrity and accountability as an institutional priority to ensure that UNHCR has strong prevention systems in place while continuing to operate effectively in high-risk environments.

The number and scope of priorities have been maintained in 2021, as part of the 2020-2021 biennium to ensure continuity and consistency in management, analysis and reporting. They also reflect the five core areas in UNHCR's Strategic Directions 2017-2021. The GSPs are anchored in the Office's results-based management framework, whose indicators enable UNHCR to monitor progress and demonstrate impact in critical areas of intervention.

UNHCR's transformation process:



## Achieving impact through joint action

UNHCR's efforts alone cannot achieve the desired impact for people of concern. The Office's response requires coordinated action and sustained commitment, as expressed, first and foremost by States, UN agencies, NGOs and communities of concern. Context-specific factors beyond the control of any one actor can also have a significant influence on outcomes.

Given that overall needs in most operations largely exceed available resources, the recurring challenge faced by operations is to prioritize interventions between equally critical and compelling needs. Engagement at country level with partners and people of concern aims to determine the optimal balance of what can be prioritized, while taking into account levels of criticality, the likelihood for successful outcomes and considerations linked to cost efficiency.

## OPERATIONAL GSPs

IMPACT INDICATOR

ENGAGEMENT

### FAVOURABLE PROTECTION ENVIRONMENT



1. Safeguarding access to territorial protection and asylum procedures; protection against refoulement; and supporting the adoption of nationality laws that prevent and/or reduce statelessness

Extent law consistent with international standards relating to refugees  
  
Extent law and policy consistent with international standards relating to internal displacement and on prevention of statelessness  
  
% of stateless persons for whom nationality granted or confirmed

Seek improvements to national law and policy in 80 countries so as to be consistent with international standards concerning refugees and asylum-seekers.  
  
Seek improvements to national law and policy in 17 countries, so as to be consistent with international standards concerning IDPs.  
  
Seek improvements in citizenship laws in 40 countries, so as to be consistent with international standards on the prevention of statelessness.  
  
Seek to increase the percentage of stateless people who acquire or confirm nationality in 14 situations.

### FAIR PROTECTION PROCESS AND DOCUMENTATION




2. Securing birth registration, profiling and individual documentation based on registration



% of children under 12 months old who have been issued with a birth certificate by the authorities  
  
% of people of concern registered on an individual basis



Seek to increase the systematic issuance of birth certificates to newborn children in 53 situations.  
  
Seek to maintain or increase levels of individual registration in 96 refugee situations.




## OPERATIONAL GSPs

	IMPACT INDICATOR	ENGAGEMENT
<b>SECURITY FROM VIOLENCE AND EXPLOITATION</b>		
 <b>3.</b> Reducing protection risks faced by people of concern, in particular, discrimination, SGBV and specific risks faced by children	Extent known SGBV survivors receive appropriate support	Provide and seek improved provision of support to known SGBV survivors in 95 refugee operations, 10 situations where UNHCR is operationally involved with IDPs, and 3 returnee situations.
	Extent community is active in SGBV prevention and survivor-centred protection	Seek improved community involvement in SGBV prevention and protection of survivors in 58 refugee situations, 8 situations where UNHCR is operationally involved with IDPs, and 4 returnee situations.
	% of unaccompanied and separated children for whom a best interest process has been initiated or completed	Seek to maintain or increase the proportion of unaccompanied or separated refugee children for whom a best interest process has been completed or initiated in 74 refugee situations.
	Extent children of concern have non-discriminatory access to national child protection and social services	Seek increase in the non-discriminatory access to national child protection and social services in 37 refugee situations, 4 situations where UNHCR is operationally involved with IDPs, and 3 returnee situations.

	IMPACT INDICATOR	ENGAGEMENT
<b>BASIC NEEDS AND SERVICES</b>		
 <b>4.</b> Reducing mortality, morbidity and malnutrition through multi-sectoral interventions	Prevalence of global acute malnutrition (GAM) (6-59 months)	Seek to maintain UNHCR standards or reduce level of GAM in 36 situations where refugees live in camps or settlements.
	Under-5 mortality rate	Seek to maintain UNHCR standards or reduce mortality levels of children under 5 years old in 44 situations where refugees live in camps or settlements.
 <b>5.</b> Meeting international standards in relation to shelter, domestic energy, water, sanitation and hygiene	% of households living in adequate dwellings	Seek to maintain or increase the percentage of households living in adequate dwellings in 48 refugee situations, 15 situations where UNHCR is operationally involved with IDPs, and 7 returnee situations.
	Average number of litres of potable water available per person per day	Seek to maintain or increase the level of water supply in 46 refugee situations.

	IMPACT INDICATOR	ENGAGEMENT
<b>COMMUNITY EMPOWERMENT AND SELF-RELIANCE</b>		
 <b>6.</b> Promoting active participation in decision-making of people of concern and building coexistence with hosting communities	% of active female participants in leadership/management structures	Seek improved participation of women in leadership/management structures in 54 refugee situations and 4 situations where UNHCR is operationally involved with IDPs.
	Extent local communities support continued presence of people of concern	Seek improvements in relations between people of concern and local communities in 65 refugee situations.
	% of people of concern (18-59 years) with own business/self-employed for more than 12 months	Seek to maintain or increase the percentage of people of concern who are supported to improve their business/self-employment opportunities in 38 operations.
 <b>7.</b> Promoting human potential through increased opportunities for quality education and livelihoods support	% of primary school-aged children enrolled in primary education	Seek improved enrolment rate of primary school-aged children in 95 refugee situations.

	IMPACT INDICATOR	ENGAGEMENT
<b>DURABLE SOLUTIONS</b>		
 <b>8.</b> Expanding opportunities for durable solutions for people of concern, particularly those in protracted situations, including by strengthening the use of comprehensive approaches and contributing to sustainable reintegration, local settlement and successful resettlement in third countries	Extent return has been voluntary, and in safety and dignity	Support refugees to return voluntarily, and in safety and dignity, in 40 situations where conditions permit.
	Extent returnees have same access to rights as other citizens	Support returnees in 11 situations to reintegrate in a sustainable manner, with the same access to rights as other citizens.
	Extent social and economic integration is realized	Support local integration in 42 refugee situations where conditions permit.
	% of people of concern, identified in need of resettlement, submitted for resettlement	Seek to maintain or increase the percentage of people submitted for resettlement, among those identified in need of resettlement, thereby supporting solutions in 74 situations.

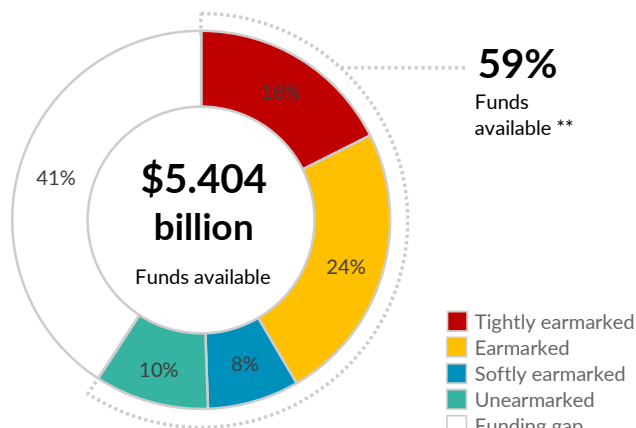
# SUPPORT AND MANAGEMENT GSPs

INDICATOR	
1. UNHCR's programmes are carried out in an environment of sound financial accountability and adequate oversight	<ul style="list-style-type: none"> <li>Financial management and reporting are strengthened at UNHCR Headquarters and in the field through streamlined and enhanced systems, with effective guidance on financial controls provided and applied.</li> <li>Accounts are recorded and disclosed in full compliance with the International Public Sector Accounting Standards (IPSAS), and UNHCR obtains maximum benefits from the standards applied.</li> <li>Cash-based interventions (CBIs) are supported by a robust financial control framework and business processes that are embedded in the delivery system.</li> <li>Partnership arrangements are simplified and harmonized in collaboration with stakeholders, including other United Nations entities, and the share of resources entrusted to local partners is increased.</li> </ul>
2. UNHCR's operations deliver quality protection and facilitate solutions to people of concern and effectively advocate for their rights	<ul style="list-style-type: none"> <li>Global protection and solutions capacity and response are strengthened through direct operational support, enhanced monitoring and partnerships.</li> <li>The promotion of gender equality is enhanced and accountability to people of concern is reinforced at global and operational levels.</li> </ul>
3. UNHCR facilitates effective responses to forced displacement and statelessness through strengthened protection and solutions frameworks, advocacy and operational partnerships and the promotion of inclusion in national systems	<ul style="list-style-type: none"> <li>National, regional and global protection frameworks and capacities are strengthened through effective implementation of supervisory responsibility and advocacy, in close collaboration with States and other relevant actors, including international development and peacebuilding entities.</li> <li>Protection of displaced and stateless persons is strengthened, and pathways to solutions are expanded through new partnership arrangements, support to strengthen national systems and institutions, and implementation of comprehensive responses.</li> </ul>
4. UNHCR facilitates responsible and comprehensive use of data and information for decision-making and advocacy, including by partners and people of concern	<ul style="list-style-type: none"> <li>UNHCR and partners manage and use data and information, following a principled, systemized and collaborative approach to enable evidence-based actions, programme design and resourcing decisions for quality protection outcomes.</li> <li>Information and analysis on the situation of refugees and other people of concern is made available to support their inclusion in international and national development frameworks.</li> <li>Data and information management approaches, including storing and sharing of personal data, respect protection practices and privacy concerns.</li> </ul>
5. UNHCR makes effective use of and contributes to improving inter-agency humanitarian coordination mechanisms and drives efforts to place protection at the centre of humanitarian action	<ul style="list-style-type: none"> <li>Effective coordination and leadership is established for refugee responses and for UNHCR-led clusters at the global and operational levels.</li> <li>UNHCR provides protection expertise and analysis to guide and inform joint humanitarian action.</li> </ul>
6. Multi-year, multi-partner protection and solutions strategies, supported by results-based management (RBM) approaches, facilitate collaboration and effective inclusion of people of concern in national systems and development frameworks, in pursuit of the Sustainable Development Goals and development frameworks.	<ul style="list-style-type: none"> <li>Multi-year, multi-partner strategies are informed by improved joint needs assessments and are developed and implemented in consultation with key stakeholders, including national authorities, civil society, development partners and private sector representatives.</li> <li>UNHCR's RBM systems support collaborative and evidence-based planning and monitoring.</li> </ul>

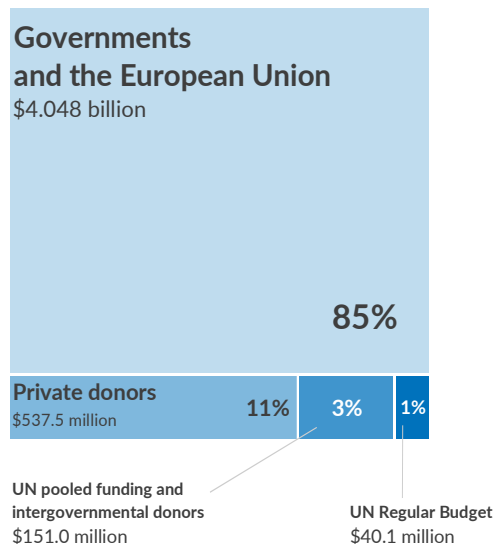
INDICATOR	
7. UNHCR, in collaboration with partners, provides refugees and other people of concern with the possibility to meet their needs, enhance their protection and support their transition to solutions through the expanded use of CBIs	<ul style="list-style-type: none"> <li>UNHCR is equipped with the relevant systems, tools, skills and processes to implement and scale up CBI programmes in an accountable manner.</li> <li>UNHCR pursues the objective of common cash transfer arrangements with partners, in line with UNHCR's CBI policy and strategy.</li> </ul>
8. UNHCR strengthens emergency preparedness, maintains and builds capacity to mobilize rapidly and effectively in response to emergencies	<ul style="list-style-type: none"> <li>Core relief items are stocked to provide emergency assistance for up to 600,000 people and dispatched within 72 hours.</li> <li>Active standby capacity is maintained and UNHCR and partner personnel, with appropriate leadership, coordination and protection skills, are available for immediate deployment to emergency operations.</li> <li>Representation of local and national partners and communities is increased in preparedness action planning.</li> <li>A proactive approach to security management is applied through a qualified security workforce, security training and support to emergencies.</li> </ul>
9. UNHCR is optimally prepared to respond to global forced displacement challenges, through a diverse workforce of talented and highly performing people, who are flexible and able to be deployed in a timely manner, and who benefit from comprehensive care and support from the organization	<ul style="list-style-type: none"> <li>Strategic workforce planning that accounts for diversity and gender balance is improved through analysis of current and future talent requirements.</li> <li>Career management is supported through the provision of learning opportunities and performance review, and is informed by the organizational demand for skills.</li> <li>A fair and transparent assignments framework ensures diversity and gender balance in the deployment of qualified personnel through efficient human resources systems, particularly in the context of emergencies and high risk operations.</li> <li>Minimum standards of occupational health and safety for UNHCR's workforce are implemented across operations.</li> </ul>
10. UNHCR mobilizes political, financial and operational support from public and private sectors through effective strategic partnerships and fundraising strategies, as well as through evidence-based multimedia communications and targeted campaigns, building empathy and awareness among the general public and shaping the global dialogue on forced displacement	<ul style="list-style-type: none"> <li>Resource mobilization strategies are enhanced to increase funding from public and private sources, through existing and new creative approaches.</li> <li>Partnerships with Member States of the Executive Committee, United Nations agencies, NGOs and other partners are maintained and enhanced through regular and substantive dialogue.</li> <li>Strategic external communication activities are strengthened through targeted multimedia campaigns, timely public updates and increased outreach to target audiences, building a strong community of supporters.</li> <li>Political and operational support from private and public sectors is expanded to improve the welfare of displaced populations and host communities.</li> </ul>

**\$9.131 billion**

Budget

**Global Overview**

as at 31 December 2020

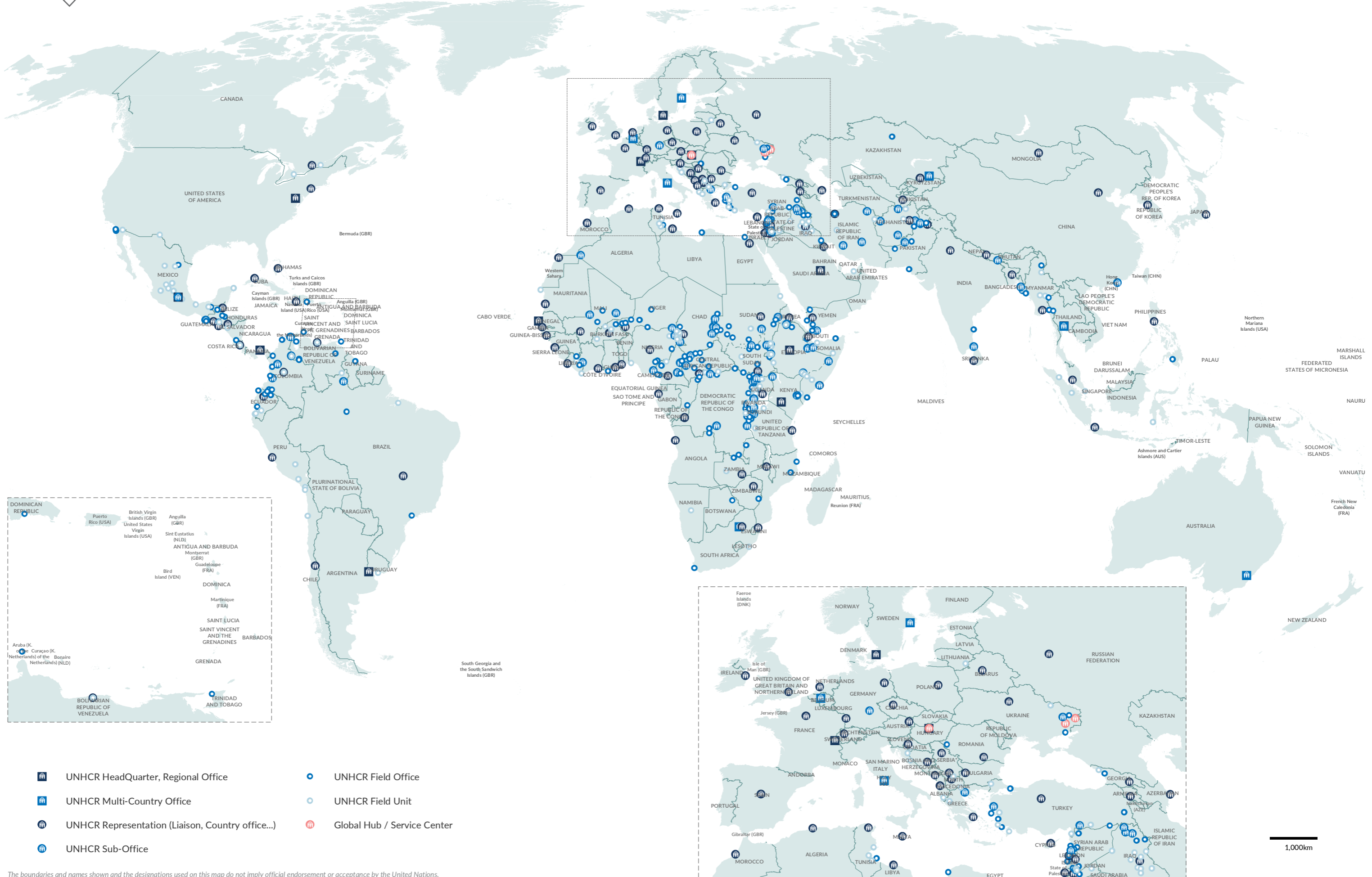









\* A detailed breakdown is available at the end of this overview.

\*\* Percentages may not add up to 100% due to rounding.

**CONTRIBUTIONS<sup>1</sup> | USD**

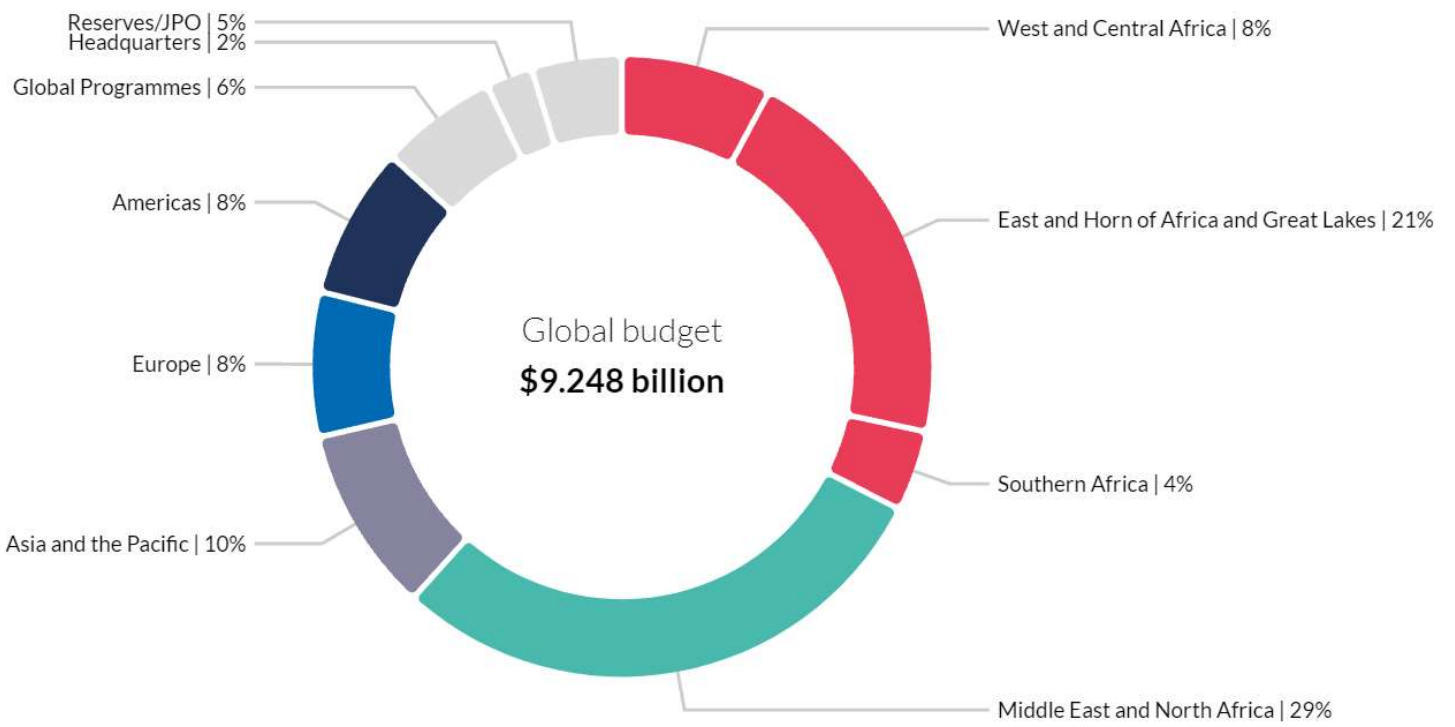
	Unearmarked	Softly earmarked	Earmarked	Tightly earmarked	Total
<b>Total</b>	<b>661,240,221</b>	<b>715,491,174</b>	<b>2,167,017,444</b>	<b>1,192,586,106</b>	<b>4,736,334,945</b>
United States of America	-	346,300,000	1,606,434,803	20,516,425	1,973,251,228
European Union	-	-	-	522,113,339	522,113,339
Germany	25,852,585	143,388,266	215,544,221	62,115,189	446,900,261
United Kingdom of Great Britain and Northern Ireland	45,713,388	24,844,720	25,227,202	38,940,618	134,725,928
Japan	23,825,696	7,806,122	29,454,087	65,246,144	126,332,049
Sweden <sup>R</sup>	88,164,283	18,367,541	15,665,843	2,544,747	124,742,413
Central Emergency Response Fund <sup>M</sup>	-	-	-	106,988,819	106,988,819
España con ACNUR (Spain) <sup>NP</sup>	83,378,828	9,403,778	675,773	9,131,438	102,589,817
Denmark	34,604,624	21,982,569	18,755,207	21,212,708	96,555,108
Netherlands	36,105,033	2,247,191	11,827,541	43,396,401	93,576,166
Norway	41,416,894	5,220,426	25,598,049	6,965,311	79,200,679
Canada	9,431,138	13,726,419	45,051,359	1,308,684	69,517,601
USA for UNHCR <sup>NP</sup>	10,778,552	4,128,190	2,276,889	33,276,864	50,460,496
Private donors in Qatar	-	-	1,500,000	48,120,984	49,620,984
Private donors in the Republic of Korea	41,307,544	5,243,523	362,417	85,315	46,998,798
Japan for UNHCR <sup>NP</sup>	40,081,905	4,458,013	113,495	239,234	44,892,648
France	14,001,759	4,898,363	22,353,147	2,988,330	44,241,599
Switzerland	16,376,663	-	17,219,557	8,326,616	41,922,836
Italy	10,588,235	-	2,922,103	23,981,983	37,492,322
Private donors in the United Kingdom of Great Britain and Northern Ireland	3,607,132	5,613,198	4,318,299	21,692,067	35,230,696
UNO-Flüchtlingshilfe (Germany) <sup>NP</sup>	587	30,808,597	2,325,048	1,196,105	34,330,337
Saudi Arabia	1,000,000	-	30,000,000	-	31,000,000



-  UNHCR HeadQuarter, Regional Office
-  UNHCR Multi-Country Office
-  UNHCR Representation (Liaison, Country office...)
-  UNHCR Sub-Office
-  UNHCR Field Office
-  UNHCR Field Unit
-  Global Hub / Service Center

The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the United Nations.

# Annex 4 UNHCR budget 2021



# Annex 5 Overview Danish Funding



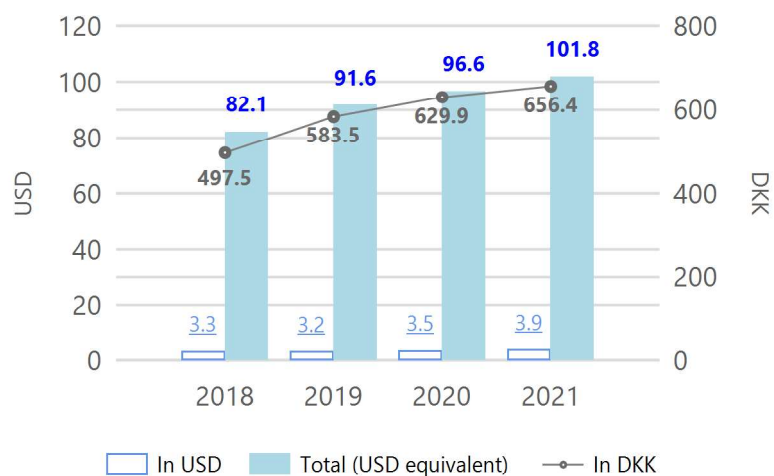
## Funding Overview

### Government of Denmark

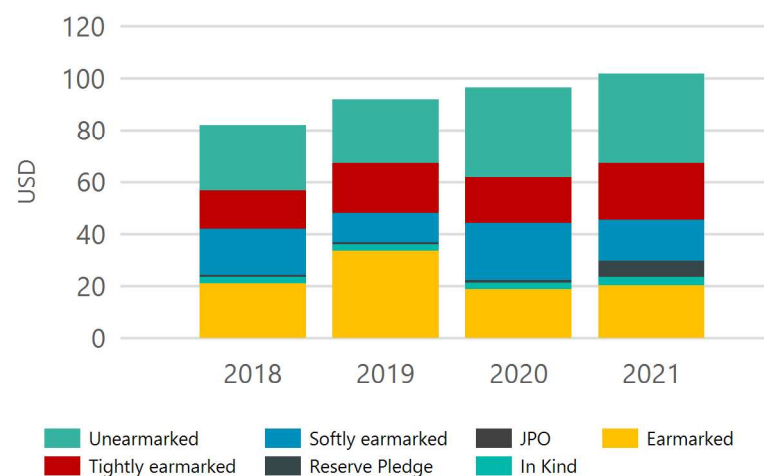
Funding from 2018 to 2021. Contributions and projections as at 08/10/2021

Earmarking Level	2018			2019			2020			2021		
	DKK	USD	Total (in USD)	DKK	USD	Total (in USD)	DKK	USD	Total (in USD)	DKK	USD	Total (in USD)
Unearmarked	160,000,000	-	25,477,707	160,000,000	-	24,393,962	235,000,000	-	34,604,624	235,000,000	-	34,604,624
Softly earmarked	110,500,000	-	17,635,265	75,000,000	-	11,286,117	150,000,000	-	21,982,569	100,000,000	-	15,761,003
Earmarked	134,792,163	-	20,978,273	224,050,467	-	33,576,113	127,014,712	-	18,755,207	137,000,000	-	20,173,759
Tightly earmarked	92,188,037	-	14,664,045	124,461,650	-	19,182,028	117,926,149	-	17,701,472	147,133,448	-	21,903,886
In Kind	-	2,598,459	2,598,459	-	2,540,701	2,540,701	-	2,567,536	2,567,536	-	3,267,068	3,267,068
JPO	-	726,318	726,318	-	662,231	662,231	-	943,701	943,701	-	652,714	652,714
Reserve Pledge	-	-	-	-	-	-	-	-	-	37,233,034	-	5,482,703
<b>Total</b>	<b>497,480,200</b>	<b>3,324,777</b>	<b>82,080,067</b>	<b>583,512,117</b>	<b>3,202,932</b>	<b>91,641,152</b>	<b>629,940,861</b>	<b>3,511,237</b>	<b>96,555,108</b>	<b>656,366,483</b>	<b>3,919,782</b>	<b>101,845,758</b>

Funding Evolution (in millions)



Earmarking levels (USD equivalent)



## Annex 6 Summary results matrix

This matrix provides an overview of Danish priorities and related UNHCR Global Strategic Priorities, impact indicators and engagement, based on UNHCR's Strategic Directions 2017-2021 and accompanying Global Strategic Priorities with indicators.

It may be considered to update the matrix once the updated and renewed set of the Strategic Directions covering 2022-2026 along with a new Global Results Framework with accompanying Areas of Result aligned with both the SDG's and the Global Compact on Refugees will be released. In addition, it is suggested that an adapted mid-term review of this organization strategy could be carried out in 2023 to take stock of the implementation of UNHCR's new RBM-approach and to factor in UNHCR's upcoming Results Framework.

Danish Policy Priority	UNHCR GSP	UNHCR Impact Indicator	UNHCR Engagement
<p><i>Prevent humanitarian crises and be a strong humanitarian partner during and after crises.</i></p> <ul style="list-style-type: none"> <li><i>Take the lead and promote activities in the fight against sexual and gender-based violence against girls and women during displacement crises, partly through providing support for survivors.</i></li> <li><i>Promote sexual and reproductive health and rights (SRHR) in humanitarian activities.</i></li> </ul>	<p><b>3. Reducing protection risks faced by people of concern</b>, in particular, discrimination, SGBV and specific risks faced by children</p>	<p>Extent known SGBV survivors receive appropriate support</p> <p>Extent community is active in SGBV prevention and survivor-centered protection % of unaccompanied and separated children for whom a best interest process has been initiated or completed</p> <p>Extent children of concern have non-discriminatory access to national child protection and social services</p>	<p>Provide and seek improved provision of support to known SGBV survivors in 95 refugee operations, 10 situations where UNHCR is operationally involved with IDPs, and 3 returnee situations. Seek improved community involvement in SGBV prevention and protection of survivors in 58 refugee situations, 8 situations where UNHCR is operationally involved with IDPs, and 4 returnee situations. Seek to maintain or increase the proportion of unaccompanied or separated refugee children for whom a best interest process has been completed or initiated in 74 refugee situations. Seek increase in the non-discriminatory access to national child</p>

			protection and social services in 37 refugee situations, 4 situations where UNHCR is operationally involved with IDPs, and 3 returnee situations
<ul style="list-style-type: none"> <li>• <i>Protect the weakest and most vulnerable people, including refugees and displaced people partly through supporting the establishment of a social safety net, also in urban areas.</i></li> <li>• <i>Work to ensure quality education for children and young people in humanitarian and development interventions. Denmark will work to ensure equal access to education, with focus on vulnerable groups, higher quality education as well as gender equality in and through education, enabling boys and girls to grow up as equal citizens.</i></li> </ul>	<p><b>6. Promoting active participation in decision-making of people of concern</b> and building coexistence with hosting communities</p> <p><b>7. Promoting human potential</b> through increased opportunities for quality education and livelihoods support</p>	<p>% of active female participants in leadership/management structures</p> <p>Extent local communities support continued presence of people of concern</p> <p>% of people of concern (18-59 years) with own business/self-employed for more than 12 months</p> <p>% of primary school-aged children enrolled in primary education</p>	<p>Seek improved participation of women in leadership/management structures in 54 refugee situations and 4 situations where UNHCR is operationally involved with IDPs.</p> <p>Seek improvements in relations between people of concern and local communities in 65 refugee situations.</p> <p>Seek to maintain or increase the percentage of people of concern who are supported to improve their business/self-employment opportunities in 38 operations.</p> <p>Seek improved enrolment rate of primary school-aged children in 95 refugee situations</p>
<p><i>Finding durable solutions to protracted, forced displacement situations</i></p> <ul style="list-style-type: none"> <li>• <i>Continue to lead efforts to find innovative, long-</i></li> </ul>	<p><b>8. Expanding opportunities for durable solutions for people of concern,</b> particularly those in protracted</p>	<p>Extent return has been voluntary, and in safety and dignity</p> <p>Extent returnees have same access to rights as other citizens</p>	<p>Support refugees to return voluntarily, and in safety and dignity, in 40 situations where conditions permit. Support returnees in 11 situations to reintegrate in a sustainable manner,</p>



<p><i>term, sustainable and solidarity-based solutions for refugees and internally displaced people and their host communities in conformity with the Global Compact on Refugees.</i></p>	<p>situations, including by strengthening the use of comprehensive approaches and contributing to sustainable reintegration, local settlement and successful resettlement in third countries</p>	<p>Extent social and economic integration is realized % of people of concern, identified in need of resettlement, submitted for resettlement</p>	<p>with the same access to rights as other citizens.</p> <p>Support local integration in 42 refugee situations where conditions permit.</p> <p>Seek to maintain or increase the percentage of people submitted for resettlement, among those identified in need of resettlement, thereby supporting solutions in 74 situations</p>
<p><i>Ensure operational efficiency, multiyear planning and reporting, incl. ensuring a strategic engagement with implementing partners, incl. passing on multiyear funding.</i></p>	<p>SM-GSP 6. <b>Multi-year, multi-partner protection and solutions strategies</b>, supported by results-based management (RBM) approaches, facilitate collaboration and effective inclusion of people of concern in national systems and development frameworks, in pursuit of the Sustainable Development Goals and development Frameworks</p>	<p>Multi-year, multi-partner strategies are informed by improved joint needs assessments and are developed and implemented in consultation with key stakeholders, including national authorities, civil society, development partners and private sector representatives.</p> <p>UNHCR's RBM systems support collaborative and evidence-based planning and monitoring</p>	