

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

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. Annual consultations are held, in line with the Humanitarian Partnership Agreement with UNHCR, which also lays down a number of reporting obligations for UNHCR.

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.

File No.	2021-1845				
Responsible Unit	FN-Genève				
	<i>Mill.</i>	2021	2022	2023	Total
Commitment		510	510	510	1.530
Projected ann. Disb.		510	510	510	1.530
Duration of strategy	2022-2026				
Finance Act code.	06.39.01.10				
Desk officer	Monica Eimert				
Financial officer	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

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 17.414 persons with 90% in the field
Country presence	Present in 134 countries with offices in 546 locations.
	Denmark hosts and supports UNHCR's presence in the UN City in Copenhagen.

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1. Objective

This strategy for the cooperation between Denmark and the Office of United Nations High Commissioner for Refugees (UNHCR) forms the basis for the Danish contributions to UNHCR, and it is the central platform for Denmark's dialogue and partnership 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 to the achievement of relevant Sustainable Development Goals (SDGs), in particular SDG 1, 5, 10 and 16¹. In addition to being guided by the SDG's², this strategy is firmly rooted in main priorities of [*the new strategy for Denmark's development cooperation, in particular those parts related to addressing poverty, fragility, conflict and creating viable alternatives to forced displacement and irregular migration, including the Danish government's ambition for a fair and humane asylum system within international law.*]

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

2. The Organization

The number of people worldwide who are forcibly displaced owing to, inter alia, armed conflict, persecution, violence and human rights violations has grown exponentially since then. A surge in violent conflict since 2010 has led to historically high levels of forced displacement which currently affects more than one per cent of humanity – 1 in every 97 people³ - and with fewer and fewer of those who flee being able to return home. By mid-2020, an unprecedented total of almost 80 million persons were thus forcibly displaced, the highest level of forced displacement on record with 26.4 million refugees⁴, over half of whom were under the age of 18, and 45.7 million internally displaced.

The work of UNHCR is needs based and rooted in the humanitarian principles of humanity, neutrality, independence and impartiality, which are essential for preserving humanitarian space. 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, allowing countries of asylum to respond to the needs of refugees without passing judgment on the country of origin. This also helps to ensure the broad global support for the work of UNHCR.

UNHCR is headquartered in Geneva but maintains effective presence in 134 countries with offices in 546 locations. Out of UNHCR's global workforce of 17.414 persons, **nearly 90 per cent are in field locations**. Denmark hosts and supports UNHCR's presence in the UN City in Copenhagen⁵.

2.1 The mandate of the High Commissioner for Refugees, persons of concern to UNHCR and role in the UN system

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

² 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.

³ UNHCR Global Trends Report 2020.

⁴ 20,7 mill are under UNCHR's mandate and 5.7 mill are Palestine refugees falling under UNRWA's mandate

⁵ 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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The High Commissioner's Office for Refugees (UNHCR) was established 1 January 1951⁶ by the UN General Assembly. The mandate of the High Commissioner for Refugees, and thus the role and functions of UNHCR, is set out in the Statute of the Office⁷ adopted by the UN General Assembly on 14 December 1950, the 1951 Convention relating to the Status of Refugees and its 1967 Protocol⁸, and has been elaborated further in subsequent resolutions of the UN General Assembly. The General Assembly also called upon Governments to cooperate with the High Commissioner in the performance of his or her functions concerning refugees.

UNHCR's 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 asylum⁹ and to find safe refuge in another country with the option to repatriate voluntarily, integrate locally or resettle permanently in a third country. UNHCR's mandate essentially ensures international protection for those who have lost the protection of their own country (due to persecution, conflict, violence and human rights violations).

UNHCR has been given an additional mandate responsibility by the UN General Assembly to address statelessness pursuant to Article 11 of the 1961 Convention on the Reduction of Statelessness. UNHCR's responsibilities to stateless persons were originally limited to stateless persons who were refugees as set out in Article 1 (A) (2) of the 1951 Refugee Convention, but were expanded to the protection of stateless persons generally. Specifically, UNHCR has been requested to promote the 1954 Convention related to the Status of Stateless Persons and the 1961 Convention on the Reduction of Statelessness, and to help identify, prevent and reduce statelessness by providing technical and advisory services to States on nationality, legislation and practice.

UNHCR is thus entrusted with the exclusive mandate for refugee- and statelessness-related matters in the UN system. While UNHCR does not have a general or exclusive mandate for internally displaced persons (IDPs), the organization has been authorized by the UN General Assembly to be involved operationally under certain circumstances in enhancing protection and providing humanitarian assistance to this group as well¹⁰. UNHCR's role to protect and assist those affected by forced displacement thus extends to IDPs in respect of whom UNHCR often assumes a coordination and operational delivery role focused on protection, shelter and camp management.¹¹

Based on UNHCR's mandate obligations, the following are defined as **persons of concern to UNHCR**: Refugees, asylum seekers¹², refugee returnees, internally displaced persons and stateless persons. UNHCR's estimates that 97.3 mill. Persons will be of concern for UNHCR in 2021¹³

Due to its exclusive mandate on refugee related matters, UNHCR has the responsibility for coordinating the humanitarian response in refugee situations via the Refugee response model¹⁴. In addition, UNHCR has been designated as the cluster lead for protection (leading the Global Protection Cluster) and the co-lead for the Global Shelter Cluster (with IFRC) and the Global Camp Coordination and Camp Management Cluster (with IOM) in the UN humanitarian cluster model for response in humanitarian crisis¹⁵.

UNHCR works closely with sister UN agencies with the main partners being WFP, UNICEF, IOM, WHO, UNDP, OCHA, OHCHR and UNAIDS. UNHCR is committed to working closer with other agencies through the

⁶ Resolution 319 (IV), of 3 December 1949

⁷ Annex to Resolution 428 (V)

⁸ The 1967 protocol extends the temporal and geographic scope of the 1951 Refugee Convention

⁹ Universal Declaration on Human Rights article 14 + EU Charter on Fundamental Rights article 18

¹⁰ UNHCR: "Note on the Mandate of the High Commissioner for Refugees and his Office", 2013

¹¹ [UNHCR - UNHCR and internally displaced persons: UNHCR's role in support of an enhanced humanitarian response to IDP situations](#)

¹² UNHCR's mandate extends to asylum seekers as refugee status is declaratory

¹³ Source: [UNHCR Global Appeal 2021 Update](#)

¹⁴ Refugee Coordination Model: [54f6cb129.pdf \(unhcr.org\)](#)

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'Delivering as One' initiative, which aims at improving cooperative UN action in the areas of development and humanitarian assistance. In addition, UNHCR maintains partnerships with a number of implementing (funded by UNHCR) and operational partners, incl. Danish Refugee Council. Overall, UNHCR maintain strategic partnerships with more than 900 partners. About 40% of UNHCR's annual expenditure to implementing partners and has adopted the Global Humanitarian Platform's Principles of Partnership that set out common standard¹⁶.

UNHCR is part of the UN Sustainable Development Group and is actively engaged in several aspects of the UNDS reform, namely the revised Resident Coordinator process, articulation of the Coordinator section process, articulation of the Management Accountability Framework and development of new guidance on the Sustainable Development Cooperation Framework. Under the UNDS reform, UNHCR is co-chairing, together with WFP, the Business Innovations Group, which leads efforts to consolidate 'back office functions' into common services, both locally and globally, with the aim of improving support to operations and directing more resources to core programming and delivery. Moreover, through the High Commissioner's role as IASC Champion for Prevention of Sexual Abuse and Exploitation in 2019-2020 UNCHR along with humanitarian partners developed and launched the IASC Learning Package on PSEA for UN Partner Organizations, and launched the Interagency Community Outreach and Communications Fund on PSEA:

Through its work related to the nexus between humanitarian and development issues, UNHCR contributes to global development efforts, including the achievements of the SDG's among populations of concern for UNHCR and their host communities. This part of UNHCR's work was significantly strengthened with the landmark affirmation of the Global Compact on Refugees by the UN General Assembly in December 2018 making UNHCR a catalyst and facilitator for comprehensive and inclusive responses to forced displacement situations in a multi-actor approach, preferably led by host governments.

2.2 Governance of UNHCR

UNHCR is formally governed by the UN General Assembly and the Economic and Social Council (ECOSOC). ECOSOC established the Executive Committee of the Programme of the United Nations High Commissioner for Refugees (ExCom) in 1958¹⁷. Although established by ECOSOC, ExCom functions as a subsidiary organ of the General Assembly. ExCom is open to all UN Member States who wish to support UNHCR. As of 2021 ExCom has 107 members, 12 standing observer states¹⁸ and 40 observer organizations and observer status for NGOs. Denmark is an original ExCom member¹⁹ having been a founding/original member of ExCom's predecessors the UNHCR Advisory Committee and UNREF Executive Committee respectively. Denmark was the first country to sign the 1951 Refugee Convention.

ExCom's main function is to approve the budget of UNHCR's assistance programmes, advise the High Commissioner for Refugees in the exercise of his or her functions (including through policy guidance and the adoption of ExCom Conclusions on international protection²⁰), 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 throughout the year. Denmark served on the ExCom bureau from 2013-15 and as the chair of ExCom 2015-16.

In accordance with article 11 of UNHCR's statute, the High Commissioner reports annually to the General Assembly. The annual General Assembly resolution on the Office of the United Nations High Commissioner for Refugees is facilitated by the Nordic countries²¹

¹⁶ [UNHCR - Non-Governmental Organizations](#)

¹⁷ [Resolution 672 \(XXV\)](#)

¹⁸ [UNHCR - Observer status](#)

¹⁹ [UNHCR - ExCom membership by date of admission of members](#)

²⁰ [Compilation of all ExCom Conclusions adopted since 1975: Refworld | Conclusions on International Protection](#)

²¹ [UNGA A/Res/ 75/163: UNHCR - Resolution adopted by the General Assembly on 16 December 2020 \(Office of the United Nations High Commissioner for Refugees\)](#)

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Denmark is a member of the group of UNHCR's largest donors, which receive regular briefings from the High Commissioner for Refugees and/or his Deputy. In addition, UNHCR provides regular briefings to donor countries regularly on integrity related matters, risk management etc.

2.3 UNHCR's budget and financial situation

UNHCR's budget is based on an assessment of global humanitarian needs related to forced displacement and what UNHCR could meaningfully do if it had the necessary funds²². The change from income- to needs-based budgeting has resulted in a significant growth in the budget leading to a wider funding shortfall in which income is now generally only around 55-60% of the budget²³. The increasing gap between the identified needs and UNHCR's ability to respond creates a more visible situation of needs left unmet. It also emphasizes the need to focus on how the organization prioritizes and plans as well as changes priorities during the course of the year to adjust to developments.

For 2021 UNHCR's total budget amounts to \$8.616 billion. **The majority of UNHCR's budget (86%) is geared towards activities in the field.** The largest regional budget is for UNHCR's operations in the Middle East and North Africa with 31% of the field budget. However, the combined total of the three Africa regions comes to 32% of the field budget, reflecting continued and wide-scale needs on the African continent. The requirements for global programmes and Headquarters are, respectively, 6% and 3%.

UNHCR is funded almost entirely by voluntary contributions with 86% of funding coming from government donors and the EU, 3% from other inter-governmental organizations and pooled funding mechanisms and 10% from the private sector donors. In addition, UNHCR receives a limited subsidy (1%) from the UN budget for administrative costs. The top ten donors (exclusively governments and the European Union) provided nearly 80% of UNHCR's 2020 voluntary contributions with the US remaining the top donor by far with a record \$1.95 billion contribution in 2020. UNHCR thus remains dependent on governmental donors for the majority of its income. While donor support for UNHCR's activities has seen a trend of significant increase in recent years as global needs have soared, the economic impact of COVID-19 on both needs and the ability of traditional donors to step up remains to be seen.

Denmark has continuously been a top 10 donor for UNHCR with a total contribution in 2020 of 629 million DKK making Denmark the 7th largest government donor as well as a top 5 donor of multi-year funding and a top 4 donor of the crucial un-earmarked funding which allows UNHCR the necessary flexibility to respond in emergencies. Donor ranking attached in annex.

2.4. Change process, incl. multi-year and results-based approach to planning, budgeting and reporting

UNHCR is continuing in its organizational transformation process to strengthen the organization's effectiveness and efficiency, ensure greater impact with the resources entrusted to it and increase accountability to people of concern and Member States. During the past two years, UNHCR has undertaken a successful decentralization/regionalization process moving UNHCR's regional bureaus to the regions, which was broadly supported by member states, incl. Denmark. This ensured that decision-making, guidance and support was brought closer to the field prior to the COVID-19 pandemic. Along with other humanitarian agencies, UNHCR has heeded the UN Secretary General's call to stay and deliver during COVID-19 reflecting organizational resilience and agility.

In 2020, UNHCR has instituted a new multiyear and results-based approach to planning, budgeting and reporting, generally strengthening UNHCR's ability for strategic planning and adaptive programing in further support of the GCR and Agenda 2030. The yearly planning process at global level and adoption by the ExCom of the budget will be maintained while at the same time allowing multiyear planning at country level incl. to ensure coherence with UN processes and relevant national plans at country level. The new Results-based management approach maintains UNHCR's needs-based budget, but should

²² The change from a based on estimated donor contributions to a needs-based budget was made in 2010 with the full support of member states UNHCR

²³ <http://reporting.unhcr.org/financial>

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ensure a better process for identifying humanitarian needs. In addition results framework at country level will be simplified to ensure efficiency and alignment with United Nations Sustainable Development Cooperation Framework at country level while at the same time ensuring coherence with the global results framework and thereby with the SDG's and the GCR. UNHCR's multiyear strategies at country level will be informed by situational analysis and be 'costed' as well as undergo yearly reviews. The new approach to planning, budgeting and reporting will take time to implement but UNHCR is gradually rolling out the new approach to multiyear planning over a three-year period.

UNHCR maintains presence in all Danish priority countries for foreign aid and is engaged in humanitarian response to forced displacement situations in all Danish prioritized humanitarian crises²⁴. **UNHCR has a particularly strong presence on the African continent (which is an important Danish priority region) 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.**

The organization contributes directly to the implementation of the [*new development strategy's aim of protecting conflict-affected populations and to help addressing other 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 dovetails with the new development strategy's focus on Denmark's role as a strong humanitarian actor during and after crisis through inter alia multilateral humanitarian partners, 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. **sexual and gender-based violence in emergencies**²⁵, increased focus on **climate change and adaptation** as related to forced displacement and the operationalization of the **humanitarian-development-peace nexus** through the inclusive and comprehensive approaches of the **Global Compact on Refugees** (GCR).] The latter is instrumental in breaking down siloes between emergency humanitarian aid and longer-term development efforts.*

3. Lessons learnt, key strategic challenges and opportunities

While humanitarian actors such as UNHCR can neither prevent nor solve conflict, their assistance to affected persons remains crucial. Given UNHCR's exclusive mandate and its large field footprint in protracted displacement situations and in countries along migratory routes (and thus in in many priority countries for Danish humanitarian assistance and development cooperation), 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 for in Danish humanitarian assistance for many years. This organization strategy builds on two consecutive Humanitarian Partnership Framework Agreements covering 2013-2017 and 2017-2021 respectively²⁶.

A MOPAN assessment was carried out in 2019²⁷ where UNHCR was deemed relatively well performing with a positive trajectory of change. The organisation's comprehensive change management process, which started in 2017, was highlighted with its focus on greater coherence at headquarters and improved decentralisation of key functions and processes. The assessment found UNHCR committed to reform. Many of UNHCR's strengths remained similar as assessed in 2014, including the relevance of its mandate and interventions and its reputation for quality knowledge generation, advocacy and policy dialogue. UNHCR's human rights and protection focus, efforts to broaden the donor base, and recently strengthened risk management systems, was also highlighted. It was noted that the organisation had also made gains, or was in the process of reforming, a number of key areas for improvement identified in the 2014 assessment, including relationships with operating partners and the use of evidence in decision-making. An area for improvement from the previous assessment was the lack of linkage between UNHCR's Results Framework and its strategic plan. This is currently being addressed as part of UNHCR's implementation of its new results-based management system ('COMPASS') and associated revision of its Global Results Framework, along with its renewed Strategic Directions from 2022 onward. The MOPAN also

²⁴ Except for OPT with Palestine refugees falling under UNRWA's mandate

²⁵ Denmark serves as the chair of Call to Action to end Gender-based violence in emergencies 2021-2022

²⁷ An upcoming assessment is scheduled already for 2022

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highlighted that UNHCR's attention to gender equality, and environmental sustainability and climate change, was variable and that financial and human resources were necessary to ensure comprehensive mainstreaming. Since the MOPAN assessment, UNHCR's has appointed a Special Advisor on Climate Change and has developed a Strategic Framework for Climate change. As regards gender, Denmark has funded a JPO to help bolster UNHCR's human resources in this area. This JPO proved to be well placed, also in helping pave the way for a more strategic collaboration with UNHCR's gender unit culminating in the Danish led joint policy pledge on rights of women and girls during the Global Refugee Forum in December 2019.

An evaluation of UNHCR's cooperation with development actors from 2020²⁸ 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. A desk review (also from 2020) of UNHCR's leadership role in coordinating the UN humanitarian response to refugee situations²⁹ recommends that UNHCR further strengthens its collective coordination by investing further in its leadership role to ensure a more agile, adaptive and strategic approach-

Strategic challenges

As a result of the international community's collective inability to secure peaceful solutions to conflict and persecution, finding durable solutions for the forcibly displaced has increasingly become a challenge. In the 1990s, on average 1.5 million refugees were able to return home each year. Over the past decade, that number has fallen to around 385,000. While voluntary repatriation in safety and dignity to the country of origin remains the preferred, and also the most realistic, durable solution in mass-influx refugee situations, local integration in the host country and resettlement in third countries remains an essential part of the concept of durable solutions and a politically important element in maintaining a balance between the various durable solutions, also bearing in mind that resettlement is an important protection tool. In 2020, UNHCR submitted the files of over 39,500 refugees for consideration by resettlement countries but only 22,800 individuals departed to resettlement countries 2020 with COVID-19 significantly hampering resettlement. This figure was far below the level of earlier years, principally because of sharp reductions in resettlement to the US at the time.

The growth in forced displacement is today far outstripping solutions. This means that 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 around 77% of refugees displaced for more than five years, and the vast majority of the world's refugees and internally displaced persons living in low and middle-income countries (85%), forced displacement is now also recognized as a development challenge impacting the ability of large host countries to attain the SDGs. According to UNHCR's Global Appeal Update for 2021, 74% of refugees can only meet half of their basic needs. To the extent that refugees are not provided for with humanitarian assistance in emergency situations and through comprehensive and inclusive responses in protracted refugee situations, they can find themselves in the situation of either having to return prematurely when return is not sustainable or to seek protection in other countries, including Europe.

Moreover, the socioeconomic 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. In addition, the issue of access to vaccines for persons under UNHCR's mandate will likely also be a challenge, given that the majority of the world's refugees are hosted in developing countries. The COVID-19 pandemic has seen a rise in **sexual and gender-based violence**, particularly impacting refugee and displaced women who were already at greater risk even before COVID-19.³⁰

The increasing number of internally displaced persons due to inter alia conflict, can also have repercussions for stability. In addition, 4.2 million people are known to be stateless having been denied a nationality. Statelessness is a known driver of forced displacement. UNHCR's seek to resolve existing situations and preventing new cases

²⁸ UNHCR - Discussion Papers 1- 4 UNHCR's Engagement in Humanitarian-Development Cooperation.

²⁹ <https://www.unhcr.org/research/evalreports/5e3da94e4/unhcrs-leadership-coordination-role-refugee-response-settings.html>

³⁰ UNHCR - Gender-based violence on the rise during lockdowns

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of statelessness from emerging through working to secure access to basic legal and social rights such as education, health care, employment for stateless persons.

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 area³¹ 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. UNHCR is also increasingly looking at private partnerships and innovative financing mechanisms.

Lessons learned and Results

That forced displacement is now also seen as a development challenge is evident from the global consensus, which has emerged on the need to respond to the needs of refugees and asylum seekers with innovative and more developmentally aligned approaches. The New York Declaration for Refugees and Migrants (NYD) incl. its Comprehensive Refugee Response Framework (CRRF), and the Global Compact on Refugees (GCR), which includes the CRRF, were endorsed by the UN General Assembly in 2016 and 2018 respectively. This represents a significant commitment for greater international burden- and responsibility sharing in support of refugee hosting countries. In line with the objectives of comprehensive refugee responses, the GCR calls for inter alia conducive laws and policies that enable refugee self-reliance, as well as the overall development of refugee hosting areas in line with national and sub-national planning priorities. This entails that refugee camps should be the exception and refugees should be allowed to live among host communities and enjoy the same rights as nationals in order to reduce the risk of protracted stays and lessen refugees’ dependence on humanitarian aid. At the same time, the GCR stresses the need for supporting host communities to help mitigate the impact of hosting refugees. The GCR can be seen as as one of the most concrete expressions of “New Way of Working”.

While UNHCR does not itself undertake development activities, the organization has the key role as a facilitator of such multi-stakeholder, comprehensive and inclusive approaches to large and/or protracted forced displacement situation, seeking to influence and encourage additional financing to support the efforts of national governments to address refugee situations. In line with the GCR, UNHCR now plays a catalytic role in bringing humanitarian and development actions closer together to address the longer-term challenges of forced displacement.

UNHCR’s cooperation with the World Bank (WB) is an important example of how such complementary partnerships 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 refugees³². These have been essential not only in increasing investments in refugee-hosting areas but also in creating incentives for more inclusive, progressive and sustainable policies. What is notable is that the collaboration between UNHCR and the WB is normative and not primarily a funding arrangement with UNHCR ensuring the assessment of protection policies as a pre-condition for the WB’s engagement in support of national policies inclusive of refugees. The partnership has also led to the establishment of the **UNHCR-World Bank Joint Data Center on Forced Displacement (JDC)** – located in the UN City in Copenhagen and supported by Denmark. The center’s objective is to improve the availability and analysis of quality data on the socio-economic situation of displaced people and host communities.

The response to forced displacement is a key objective in Danish humanitarian action with a strong focus on comprehensive approaches in the recognition that forced displacement has important development implications. Solutions have thus been at the centre of Danish response to forced displacement for many years, with Denmark supporting a number of initiatives and institutions that extend well beyond humanitarian action in the search for appropriate responses to forced displacement. Among them can be mentioned core support for the World Bank’s Global Programme on Forced Displacement since 2009, supporting UNHCR in developing innovative

³¹ UNHCR Climate Action Framework: [604a26d84.pdf \(unhcr.org\)](#)

³² under the 18th and 19th International Development Association (IDA) replenishments—more than \$4.2 billion in total

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partnerships and approaches with development actors, including in particular the World Bank since 2013 and notably taking part in establishing and developing the Solutions Alliance from 2014 onwards³³. Denmark also works in close strategic partnership with Danish civil society organizations in support of protection of 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 programmes³⁴ in Uganda. Through these programmes up to 40% of the Danida development programme in Uganda is aligned to the to the humanitarian-development nexus. Yet another example would be Danish support for community centers in Lebanon for both refugees and host communities.

In terms of examples of joint learning, the UNHCR Evaluation Service and the DK MFA Evaluation Department joined hands in evaluating the Kalobeyi Inclusive Socio-Economic Development programme in support of refugees and host communities in Kakuma, Kenya. The programme was established in 2015 and has in many ways been a precursor to the GCR and the CRRF, for which reason it was particularly relevant to extract lessons learned and recommendation³⁵.

Opportunities

The GCR and UNHCR's role as a catalyst for these comprehensive approaches is fully in line with Danish priorities related to addressing forced displacement. UNHCR has also recognized Denmark as being a champion in this area as a donor who walks the talk through adopting a comprehensive HD-nexus response to forced displacement – and by supporting global capacities and policy change in support of the operationalisation of the GCR. 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, without spreading its operations into the wider development agenda.

A key opportunity in Denmark's cooperation with UNHCR would be to continue to play a champion role in the implementation of the GCR both in terms of advocacy and in terms of implementation, incl. by looking at the possibility of matching pledges (the matching of financial pledges with inclusive policy pledges made by host countries), to engage in the stocktaking meeting for the GRF in December 2021 and work towards preparing Danish participation in the next GRF to be held in 2023 at the ministerial level. In this connection, the coherence between Denmark's humanitarian action and bilateral development programmes could be leveraged even further, potentially including with a focus on the Youth pledge in collaboration with Danish civil society partners.

The overlaps between Danish policy priorities and UNHCR's work are evident and there is coherence between Denmark's support for UNHCR's humanitarian work and Danish development efforts related to forced displacement. 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 DDD contact group. [*Potential topics of interest could be innovative financing, incl. on greening/ reduction of environmental footprint.*]

4. Priority areas and results to be achieved

³³ The Solutions Alliance was an international network of likeminded donors, UN organizations and NGOs that worked to promote a long-term development-oriented response to forced displacement. The work of the alliance had quite an impact on the subsequent process leading to the Global Compact on Refugees.

³⁴ 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

³⁵ [2019KISEDPMgtResp \(1\).pdf](#)

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Both Denmark and UNHCR recognize the Agenda 2030's commitment to "leave no one behind", requiring that the most vulnerable, including those affected by crises and forced displacement, are included in the achievement of the SDGs. Similarly, both parties are committed to implementing the *Grand Bargain*³⁶ and *the New Way of Working*³⁷, including by increasing collaboration focused at "collective results"; working with others to achieve a comprehensive, cross-sectoral, methodologically sound, and impartial overall assessment of needs; increasing the investment in national first responders; 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. Denmark's pledge at the annual UNHCR pledging conference is recognized as being multi-year despite being subject to yearly parliamentary approval, and UNHCR has taken significant steps towards implementing multi-year planning. 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*. Denmark supports UNHCR in the implementation of the GCR and took active part in the first Global Refugee Forum (GRF) in 2019 incl. organized a regional CRRF-conference in collaboration with UNHCR and the governments of Ethiopia and Uganda – the outcome of which helped inform and shape the GRF. Denmark also made a number of pledges, many of them in collaboration with Danish civil society partners. These covered support for areas such as durable solutions, improved access to services and youth as agents of change, incl. support for the DAFI scholarship programme which secures access to tertiary education for refugees. Denmark has also joined the core group for the Support Platform for the Solutions Strategy for Afghan Refugees (SSAR). Additionally, Denmark as the first country made a matching pledge (in support an inclusive policy pledge by Rwanda for livelihoods) and has encouraged other countries to follow suit. 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.

UNHCR's Global Strategic Directions, Global Strategic Priorities and Danish Priorities

UNHCR's Strategic Directions for 2017-2021³⁸ describes the challenges and opportunities that characterize forced displacement in the complex global environment, and sets out the strategic directions that UNHCR will pursue for the period covered. It 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.

UNHCR has developed a number of "Global Strategic Priorities" (GSPs) that are intended as a common set of key priorities for planning. The GSP's are divided in operational GSP's, which guide the implementation of country-level plans undertaken by operations together with partners in support of national authorities; and the support and management GSP's, which guide UNHCR's work at Headquarters and across the regional bureaus, providing oversight, policy development and operational support to field operations. The priorities advance the goals outlined in UNHCR's Strategic Directions, and are in line with the SDGs and the Grand

³⁸ In the second half 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 Danida 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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Bargain. The GSPs are anchored in UNHCR's results-based management framework, whose indicators enable UNHCR to monitor progress and demonstrate impact in critical areas of intervention. 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*. 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.

Key results under this strategy would 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

In general – and in accordance with the Grand Bargain and the Danida Multilateral Guidelines – Denmark bases its monitoring on UNHCR's own monitoring and reporting framework in the form of UNHCR's Global Report, GSPs and the annual Global Strategic Priorities Progress Report and does not require specific progress reports covering the Danish contribution.

There is a high degree of convergence between UNHCR's GSP's and the priorities of Danish humanitarian assistance and development cooperation as described above. Based on UNHCR's GSPs as well as Denmark's priorities for development cooperation and humanitarian action and notably building on the well-functioning humanitarian partnership agreement with UNHCR, the following three main operational GSPs from UNHCR's results framework **are 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

In addition, the following support and management GSP is prioritized to ensure operational efficiency, multiyear planning and reporting, incl. making the most of un-earmarked and flexible funding and ensuring a strategic engagement with implementing partners, incl. passing on multiyear funding.

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*. It has been agreed under the current partnership agreement that UNHCR will provide Denmark with the following reports regarding the flexibly/softly earmarked parts of the contribution:

- UNHCR's annual Global Report, including detailed country chapters with achievements against priority targets. This will be accepted by Denmark as UNHCR's consolidated reporting mechanism;

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

Within this framework, Geneva [and HCE] will report on developments under the Organization Strategy in accordance with the Danida multilateral guidelines.

5. Budget

Under the partnership agreement with UNHCR Denmark provides UNHCR with improved humanitarian funding predictability and operational flexibility paired with an enhanced structured dialogue on priorities, performance and results. Since 2013, UNHCR has received a yearly, predictable funding from Denmark of DKK 320.5 million. In 2020, this yearly contribution was raised to 510 million DKK. The contributions under the partnership agreement currently falls into the following four components/engagements:

- A **core contribution** of DKK 235 million to support UNHCR in fulfilling its mandate of providing international protection and humanitarian assistance to refugees and other persons of concern, while seeking durable solutions to their plight. This contribution is un-earmarked and supports all four main areas of UNHCR’s work (refugees, stateless, solutions and IDP's).
- A contribution of DKK 55 million affiliated with the core contribution but restricted for creative, solutions-oriented activities of a strategic nature. These **innovation 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 in protracted situations and responding in emergencies to reduce the creation of new protracted situations. During the annual consultations, the overall strategic framework for the continued use of the funds is discussed and approved, 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 includes 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
- Earmarked contributions 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. The funding may in particular support the development of multi-year planning frameworks for protracted displacement situations. Until the end of 2021, at least DKK 27 million out of the DKK 90 million allocated to protracted displacements will continue to be earmarked to the UNHCR reintegration programme in Afghanistan and surrounding countries.

Danish contribution to UNHCR ³⁹	2021	2022	2023
Core funds (un-earmarked)	235	235	235
Innovation funds (softly earmarked)	55	55	55
Emergency Response Fund (flexibly earmarked)	50	50	50

³⁹ Contribution in DKK million

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Contribution to UNHCR's efforts in protracted situations (softly earmarked)	170	170	170
Totals⁴⁰	510	510	510

In addition to the contributions provided under the partnership agreement, UNHCR can also receive extraordinary contributions during the financial year. In 2020, contributions under the partnership agreement and extraordinary contributions amounted to 610 million DKK in humanitarian funding⁴¹. In addition to the contributions under the partnership agreement Denmark has funded UNHCR’s Emergency Transit Mechanism with 21.6 million DKK in 2020 and a livelihoods project, both in Rwanda with 10.7 million DKK over a period of 4 years. In recent years, UNHCR has also benefitted from multiannual development grants to its operations in Ethiopia and Lebanon.

6. Risks and assumptions

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

The global protection environment: In performing its functions, UNHCR is depending on the generosity of countries hosting refugees. Hosting refugees creates strains on countries' economy, society, services, infrastructure, environment and security. In exercising its mandate effectively, UNHCR is dependent upon 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*’.

Maintaining the high level of donor contributions in light of increasing needs: An important challenge for the organization is the funding situation. UNHCR’s needs-based budget is usually funded at around 55-60% and with needs outgrowing contributions, difficult prioritization will become increasingly important. UNHCR will also 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 flexible 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 convoys⁴². This risk applies to all humanitarian agencies working in conflict zones. UNHCR has lost 16 staff members during the last ten years⁴³. 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. During the past five years, there has been a significant increase in UNHCR’s budget for operations and activities. Simultaneously, the number of NGO-implementing partners has grown to more than 900⁴⁴. These partners, the majority of which are national organizations, vary considerably in size and capacity. Within the same period, UNHCR has

⁴⁰ The numbers for 2022-2023 are preliminary and subject to parliamentary approval

⁴¹ See annex 6

⁴² IASC Background document ”Preserving Humanitarian Space, Protection and Security”, New York 2008

⁴³ Report of the United Nations High Commissioner for Refugees, part II, Strategic Review pursuant to General Assembly Resolution 58/153

⁴⁴ <http://www.unhcr.org/partnerships.html>

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undergone considerable administrative reforms, shrinking the amount of functions and staff at headquarter level. 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.

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

Annex 2: UNHCR Donor ranking

Annex 3: UNCHR’s global presence

Annex 4: UNHCR budget map

Annex 5: Overview of DK funding

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>[Forebygge humanitære kriser og være en stærk humanitær partner under og efter kriser</i></p> <ul style="list-style-type: none"> <i>Gå forrest i kampen mod og prioritere indsatser om bekæmpelse af seksuel og kønsbaseret vold mod piger og kvinder i fordrivelseskriser bl.a. med støtte til overleve.</i> <i>Fremme seksuel og reproduktiv sundhed og rettigheder (SRSR) i humanitære indsatser.]</i> 	<p>3. Reducing protection risks faced by people of concern, 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</p>

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			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 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"> <i>[Holde hånden under de svageste og mest sårbare mennesker inklusiv flygtninge og fordrevne bl.a. gennem støtte til etablering af sociale sikkerhedsnet, også i byerne.</i> <i>Arbejde for at sikre kvalitetsuddannelse for børn og unge i humanitære- og udviklingsindsatser. Danmark vil arbejde for lige adgang til uddannelse med fokus på sårbare grupper, øget uddannelseskvalitet samt ligestilling i og igennem uddannelse, så drenge og piger vokser op som ligeværdige borgere.]</i> 	<p>6. Promoting active participation in decision-making of people of concern and building coexistence with hosting communities</p> <p>7. Promoting human potential 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>
<i>[Finding durable solutions to protracted, forced displacement situations</i>	Expanding opportunities for durable solutions for	Extent return has been voluntary, and in safety and dignity	Support refugees to return voluntarily, and in safety and dignity, in 40 situations where

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<ul style="list-style-type: none"> <i>Fortsat stå i spidsen for nytænkende, langsigtede, holdbare og solidariske løsninger for flygtninge og internt fordrevne og deres værtssamfund i overensstemmelse med den globale Flygtningekompakt.</i> 	<p>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</p>	<p>Extent returnees have same access to rights as other citizens</p> <p>Extent social and economic integration is realized % of people of concern, identified in need of resettlement, submitted for resettlement</p>	<p>conditions permit. Support returnees in 11 situations to reintegrate in a sustainable manner, 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>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</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>	

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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.

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.



UNHCR's transformation process:




OPERATIONAL GSPs

	IMPACT INDICATOR	ENGAGEMENT
SECURITY FROM VIOLENCE AND EXPLOITATION		
 <p>3. Reducing protection risks faced by people of concern, in particular, discrimination, SGBV and specific risks faced by children</p>	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
BASIC NEEDS AND SERVICES		
 <p>4. Reducing mortality, morbidity and malnutrition through multi-sectoral interventions</p>	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.
 <p>5. Meeting international standards in relation to shelter, domestic energy, water, sanitation and hygiene</p>	% 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
COMMUNITY EMPOWERMENT AND SELF-RELIANCE		
 <p>6. Promoting active participation in decision-making of people of concern and building coexistence with hosting communities</p>	% 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.
 <p>7. Promoting human potential through increased opportunities for quality education and livelihoods support</p>	% 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.
	% 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
DURABLE SOLUTIONS		
 <p>8. 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</p>	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"> 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. 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. Cash-based interventions (CBIs) are supported by a robust financial control framework and business processes that are embedded in the delivery system. 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.
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"> Global protection and solutions capacity and response are strengthened through direct operational support, enhanced monitoring and partnerships. The promotion of gender equality is enhanced and accountability to people of concern is reinforced at global and operational levels.
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"> 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. 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.
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"> 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. 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. Data and information management approaches, including storing and sharing of personal data, respect protection practices and privacy concerns.
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"> Effective coordination and leadership is established for refugee responses and for UNHCR-led clusters at the global and operational levels. UNHCR provides protection expertise and analysis to guide and inform joint humanitarian action.
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"> 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. UNHCR's RBM systems support collaborative and evidence-based planning and monitoring.

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"> UNHCR is equipped with the relevant systems, tools, skills and processes to implement and scale up CBI programmes in an accountable manner. UNHCR pursues the objective of common cash transfer arrangements with partners, in line with UNHCR's CBI policy and strategy.
8. UNHCR strengthens emergency preparedness, maintains and builds capacity to mobilize rapidly and effectively in response to emergencies	<ul style="list-style-type: none"> Core relief items are stocked to provide emergency assistance for up to 600,000 people and dispatched within 72 hours. 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. Representation of local and national partners and communities is increased in preparedness action planning. A proactive approach to security management is applied through a qualified security workforce, security training and support to emergencies.
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"> Strategic workforce planning that accounts for diversity and gender balance is improved through analysis of current and future talent requirements. Career management is supported through the provision of learning opportunities and performance review, and is informed by the organizational demand for skills. 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. Minimum standards of occupational health and safety for UNHCR's workforce are implemented across operations.
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"> Resource mobilization strategies are enhanced to increase funding from public and private sources, through existing and new creative approaches. Partnerships with Member States of the Executive Committee, United Nations agencies, NGOs and other partners are maintained and enhanced through regular and substantive dialogue. 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. Political and operational support from private and public sectors is expanded to improve the welfare of displaced populations and host communities.

Contributions to UNHCR - 2020







as at 25 January 2021, in US dollars

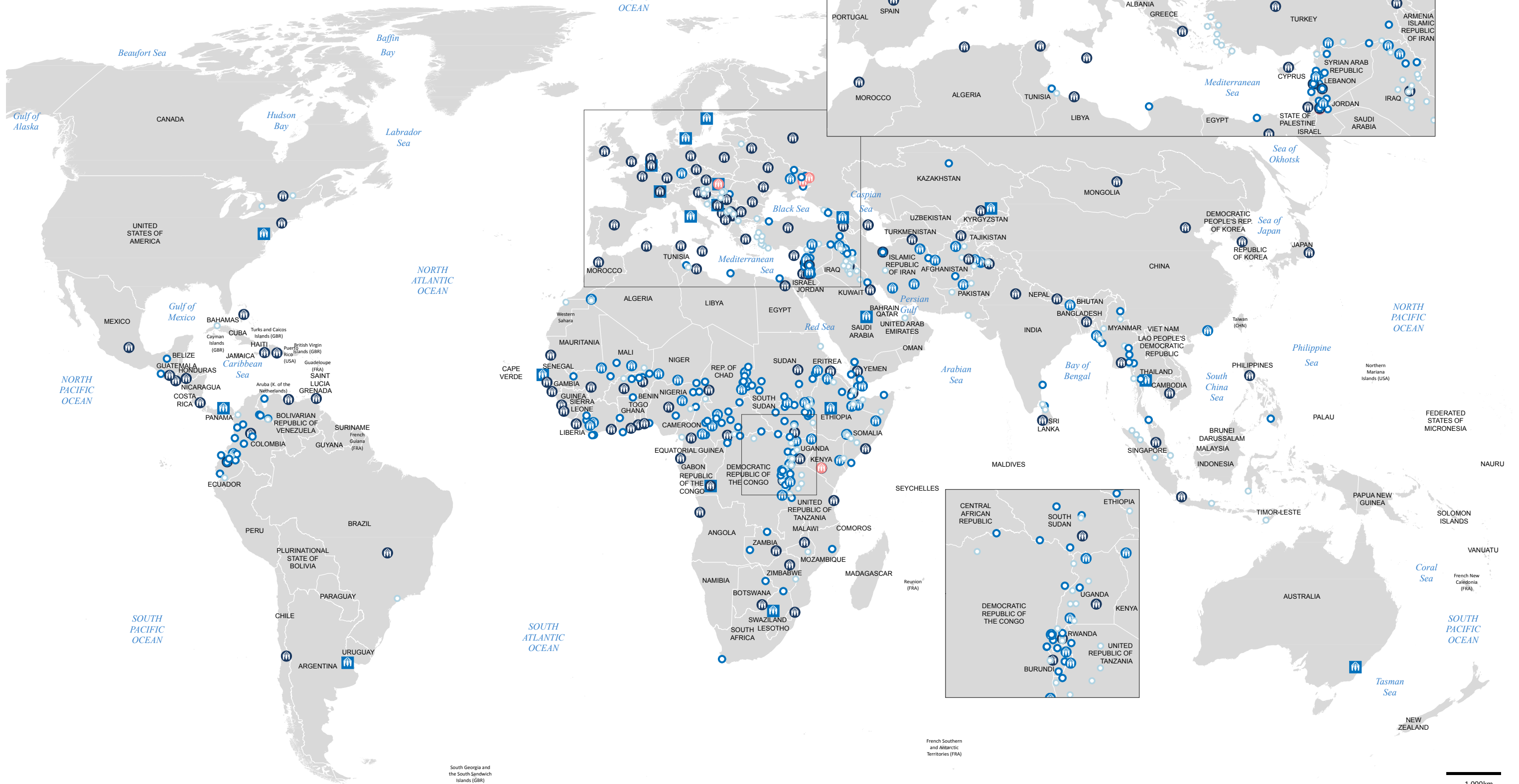
Donor	Contributions
1 United States of America	1,973,251,228
2 European Union	522,113,339
3 Germany	446,900,261
4 United Kingdom of Great Britain and Northern Ireland	134,725,928
5 Japan	126,332,049
6 Sweden	124,742,413
7 Private donors in Spain	102,553,172
8 Denmark	96,555,108
9 Netherlands	93,576,166
10 Norway	79,200,679
11 Canada	69,517,601
12 Private donors in the United States of America	62,828,572
13 Private donors in Japan	52,310,778
14 Private donors in Qatar	49,620,984
15 Private donors in the Republic of Korea	46,998,798
16 France	44,241,599
17 Switzerland	41,922,836
18 Italy	37,492,322
19 Private donors in the United Kingdom of Great Britain and Northern Ireland	35,230,696
20 Private donors in Germany	34,330,337
21 Saudi Arabia	31,000,000
22 Australia	28,741,727
23 Republic of Korea	28,507,097
24 Finland	27,351,370
25 Qatar	23,868,460
26 Private donors in Italy	23,629,047
27 Ireland	22,260,205
28 Belgium	21,726,476
29 Private donors in Sweden	21,413,554
30 Spain*	21,167,370
31 Private donors in Australia	16,337,030
32 Private donors in China	12,606,346
33 Private donors in Canada	11,198,838
34 Private donors in the Netherlands	10,195,205
35 Austria	10,058,995
36 Luxembourg	8,667,211

UNHCR Global Presence

as of 04 Jul 2016



-  UNHCR HeadQuarter / Regional Office
-  UNHCR Regional Hub/Global Hub/Service Center
-  UNHCR Representation
-  UNHCR Sub-Office
-  UNHCR Field Office
-  UNHCR Field Unit



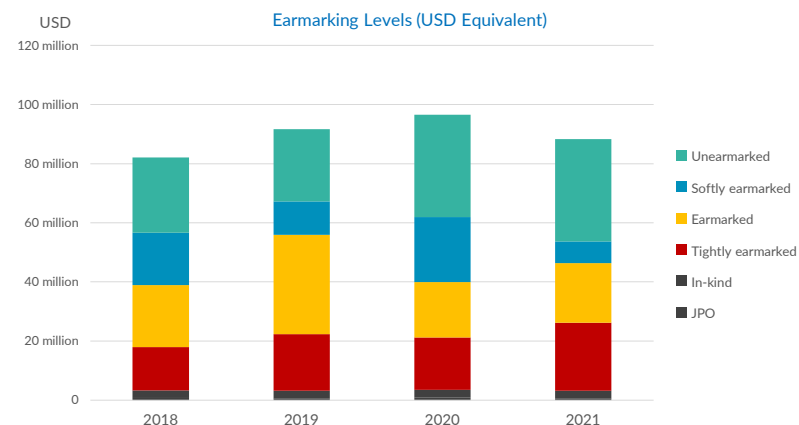
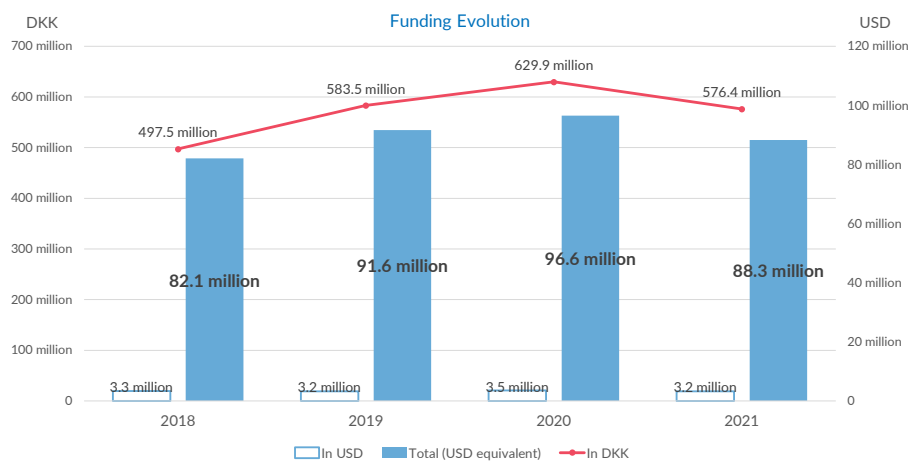


FUNDING OVERVIEW

Government of Denmark

Funding from 2018 until today. 2021 contributions and projections as at 20 April 2021

Earmarking Level	2018			2019			2020			2021 (as at today)		
	In DKK	In USD	Total (USD Equivalent)	In DKK	In USD	Total (USD Equivalent)	In DKK	In USD	Total (USD Equivalent)	In DKK	In USD	Total (USD Equivalent)
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	50,000,000	-	7,362,686
Earmarked	134,792,163	-	20,978,273	224,050,467	-	33,576,113	127,014,712	-	18,755,207	137,107,695	-	20,189,618
Tightly earmarked	92,188,037	-	14,664,045	124,461,650	-	19,182,028	117,926,149	-	17,701,472	154,258,788	-	22,953,119
JPO	-	726,318	726,318	-	662,231	662,231	-	943,701	943,701	-	652,714	652,714
In-kind	-	2,598,459	2,598,459	-	2,540,701	2,540,701	-	2,567,536	2,567,536	-	2,567,536	2,567,536
Grand Total	497,480,200	3,324,777	82,080,067	583,512,117	3,202,932	91,641,152	629,940,861	3,511,237	96,555,108	576,366,483	3,220,250	88,330,296



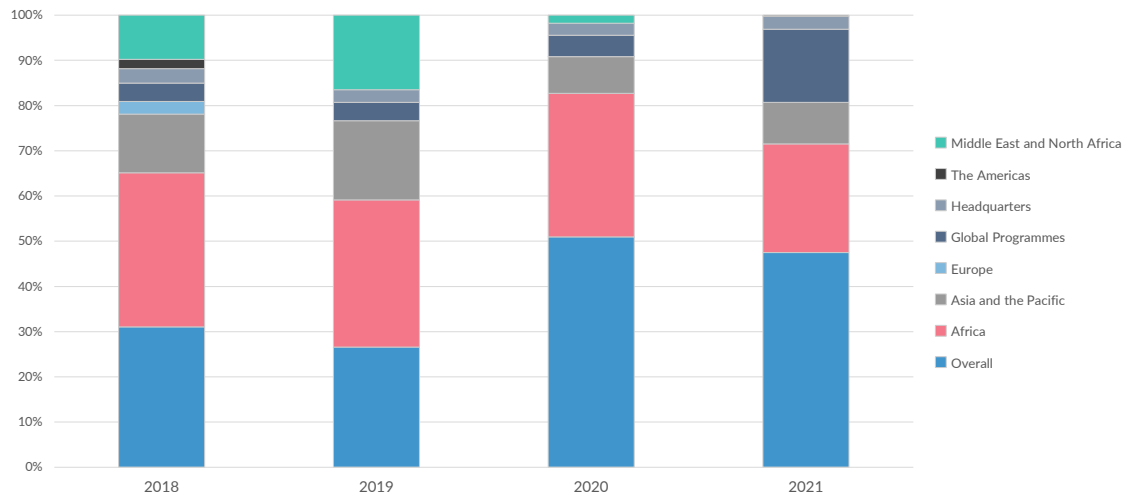
FUNDING OVERVIEW

Government of Denmark

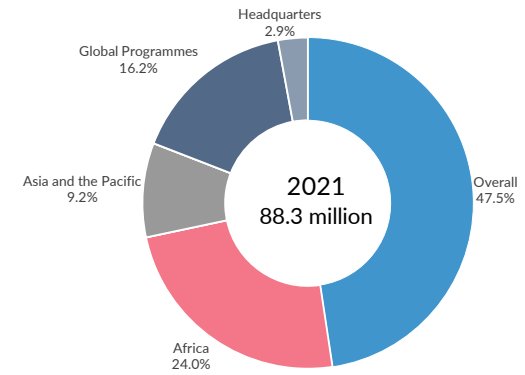
Funding from 2018 until today. 2021 contributions and projections as at 20 April 2021

Region	2018			2019			2020			2021 (as at today)		
	In DKK	In USD	Total (USD Equivalent)	In DKK	In USD	Total (USD Equivalent)	In DKK	In USD	Total (USD Equivalent)	In DKK	In USD	Total (USD Equivalent)
Overall ¹	160,000,000	-	25,477,707	160,000,000	-	24,393,962	335,000,000	-	49,224,507	285,000,000	-	41,967,310
Africa	177,917,293	-	27,984,699	195,460,800	-	29,822,947	205,997,619	-	30,666,077	143,213,599	-	21,202,769
The Americas	10,753,600	-	1,712,357	-	-	-	-	-	-	1,345,466	-	198,125
Asia and the Pacific	66,942,000	-	10,648,245	107,000,000	-	16,029,378	52,903,098	-	7,790,178	55,111,907	-	8,115,433
Europe	15,000,000	-	2,286,934	-	-	-	216,972	-	31,950	-	-	-
MENA	50,418,000	-	8,026,032	101,051,317	-	15,142,688	11,322,842	-	1,719,149	-	-	-
Global Programmes	16,449,307	726,318	3,345,634	20,000,000	662,231	3,711,476	24,500,330	943,701	4,555,712	91,695,512	652,714	14,279,124
Headquarters	-	2,598,459	2,598,459	-	2,540,701	2,540,701	-	2,567,536	2,567,536	-	2,567,536	2,567,536
Grand Total	497,480,200	3,324,777	82,080,067	583,512,117	3,202,932	91,641,152	629,940,861	3,511,237	96,555,108	576,366,483	3,220,250	88,330,296

Earmarking History



Current Year Earmarking (USD Equivalent)



Notes:

1. Unearmarked, thematic and contributions to the Coronavirus Emergency appear in the "Overall" line.

FUNDING OVERVIEW

Government of Denmark

Funding from 2018 until today. 2021 contributions and projections as at 20 April 2021

Situation	2018			2019			2020			2021 (as at today)		
	In DKK	In USD	Total (USD Equivalent)	In DKK	In USD	Total (USD Equivalent)	In DKK	In USD	Total (USD Equivalent)	In DKK	In USD	Total (USD Equivalent)
Afghan Situation	50,314,000	-	8,011,783	52,000,000	-	7,928,038	52,000,000	-	7,657,193	53,708,259	-	7,908,741
Burundi Situation	10,000,000	-	1,592,357	-	-	-	-	-	-	-	-	-
Mali Situation	-	-	-	-	-	-	650,917	-	95,850	-	-	-
Myanmar Situation	16,000,000	-	2,536,462	55,000,000	-	8,101,340	-	-	-	-	-	-
North of Central America	753,600	-	120,000	-	-	-	-	-	-	-	-	-
Somalia Situation	10,000,000	-	1,592,357	3,333,274	-	508,199	2,933,716	-	432,001	3,294,318	-	485,101
South Sudan Situation	66,649,240	-	10,550,540	84,666,726	-	12,908,481	82,066,284	-	12,084,565	81,705,682	-	12,031,465
Syria Situation Response	37,300,000	-	6,026,032	73,051,317	-	10,989,016	10,165,655	-	1,548,749	-	-	-
Venezuela Situation	10,000,000	-	1,592,357	-	-	-	-	-	-	1,345,466	-	198,125
Annual Budget Excom	251,159,408	2,598,459	42,354,926	305,460,800	2,540,701	49,034,185	373,474,014	2,567,536	57,871,070	395,679,957	2,567,536	60,956,785
Central African Republic Sit	303,952	-	48,400	-	-	-	-	-	-	20,000,000	-	2,945,074
Jpo Funds	-	726,318	726,318	-	662,231	662,231	-	943,701	943,701	-	652,714	652,714
Central Mediterranean Sit	35,000,000	-	5,336,179	10,000,000	-	1,509,662	7,408,421	-	1,113,546	14,191,579	-	2,133,110
Dem Rep Congo Situation	10,000,000	-	1,592,357	-	-	-	1,241,853	-	188,550	6,441,222	-	1,019,181
Coronavirus Emergency	-	-	-	-	-	-	100,000,000	-	14,619,883	-	-	-
Grand Total	497,480,200	3,324,777	82,080,067	583,512,117	3,202,932	91,641,152	629,940,861	3,511,237	96,555,108	576,366,483	3,220,250	88,330,296

FUNDING OVERVIEW

Government of Denmark

Funding from 2018 until today. 2021 contributions and projections as at 20 April 2021

Country	2018			2019			2020			2021 (as at today)		
	In DKK	In USD	Total (USD Equivalent)	In DKK	In USD	Total (USD Equivalent)	In DKK	In USD	Total (USD Equivalent)	In DKK	In USD	Total (USD Equivalent)
Afghanistan	22,000,000	-	3,503,185	24,400,000	-	3,720,079	24,400,000	-	3,592,991	24,400,000	-	3,592,991
Algeria	-	-	-	2,000,000	-	301,932	-	-	-	-	-	-
Bangladesh	16,000,000	-	2,536,462	35,000,000	-	5,155,398	-	-	-	-	-	-
Belarus	-	-	-	-	-	-	216,972	-	31,950	-	-	-
Burkina Faso	8,764,000	-	1,336,179	20,000,000	-	2,945,942	-	-	-	-	-	-
Cameroon	-	-	-	10,000,000	-	1,524,623	-	-	-	-	-	-
Chad	13,421,952	-	2,048,400	10,000,000	-	1,524,623	-	-	-	-	-	-
Colombia	-	-	-	-	-	-	-	-	-	1,345,466	-	198,125
Democratic Rep of the Congo	-	-	-	-	-	-	10,000,000	-	1,472,537	-	-	-
Div External Relations Glo	-	-	-	-	-	-	412,217	-	64,947	12,462,328	-	1,959,029
Div Int Protection Glo	-	-	-	-	-	-	-	-	-	1,578,937	-	232,504
DRS GLO	16,449,307	-	2,619,316	20,000,000	-	3,049,245	24,088,113	-	3,547,064	77,654,247	-	11,434,877
Ethiopia	29,829,440	-	4,749,911	30,460,800	-	4,850,446	45,359,000	-	6,983,132	20,000,000	-	2,945,074
Islamic Republic of Iran	14,000,000	-	2,229,299	13,800,000	-	2,103,979	13,800,000	-	2,032,101	13,800,000	-	2,032,101
Jordan	2,300,000	-	350,663	-	-	-	-	-	-	-	-	-
Kenya	10,000,000	-	1,592,357	13,000,000	-	1,982,009	20,162,991	-	2,969,075	20,000,000	-	2,945,074
Kyrgyzstan	-	-	-	-	-	-	361,621	-	53,250	-	-	-
Lebanon	-	-	-	48,051,317	-	7,326,013	9,948,683	-	1,516,799	-	-	-
Libya	13,118,000	-	2,000,000	20,000,000	-	2,945,942	-	-	-	-	-	-
Malawi	-	-	-	-	-	-	208,552	-	30,710	-	-	-
Mali	-	-	-	17,000,000	-	2,511,389	-	-	-	-	-	-
Management Unit	-	2,598,459	2,598,459	-	2,540,701	2,540,701	-	2,567,536	2,567,536	-	2,567,536	2,567,536
Mauritania	-	-	-	2,000,000	-	301,932	1,374,159	-	202,350	-	-	-
Morocco	-	-	-	2,000,000	-	301,932	-	-	-	-	-	-
Mozambique	-	-	-	-	-	-	2,386,697	-	351,450	-	-	-
Myanmar	-	-	-	20,000,000	-	2,945,942	-	-	-	-	-	-
OTHER GLOBAL OPERATIONS	-	726,318	726,318	-	662,231	662,231	-	943,701	943,701	-	652,714	652,714
OVERALL	270,500,000	-	43,112,972	185,000,000	-	28,056,966	335,000,000	-	49,224,507	285,000,000	-	41,967,310
Pakistan	14,314,000	-	2,279,299	13,800,000	-	2,103,979	14,341,477	-	2,111,836	15,508,259	-	2,283,649
Panama RO	753,600	-	120,000	-	-	-	-	-	-	-	-	-
Philippines	628,000	-	100,000	-	-	-	-	-	-	1,403,648	-	206,692
Rwanda	-	-	-	10,000,000	-	1,524,623	7,926,259	-	1,195,482	20,632,801	-	3,152,290
Somalia	-	-	-	-	-	-	10,000,000	-	1,472,537	-	-	-
South Africa Regional Office	282,600	-	45,000	-	-	-	-	-	-	-	-	-
South Sudan	-	-	-	10,000,000	-	1,524,623	-	-	-	-	-	-
Sudan	20,000,000	-	3,049,245	-	-	-	31,676,125	-	4,664,427	15,816,260	-	2,329,003
The Republic of the Congo	119,301	-	18,997	-	-	-	1,084,862	-	159,750	-	-	-
Tunisia	-	-	-	2,000,000	-	301,932	-	-	-	-	-	-
Uganda	30,000,000	-	4,777,070	75,000,000	-	11,434,670	75,115,719	-	11,061,069	65,000,000	-	9,571,492
Ukraine	15,000,000	-	2,286,934	-	-	-	-	-	-	-	-	-
Zambia	-	-	-	-	-	-	724,015	-	106,614	-	-	-
Zimbabwe	-	-	-	-	-	-	998,073	-	146,970	-	-	-
Regional Bureau EHGL	-	-	-	-	-	-	66,029	-	9,723	1,764,537	-	259,835
South Africa MCO	-	-	-	-	-	-	289,297	-	42,600	-	-	-
Grand Total	497,480,200	3,324,777	82,080,067	583,512,117	3,202,932	91,641,152	629,940,861	3,511,237	96,555,108	576,366,483	3,220,250	88,330,296