

Ministry of Foreign Affairs – (Department for Humanitarian Action, Civil Society and Engagement)

Meeting in the Council for Development Policy on 22 June 2023

Agenda Item No. 8

- 1. Overall purpose:** *For discussion and recommendation to the Minister*
- 2. Title:** Organisation Strategy for the UN Office for the Coordination of Humanitarian Affairs (OCHA) (2023-2027)
- 3. Amount:** DKK 960 million
- 4. Presentation for Programme Committee:** 16 May 2023
- 5. Previous Danish support presented to UPR:** 1 July 2020



**MINISTRY OF FOREIGN AFFAIRS
OF DENMARK**
Danida

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Organisation Strategy for Denmark's Engagement with United Nations Office for the Coordination of Humanitarian Affairs (OCHA)

2023 - 2027

2 June 2023

Danish Organisation Strategy for OCHA

Introduction:

OCHA has a key role in relation to global coordination of humanitarian action and financing as well as advocacy for those affected by humanitarian crisis.

Key results:

- Strengthened coordination and funding of the humanitarian system that is responsive, efficient and effective action.
- Better access to humanitarian assistance for people in crisis situations to ensure that no-one is left behind.
- Strengthened humanitarian responses that put people at the centre, support localization and are context-specific.
- Strengthened organizational efficiency and effectiveness that contribute to systemwide UN-reform and innovation.

Justification for support:

- OCHA is a key partner for global and local coordination and development of the humanitarian system.
- OCHA is central in bringing together action and funding across humanitarian, development, peace and climate actors.
- OCHA plays a key role in assessing needs and advocating for adequate funding for humanitarian action.
- OCHA is a global champion for people affected by crisis and facilitates humanitarian access.

How will we ensure results and monitor progress:

- Monitoring of progress based on OCHA's own results framework and key performance indicators.
- Strategic engagement with OCHA at HQ and field level.
- Active participation in OCHA's donor advisory groups.

Risk and challenges:

- The growing gap between humanitarian needs and the funding available.
- Difficulties in delivering results in crisis situations and situation of pressure on humanitarian space.
- Risks of misuse of funds when working with a broad range of partners in difficult contexts.
- Uncertainties in relation to adequate buy-in from partners and OCHA's own staff for transformative agenda.

File No.

2023 - 14870

Responsible Unit

Department for Humanitarian Action, Civil Society and Engagement

Million DKK

Commitment

2024 2025 2026 2027 Total

Projected ann. Disb.

240 240 240 240 960

Duration of strategy

2023 - 2027

Finance Act code.

§06.39.01.12 and §06.39.01.16

Desk officer

Kit Clausen

Financial officer

Kasper Thede Anderskov

SDGs relevant for Programme



Annual budget*

OCHA core funding	70 million DKK
CERF core funding	170 million DKK
Total	240 million DKK

* Subject to annual parliamentary approval

Danish involvement in governance structure

- Active membership of the OCHA Donor Support Group.
- Active member of the Pooled Funds Working Group.
- Potential new period on CERF Advisory Group.

Strat. objectives

Contribute to the achievement of Agenda 2030's commitment to "leave no one behind" and to SDG1, SDG2 and SDG17; and contribute to a global humanitarian system that is adaptive, accountable and responsive to the needs of people affected by crisis.

Priority areas

- Coordination and funding of the global humanitarian system.
- Access to humanitarian assistance and protection for people in crisis situations.
- Strengthened humanitarian responses.
- Strengthened organizational efficiency and effectiveness.

Core information

Established	1991, present mandate since 1998.
HQ	New York and Geneva.
Head	Martin Griffiths, USG for Humanitarian Affairs and UN Emergency Relief Coordinator.
Human Resources	Global workforce of 2,225 staff
Country presence	5 regional offices, 28 country offices and humanitarian advisory teams in 22 countries.

List of acronyms and abbreviations

AAP	Accountability to Affected People
CAG	Global Cash Advisory Group
CAR	Central African Republic
CERF	Central Emergency Response Fund
CBPF	Country-Based Pooled Fund
DRC	Democratic Republic of the Congo
ERC	UN Emergency Relief Coordinator
GBV	Gender-based violence
HPC	Humanitarian Programme Cycle
HQ	Headquarters
HCT	Humanitarian Country Team
HDP	Humanitarian / Development / Peace nexus
HRP	Humanitarian Response Plan
IASC	Inter-Agency Standing Committee
IFI	International Financial Institution
MFA	Ministry of Foreign Affairs
MOPAN	Multilateral Organisation Performance Assessment Network
NGO	Non-Governmental Organization
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
ODSG	OCHA Donor Support Group
OIOS	UN Office of Internal Oversight Services
OPT	Occupied Palestinian Territory
PSEAH	Protection from Sexual Exploitation, Abuse and Harassment
PFWG	Pooled Funds Working Group
SDG	Sustainable Development Goal
SPA	Strategic Partnership Agreement
UN	United Nations
UNCT	UN Country Teams
UNDRR	United Nations Office for Disaster Risk Reduction
UNFCCC	UN Framework Convention on Climate Change
UNHCR	UN High Commissioner for Refugees / UN Refugee Agency
WFP	World Food Programme
WMO	World Meteorological Organization

I. Objective

This Strategy for the cooperation between Denmark and OCHA (UN Office for the Coordination of Humanitarian Affairs) forms the basis for Danish contributions to OCHA, and it is the central platform for Denmark's dialogue and partnership with OCHA. It defines four Danish priority areas for OCHA's performance within the overall framework established by OCHA's own Strategic Plan 2023 - 2026. In addition, it outlines specific goals and results in relation to OCHA that Denmark will pursue in its cooperation with the organisation. Denmark will work closely with like-minded countries towards the achievement of results through its efforts to pursue specific goals and priorities. The Strategy is to be supplemented by a Multilateral Partnership Agreement for the period 2023 – 2027 between Denmark and OCHA.

The direction and content of the Strategy is informed by Denmark's Strategy for Development Cooperation, "The World We Share" and the associated how-to-notes, especially the notes on "Denmark as a Humanitarian Actor", "Fighting Poverty and Inequality" and "Securing Coherence between Humanitarian Aid, Development Cooperation and Peacebuilding".

Denmark's longstanding strategic partnership with OCHA reflects OCHA's key role as a convener and coordinator of humanitarian action globally and at country-level, its role in working to ensure adequate humanitarian funding, and its role as a global champion for people affected by humanitarian crises.

The strategic objective of this Strategy is to contribute to the achievement of Agenda 2030's commitment to "leave no one behind" and to SDG1 (no poverty), SDG2 (no hunger) and SDG17 (partnerships for the goals); and to contribute to a global humanitarian system that is adaptive, accountable and responsive to the needs of people affected by crisis.

Priority areas and crosscutting priorities for the strategy are summarized in the text box on this page and explained in section IV below.

Priority areas for Denmark's Cooperation with OCHA

- Coordination and funding of the global humanitarian system that responds to the needs for efficient and effective action in an evolving humanitarian landscape
- Better access to humanitarian assistance and protection for people in crisis situations to ensure that no-one is left behind
- Strengthened humanitarian responses that put people at the centre, support localization and are context-specific
- Strengthened organizational efficiency and effectiveness that contribute to systemwide UN-reform and innovative approaches

Crosscutting priorities

- Humanitarian aspects of the climate crisis
- Gender equality and the empowerment of women
- Humanitarian, development, peace nexus

II. The organization

OCHA's role and contextual challenges

Humanitarian challenges are rapidly growing because of factors such as growing geo-political tensions and new, aggravated and often protracted conflicts; The accumulating effects of the climate crisis that lead to drought, flooding and food insecurity that affect millions of people; Conflict, political instability and climate shocks that have resulted in large-scale displacements; Recession, inflation and economic instability in a number of countries following the COVID-pandemic that has led to increasing poverty and inequality; The global food crisis, aggravated by Russia's war on Ukraine.

These multiple shocks leave a growing number of people more vulnerable – according to OCHA's Global Humanitarian Overview 339 million people will be in need of humanitarian assistance in 2023. The consequence is an ever-growing gap between the humanitarian needs and the funding available. There is a need for better coordination and cooperation, new approaches and ways of funding that cuts across humanitarian, development, peacebuilding and climate actors.

OCHA is a central partner for responding to this evolving humanitarian landscape, being a key humanitarian organization with a mandate on coordination, humanitarian financing, policy, advocacy and information management. It is necessary for the whole humanitarian system to further develop in response to new challenges, and to do so in alignment with other actors, including UN development agencies, climate actors, national and international NGOs, other national actors and systems, local actors, IFIs and others. OCHA's new focus on transformational ways of working underscores its lead role in this.

OCHA's mandate

OCHA is headed by the UN Emergency Relief Coordinator (ERC) whose mandate was defined through UN General Assembly resolution 46/182 of 1991 that points to the need for strengthening the coordination of UN humanitarian emergency assistance. The Department of Humanitarian Affairs was established soon after, as a unit in the UN Secretariat with the aim of supporting the work of the ERC. In 1998, the Department was re-organized to become the Office for the Coordination of Humanitarian Affairs. OCHA has HQ-offices in both Geneva and New York, 5 regional offices, 29 country offices and humanitarian advisory teams in 21 countries.

OCHA core mandate and functions

- **Coordination:** Coordinate global emergency responses, improve prioritization and reduce duplication, ensure that assistance and protection reach the people who need it most.
- **Humanitarian financing:** Mobilize finance to meet growing needs, work for the complementarity and coherence of financing mechanisms.
- **Advocacy and communications:** Ensure focus on forgotten crisis, promote respect for international humanitarian law, amplify the voices of crisis-affected people, help people get access to assistance.
- **Policy:** Provide trend analyses and forecasting, develop policies to improve decision-making and humanitarian action, promote reform and effectiveness, promote normative frameworks and protection of civilians.
- **Information management:** Contribute to rapid, effective and principled responses and strengthen coordination, decision-making and advocacy.

Unlike most other UN agencies, OCHA does not have a decision-making Board. Donors and other partners therefore rely on other mechanisms for their dialogue with OCHA, which includes the OCHA Donor Support Group, the Pooled Funds Working Group, the CERF Advisory Group, Advisory Boards for individual CBPF's and related country-based donor groups - please also refer to section VII below.

OCHA's mission is to coordinate the global emergency response to save lives and protect people in humanitarian crises. OCHA is not an operational organization in the sense that e.g. UNHCR or WFP are – OCHA's five core functions of a crosscutting nature: 1) Coordination of global emergency responses. 2) Humanitarian financing across financing instruments, mechanisms and partners, not least in mobilisation of donor funding. 3) International humanitarian diplomacy in terms of advocacy for forgotten crises and for humanitarian access, and respect for international humanitarian law.. 4) Policy development for improved humanitarian action as well as setting the agenda for effectiveness and reform of the sector, including promoting normative frameworks and the protection of civilians. 5) Information management to ensure rapid, effective and principled responses. This last core function includes being a lead in the Humanitarian Programme Cycle (HPC) and its data analysis in terms of conducting needs overviews, providing the basis for development of Humanitarian Response Plans (HRPs) as well as monitoring results.

Among OCHA's comparative advantages as a partner for humanitarian action are that OCHA is a non-sectoral humanitarian organisation with a crosscutting and convening mandate, placed close to political processes in the UN Secretariat and in charge of important funding mechanisms for humanitarian action. OCHA is furthermore the convenor and chair of the Inter-Agency Standing Committee (IASC), the central forum for coordinating and shaping global humanitarian efforts, standards and policies that brings together a wide range of partners and contributes to coherent, systemwide responses.

OCHA does not have a dedicated mandate in relation to the climate crisis, but is well aware of the necessity of addressing climate change as a key driver of humanitarian needs. OCHA seeks to better include climate threats and risks in its analyses and better address the need to strengthen resilience against climate threats. An OCHA climate team was recently created in New York to help address these issues.

Funding mechanisms

Even though OCHA is not an operational agency, it manages and hosts important financing mechanisms for humanitarian funding on global and national levels. OCHA is responsible for the management of the Central Emergency Response Fund (CERF) that has a global reach and is often the first-response funding source for new emergencies. In 2022, the CERF allocated 735 million USD for humanitarian assistance in 42 countries. The CERF rapid response window allows humanitarian country teams to deliver immediate relief in a coordinated and prioritized ways when a new crisis sets in. CERF also has a window aimed at underfunded emergencies to support protracted relief operations and stop funding-gaps in forgotten crises. For Denmark, CERF is an indispensable tool to broaden the global reach of our humanitarian assistance, ensure rapid responses and provide support for crises for which it is difficult to attract funding. In 2022, more than half of CERF allocations (372 million USD) were provided for conflict-related humanitarian crises; while 36 percent of CERF allocations (266 million USD) were provided for climate related and natural disasters.

OCHA also manages a number of Country-based Pooled Funds (CBPFs). The CBPFs mobilize funding from donors to finance humanitarian action in specific crisis situations through UN-agencies and through national and local partners under the authority of the UN in-country Humanitarian Coordinator and with donors and local actors represented in advisory boards. There are at present CBPFs targeting humanitarian crises in Afghanistan, CAR, DRC, Ethiopia, Lebanon, Myanmar, Nigeria, OPT, Somalia, South Sudan, Sudan, Syria including the Syria Cross-Border fund, Ukraine, Venezuela and Yemen. The Regional Fund for West and Central Africa covers Burkina Faso, Niger and, as of 2023, Mali. The funds in Iraq, Jordan and Pakistan are at different stages of closure as of 2023.

Complementarity between the CERF and the CBPFs is facilitated by the funds being managed by the same unit (the Pooled Fund Management Branch) at HQ-level, and that at country-level the Humanitarian Coordinators supported by OCHA country office are deeply involved in decision and management processes regarding the funds.

At present, Denmark each year provides 70 million DKK in core funding for OCHA and its coordinating mandate, and 170 million DKK for the CERF to address acute and forgotten crises, as well as funding for relevant CBPFs. In 2022, Denmark was the fourth largest donor of un-earmarked core funding to OCHA, the sixth largest donor to the CERF and the tenth largest donor to the CBPFs.

III. Lessons learned, key strategic challenges and opportunities

During the period of the previous Danish Organization Strategy for Denmark's engagement with OCHA (2020-2023), OCHA has been a key partner for Denmark's humanitarian assistance. OCHA has been leading in responses to a number of humanitarian crises and evolved its way of working in reaction to e.g. the challenges of the COVID-pandemic. During the pandemic, OCHA coordinated closely with a range of partners, made relevant analyses and information available, and had a heightened focus on the crosscutting issues of gender and gender-based violence and on providing funding for localization.

OCHA has engaged in highly sensitive negotiations on access and evacuation of civilians and applied a dialogue-based approach to development of key strategic papers such as its new Strategic Plan (2023-2026) and the new Global Guidelines for the CBPFs, launched in December 2022.

There are however also issues that are in need of attention, including the need to further strengthen OCHA's in-country performance, field presence and capacity. In order to ensure timely and efficient responses, OCHA must continue to strengthen its focus on effectiveness, prioritization of needs,

leadership, information sharing, and cooperation with new types of partners. It should be noted that among agencies this is not unique to OCHA– it is however, something that Denmark will continue to focus on in its dialogue with OCHA.

A Multilateral Organisation Performance Assessment Network (MOPAN) review was published in October 2021 and an evaluation of the Country-Based Pooled Funds was published in 2019. OCHA has furthermore commissioned a number of thematic reviews of the performance of the CERF, including reviews on cash and voucher assistance, GBV and the COVID-19-related CERF NGO-allocation.

The MOPAN review underscored that OCHA had undertaken a major reform process resulting in more coherent strategic vision expressed in its 2018 – 2021 Strategic Plan, although there was not full buy-in in the organization for all the changes in strategic direction. It also mentioned that OCHA had demonstrated increased agility and become increasingly fit for purpose. The review found significant improvements in OCHA’s administration of pooled funds and concluded that it had become invaluable to a more coherent functioning of the multilateral system overall, and to pushing the envelope on key issues and emerging priorities. The review also found that OCHA’s ambitions for decentralization were not fully achieved, there was still some understaffing in the field and some top-down decision making. Organizationally, results-based performance management was a weakness, and planning and budget processes were not well-aligned. The review also identified under-investment in evaluation, organizational learning and risk-management and that OCHA needed a more systematic approach to crosscutting issues, such as gender, protection and climate that have all been given priority in OCHA’s new Strategic Plan.

OCHA has furthermore responded to the review e.g. by ensuring better resourcing for some country offices and by further delegating decision making mandates, and OCHA’s new Strategic Plan underlines OCHA’s commitment to results-oriented performance management at all stages of the humanitarian programme cycle and to a robust Organizational Resilience Management System to adapt to escalating risks. The Strategic Plan also outlines actions to promote learning and innovation e.g. through better guidance and training and enhanced investments.

The evaluation of the CBPFs pointed to the funds in general being well suited to handle their task, being flexible and agile in rapidly changing contexts. OCHA has made relevant investments in the CBPFs to handle their administrative tasks, including risk management and an “aggressive approach” to accountability. The review also noted that the CBPFs were dependent on a small group of donors and that HQ-resources need to be prioritised to provide support for the work of the funds. OCHA needed to work on the complementarity between CBPFs and the CERF, to update its global guidance, promote good practices and to focus more on risk management. The evaluation pointed to the potential for the funds to further support localization and incentivize and promote integrated or multi-sector programs. To a large extent the concerns of the evaluation have been addressed in the new Global Guidelines for CBPFs that has a clear focus on localisation and addresses a range of other issues such as good practices and risk management.

IV. Priority areas and results to be achieved

OCHA’s Strategic Plan 2023 – 2026 was published in February 2023. It is based on an analysis of main trends and challenges for the humanitarian system, including the climate crisis, economic crises, growing inequality, a fragmented geopolitical landscape, increased instability, fragility and conflicts, and disease outbreaks.

In its Strategic Plan, OCHA recognizes the need for a more effective, impact- and solutions-oriented response that puts people at the center. Responses must become more inclusive, move towards multi-sectoral approaches, and adapt their modalities to local contexts and the priorities of affected communities. This matches well with Danish priorities in relation to localization and people-centered responses.

The Strategic Plan outlines six transformational priorities that will address the most critical areas where transformation is needed for OCHA and for the whole humanitarian system to deliver better: (1) A coherent humanitarian response that is people-centred, context specific, contributes to community resilience and promotes concrete protection outcomes. (2) Systematic and predictable leadership on humanitarian access. (3) Durable solutions to protracted internal displacement. (4) Humanitarian response that is inclusive and leaves no one behind. (5) Catalytic humanitarian financing that delivers impact in people's lives, and (6) Strategic analysis of risks and trends to adapt to an evolving landscape.

Denmark's strategic objective for its cooperation with OCHA is to contribute to the achievement of Agenda 2030's commitment to "leave no one behind" and to end poverty (SDG1), hunger and malnutrition (SDG2) and strengthen partnerships (SDG17), and contribute to a global

Transformational priorities of OCHA's Strategic Plan

1. Coherent, people-centred and context-specific humanitarian responses
2. Leadership on humanitarian access
3. Durable solution to protracted internal displacement
4. Inclusive humanitarian responses that leave no one behind
5. Catalytic humanitarian financing that delivers impact
6. Strategic analyses of risks and trends.

humanitarian system that is adaptive, accountable and responsive to the needs of people affected by crisis.

While Denmark fully supports the OCHA Strategic Plan 2023 – 2026 as a whole, including through our core support for OCHA, the following four priority areas and three crosscutting priorities have been defined for Denmark's partnership and dialogue with OCHA, based on convergence and linkages between Denmark's and OCHA's strategic priorities. The monitoring framework in annex 1 provides an overview of related OCHA Transformational Priorities, objectives and indicators.

A. Coordination and funding of the global humanitarian system that responds to the needs for efficient and effective action in an evolving humanitarian landscape

Humanitarian coordination and humanitarian financing are OCHA core functions and keys to a well-functioning global humanitarian system that delivers needs-based, multi-sectoral and well-aligned humanitarian responses. OCHA's systemwide coordination role reaches from leadership of the IASC at global level to its coordinating function for humanitarian action including management of CBPFs at country-level.

OCHA's approach to delivering on coordination and funding must develop continuously, taking into account the evolving humanitarian landscape including the increasing funding gap and the growing challenges related to conflicts and climate change that cause and aggravate vulnerabilities.

Denmark will work to support OCHA in efficiently fulfilling its mandate as a global humanitarian convener and coordinator and promote effective coordination and collaboration with other UN agencies and partners outside of the UN. As part of its general focus on UN reform, Denmark will monitor the way that OCHA promotes and contributes to common results and collaboration, including collaboration across the development, humanitarian and peacebuilding nexus, while also considering climate-related issues.

Through CERF-funding for pilot projects, OCHA has been instrumental in developing and testing anticipatory action concepts in different crisis context and it is part of OCHA's Strategic Plan to continue to use its financing tools to further facilitate and scale up collective anticipatory action. Denmark will support OCHA in this focus on early /anticipatory action that is highly relevant as a tool for more efficient and effective humanitarian action, not least in relation to climate-related crises such as floods and drought. Early / anticipatory action is furthermore an important tool for providing crisis-affected people with agency to act, rather than being passive recipients of aid.

Denmark will support OCHA in its continued quest to expand the humanitarian donor base, and in reaching out to IFIs, development agencies and climate actors to ensure that financing is used most

effectively; and that funding and action is coordinated and applied in the most effective way to the benefit of those affected by multi-faceted crises.

Coordination of cash-based assistance is an OCHA responsibility not least through OCHA's chair role of the IASC Global Cash Advisory Group (CAG), and is a vital part of the tool box for effective humanitarian action. Denmark will follow OCHA's increased involvement in cash coordination as a way of delivering more integrated and less siloed assistance that contributes to resilience.

This priority area is mainly related to OCHA's transformational priorities 1 and 5 (*Coherent, people-centred and context-specific humanitarian responses* and *Catalytic humanitarian financing that delivers impact*).

B. Better access to humanitarian assistance and protection for people in crisis situations to ensure that no-one is left behind

Humanitarian access is increasingly challenged in crisis situations as emergencies become increasingly complex, compounded by the presence of non-state armed actors, the politicization of emergencies and lack of knowledge of or regard for International Humanitarian Law. Other challenges are bureaucratic impediments targeted at humanitarian actors; and misinformation that leads to escalating mistrust among population groups and towards humanitarian organisations.

Impediments to access are a serious threat to effective humanitarian action and to protection, a threat to the lives and well-being of people affected by humanitarian crises and increasingly put a burden on already stretched humanitarian resources. It also constitutes a danger to the lives and security of humanitarian personnel, increasingly under threat.

Advocacy for humanitarian access is part of OCHA's original mandate, but OCHA has not yet fully unfolded its potential within this priority area. "Systematic and predictable leadership on access" is one of the transformational priorities in OCHA's new Strategic Plan, and OCHA has for the past few years worked to strengthen its organizational capacity e.g. through the establishment in 2021 of a "Humanitarian Negotiations Unit" as part of its Response Support Branch. OCHA's advocacy for access also takes place during regular briefings to the Security Council on conflict-induced humanitarian emergencies. Denmark will work with OCHA in the context of our possible non-permanent seat on the Council 2025 – 2026 and where possible support OCHA in its advocacy role including in relation to international humanitarian law and leadership at country level. This includes advocacy at field-level.

Denmark fully supports OCHA's approach that protection should not be seen as a sectoral activity, but as a collective responsibility and a common, strategic outcome for the whole humanitarian system. Denmark expects OCHA to be an effective advocate for the rights and the protection of crisis-affected people, not least youth and especially vulnerable and marginalized groups; as well as women and girls who are often disproportionately affected by humanitarian crises.

Denmark will encourage OCHA to build the necessary capacity for humanitarian diplomacy and negotiation of humanitarian access including through OCHA's key role with regard to civil-military coordination, where there is a gap in coordination with some part of the humanitarian system. Denmark will follow OCHA's coordination with other actors such as WFP and UNHCR when it comes to access negotiations and engagement with non-state actors in the field. Denmark will furthermore encourage that OCHA works with relevant partners – including local partners - with field experience in negotiations for access.

This priority area is mainly related to OCHA's transformational priority 2 (*Leadership on humanitarian access*).

C. Strengthened humanitarian responses that put people at the centre, support localization and are context-specific

In a situation of exponentially growing humanitarian needs and limited resources it is vital that the quality of humanitarian action is further optimized and that support truly responds to the needs of people. Important tools to achieve this is localisation, more context-specific approaches, area-based coordination and putting affected people at the centre of humanitarian action.

Denmark is a global champion for localization and it is part of the principles of Denmark's Strategy for Development Cooperation that we place emphasis on strengthening local leadership and ownership as much as possible. Denmark will emphasize the need for OCHA to promote locally led crisis responses that includes equitable partnerships, inclusion of affected populations, transfer of financial resources to local actors, strengthened capacity and complementarity between actors.

OCHA is aware of the need to reinforce local responses and work to develop new approaches to humanitarian coordination that are more locally based. These approaches should take their starting point in the needs and priorities of affected communities and the national and local capacities that might be part of a response. As part of this OCHA will work on pilots to develop context-specific coordination models. They will include accountability to affected people, aim at strengthening community resilience, and reducing the need for humanitarian action. Denmark expects this to include strengthened cooperation with development actors on the ground in order to achieve stronger, long-term community resilience.

Denmark will advocate for adequate resources and will fully support the development of alternative approaches to coordination that better and more effectively serve affected populations, including through localization.

CBPFs are an important tool for localisation, and OCHA's new Global Guidelines for the management of the funds has localisation as one of the main priorities for the work of the funds. Denmark will continue to work with through the Pooled Funds Working Group at HQ-level and through dialogue between Danish embassies and relevant CBPFs and promote that the funds support localization in accordance with Denmark's priorities and ambitions on this.

In line with its focus on UN reform, Denmark considers reform of the humanitarian coordination structure as essential, and Denmark will closely follow and support OCHA's development of new coordination approaches including people-centred needs analyses, joined-up approaches and context-specific models. Such new approaches should enable common outcomes for example by linking to social safety nets; and they should ensure greater adaptability to respond to changed contexts and to community priorities.

This priority area is mainly related to OCHA's transformational priorities 1 and 4 (*Coherent, people-centred and context-specific humanitarian responses and inclusive humanitarian responses that leave no one behind.*)

D. Strengthened organizational efficiency and effectiveness that contribute to systemwide UN-reform and innovative approaches

For OCHA to deliver on its mandate, including the priority areas highlighted above, it needs an efficient and effective organization. OCHA's ambition is to achieve improvements on e.g. leadership growth, accountability for results and roll-out of results-based management (one of the issues high-lighted in the latest MOPAN-review of OCHA), and to have a focus on learning, evaluation and innovation.

Denmark will support OCHA in this effort, call for OCHA to be an organization that is agile and adaptable to a changeable environment, and promote accountability and transparency in the way OCHA works. This includes a focus on PSEAH and on anti-corruption. Denmark will also keep a focus on

effective application of results-based management approaches in OCHA, as well as strengthened organisational learning e.g. through evaluations.

OCHA has been through a process of decentralisation of resources and decision-making powers in order to ensure that adequate resources are available at field level. Nevertheless, there are still reports of OCHA's performance in some crises being affected by either too few resources or lack of the relevant type of expertise and capabilities. This is an issue that Denmark will pursue. Denmark will through its embassies and in cooperation with national and international NGOs - including Danish SPA-partners – maintain a continuous dialogue on experience from working with OCHA on the ground, not least in relation to the priority areas defined in this organisations strategy.

OCHA is a key UN-agency on the humanitarian side when it comes to coordination and norm-setting, and has the potential to be a stronger driver of innovative approaches in humanitarian action e.g. through the four pilot projects mentioned above. Denmark will encourage OCHA in this, including in the scale-up of early and anticipatory action, the development of new approaches to coordination of humanitarian action and continued UN reform.

In this context, Denmark will support OCHA's coordination role as a means to enhance collaboration and complementarity between the multifaceted engagement of diverse UN-organisations and other actors in crisis settings, with an eye for complementarity with other Danish support-initiatives that work directly with the Resident Coordinator-function. This will include OCHA's efforts to bring humanitarian actors closer to development and climate actors and should include both national and international NGOs.

Denmark expects OCHA to support the Resident Coordinators in their coordination function and ensure that collective programming efforts of the wider field of actors are based on effective practices and joint information management.

This priority area is mainly related to the “enablers” of OCHA's strategic plan: (1) leadership and accountability (2) equity and inclusion; (3) learning, evaluation and results; (4) analysis and data-driven decision-making; and (5) partnerships.

E. Crosscutting priorities: Climate crisis, gender and nexus

OCHA's Strategic Plan points to the climate crisis as a key driving factor for new and aggravated humanitarian crises and highlights the necessity of including this fact in analysis and plans and of working on the best possible use of humanitarian, development and climate finance to ensure the best results. OCHA also works to ensure that climate finance and climate action benefits the most vulnerable people living in humanitarian crises.

Denmark will work with OCHA to increase focus on climate-related humanitarian crises, and encourage OCHA to work closer with climate actors, for example United Nations Office for Disaster Risk Reduction (UNDRR), World Meteorological Organization (WMO), the UNFCCC Secretariat and the UN Climate Security Mechanism. Denmark will also explore options for working closer with OCHA on e.g. advocacy for improving access to climate finance in crisis situations. Denmark will encourage OCHA to make the necessary adaption to e.g. its planning, coordination and funding mechanisms to include climate related aspects, and to scale-up anticipatory action. OCHA has a key role to play in ensuring coordination and alignment between humanitarian, climate and development actors on both financing and action for those in need.

OCHA's Strategic Plan highlights gender equality and the empowerment of women. This includes applying a gender lens to OCHA's analyses and action, the promotion of meaningful participation of women in all stages of humanitarian action, as well as action against gender-based violence. This is fully in line with Denmark's strategies and priorities and Denmark will continue to support and promote OCHA's engagement for women and girls, and that adequate resources are made available for these

issues. Areas of particular interest is OCHA's engagement with women-led organisations; a strong gender perspective in the humanitarian programming cycle and adequate financing of GBV-related outcomes.

Denmark will also urge OCHA to address the linkages between crises, gender inequality and climate vulnerability as well as the gendered humanitarian impacts of climate change. Key in this are measures to fast-track women's full, equal and meaningful participation in preventing and addressing climate-related humanitarian disasters and conflicts.

OCHA's Strategic Plan emphasizes an increased attention to delivering on the humanitarian – development - peace nexus, including facilitation of joint analysis, coordination, coherence and complementarity with peace actors, including UN peace operations. Denmark will engage actively with OCHA in this and work with like-minded partners to keep the development – humanitarian – peace *and* climate nexus on the agenda of OCHA as a way to ensure effective action for crisis-affected populations to help them onto a trajectory towards real and sustainable development.

In the nexus-context, OCHA's continued improvement of conflict analysis and conflict sensitivity across programming and implementation is key in order for OCHA and the whole humanitarian community to address the complex humanitarian needs and challenges of vulnerable populations.

OCHA is committed to ensuring further alignment and complementarity among its pooled funds and engage with other funding tools across the humanitarian – development - peace nexus, including the Peacebuilding Fund and the Sustainable Development Fund. Denmark strongly supports these goals and will follow this work more closely as our engagement in UN's peace and security-related work evolves in relation to Denmark's membership of the Peacebuilding Commission in 2023-24 and the campaign for a Danish seat on the Security Council in 2025-26.

V. Budget

Denmark considers OCHA a key partner for humanitarian action and this is reflected in OCHA being one of the three largest recipients among the UN agencies of humanitarian funding from Denmark. Denmark supports OCHA's programme budget by 70 million DKK per year, and the CERF by 170 million DKK per year; if humanitarian needs make it relevant, contributions for the CERF are often topped up during the year. All funding is subject to annual parliamentary approval.

Indicative budget for Denmark's contributions to OCHA and CERF 2023 – 2027*)

Funding as per the Danish draft Finance Act for 2023	Finance Act Code	2023	Planned 2024	Planned 2025	Planned 2026	Planned 2027
Core funding, OCHA	§06.39.01.12	70	70	70	70	70
Core funding, CERF	§06.39.01.16	170	170	170	170	170
Total		240	240	240	240	240

*) Subject to annual parliamentary approval.

Denmark also provides needs-based funding for relevant CBPFs based on humanitarian appeals, needs analyses and response plans. This funding is provided through the Finance Act's budget line for humanitarian support for acute and protracted humanitarian crises (§06.39.03.11).

VI. Risks and assumptions

The growing gap between humanitarian needs and the financing available poses a particular risk to OCHA and its ability to deliver on its mandate of ensuring that adequate funding is available for humanitarian action where it is needed. It is also a risk for OCHA as an organisation that could end up stretching its resources in ways that affects its capacity to deliver results. OCHA is itself acutely aware of the need to broaden the donor base for humanitarian funding, to work more efficiently and to bring together humanitarian, development, peace and climate finance to achieve better results.

OCHA is funding and coordinating humanitarian action in crisis situations and in very difficult and changeable environments, which entails risks to the staff of OCHA and its partners in the field, and to OCHA's ability to deliver results. One of the risks associated with crisis situations is pressure on humanitarian space, which has in recent years included physical attacks on humanitarian staff and attempts to exclude female staff in for example Afghanistan and Yemen. OCHA is working on its approaches to risk and on implementing an organizational resilience management system to be better able to adapt to risks.

When working in crisis situations and with a wide range of partners – some of which may be effective in delivering aid but lacking in administrative capacity – there are fiduciary risks and risks of mismanagement, misuse of funds and corruption. To counteract this OCHA has instituted robust systems for vetting of local partners that are mandatory before any funds are transferred. OCHA has a zero tolerance policy in relation to misconduct, a focus on timely action and is working with the UN Office of Internal Oversight Services (OIOS) on investigations of misuse. This is key to continued trust in OCHA among donors. Denmark puts emphasis on transparency and accountability in this context and will continue to follow up with OCHA on these issues.

OCHA's Strategic Plan has an underlying focus on transformation not just of OCHA itself, but also of the entire humanitarian system. To achieve this – and to be able to fulfil its role as global coordinator and convenor – OCHA needs full buy-in from its own staff and from other UN-agencies and partners outside of the UN. Advocacy for and positive results from the six transformational priorities of the Strategic Plan will be the best way to ensure this buy-in.

VII. Danish approach to engagement with the organization

Since OCHA does not have an Executive Board since it is part of the UN Secretariat, other channels will be used to promote progress in relation to Denmark's priorities for cooperation with OCHA. They include active participation in advisory fora at headquarters and country-level as well as continuous dialogue at different levels, including consultations between OCHA and the Nordic countries.

Denmark will continue its active participation in the OCHA Donor Support Group (ODSG) that has as its members donors that provide continued financial support to OCHA with a minimum annual contribution of USD 500,000. ODSG does not make formal decisions in the way boards of other UN agencies do, but it is a sounding board and a source of advice for OCHA's overall strategic direction and priorities. Denmark has a constructive, informal collaboration with Nordic countries and other likeminded countries to promote relevant agendas in the ODSG.

Denmark will explore the option of becoming a member of the CERF Advisory Group that provides policy guidance and expert advice to the ERC on the use and impact of the CERF. A recent membership of the Group (Head of the Department for Humanitarian Action in a personal capacity) proved a very relevant platform for dialogue with OCHA's leadership on priorities for the CERF.

Denmark is as mentioned also a member of the OCHA Pooled Funds Working Group (PFWG) that works in an advisory capacity to inform the strategic direction and management of the country-based

pooled funds, to monitor and discuss performance in relation to the Global Guidelines for the management of the funds, and to provide advice in relation to common issues for the funds.

During the period of the present Organization Strategy Denmark plans to seek the support of the donor constituency to take on the role of chair of either the ODSG, the PFWG or the CERF Advisory Group in order to further deepen its engagement with OCHA, with the donor constituency and with other partners.

Denmark also aims at strengthening its dialogue with OCHA at country level in cooperation with other, like-minded partners, including through closer engagement with the CBPF Advisory Boards, Humanitarian Country Teams and related donor groups. This will require that resources are available at the relevant Danish embassies.

In cooperation with Finland, Iceland, Norway and Sweden, Denmark has annual (in some years bi-annual) Nordic dialogue-meetings at high level with OCHA. The ERC normally participates in at least part of the meetings and other members of the OCHA management team participates throughout. This is a very useful platform for providing direct, strategic advice to OCHA's leadership, promote Danish and Nordic priority issues and discuss OCHA's general performance and the way OCHA works on relevant objectives and outputs.

A very important mechanism for direct dialogue with OCHA are the recurring bilateral talks between Denmark and OCHA at minister / ERC level (or at high management level) to discuss key strategic issues and general cooperation. Such talks take place at a higher frequency during major crises situations.

A contact group of units within the Danish MFA for cooperation with OCHA is established and will be an important vehicle to ensure that experience and observations from cooperation with OCHA at country-level feed into the strategic dialogue with OCHA. Sharing experience from cooperation with OCHA in-country, including with relevant CBPFs will be a permanent item of the agendas for the contact group-meetings. The MFA will also seek the input of Danish civil society-organisations both at HQ-level and in-country in a more structured and continuous way, based on their in-field cooperation with OCHA. This will be a way to further inform and strengthen Denmark's dialogue with OCHA.

ANNEX 1: Monitoring Framework

Annex 1 provides an overview of priority areas for this Organisation Strategy and related OCHA Transformational Priorities, objectives and indicators, selected from OCHA's own results framework. The matrix also includes indicators in relation to Denmark's three crosscutting priorities.

The matrix will be revisited and updated if relevant once the final set of OCHA Key Performance Indicators has been approved. Denmark will work together with like-minded humanitarian partners to ensure that OCHA's result framework indicators are specific, measurable, achievable, relevant and time-bound.

Danish Priority Area A: Coordination and funding of the global humanitarian system that responds to the needs for efficient and effective action in an evolving humanitarian landscape			
OCHA Transformational Priority	Objective	Output	Indicator
1: Coherent humanitarian response	A coherent humanitarian response that is people-centred, context specific, contributes to community resilience and promotes concrete protection outcomes	Strengthened context-specific and people-centred coordination approaches, structures and processes for timely and agile preparedness and humanitarian response	Partner satisfaction score for OCHA's support to the HCT
			Percentage of partners satisfied with OCHA's cash coordination leadership of global Cash Advisory Group
5: Catalytic humanitarian financing	Humanitarian financing that is more catalytic and innovative in directly impacting people's lives	Increased humanitarian funding through the catalytic use of pooled funds.	Percentage of people targeted by OCHA-managed pooled funds reached

Danish Priority Area B: Better access to humanitarian assistance and protection for people in crisis situations to ensure that no-one is left behind			
OCHA Transformational Priority	Objective	Output	Indicator
2: Systematic and predictable leadership on access	More people in need have access to humanitarian assistance, protection and basic services in a timely, predictable and sustained manner	Increased institutional capacity, predictability, accountability, and OCHA leadership on access	Percentage of countries with OCHA presence with an up-to-date access monitoring framework
		Visible, predictable, and consistent advocacy for people in areas subject to access constraints	Percentage of partners satisfied with OCHA's support on advocacy to improve humanitarian access
		Participatory, inclusive, gender responsive, and principled humanitarian preparedness and response	Partner satisfaction score for OCHA's coordination support to protection for HCs/RCs and HCTs

Danish Priority Area C: Strengthened humanitarian responses that put people at the centre, support localization and are context-specific			
OCHA Transformational Priority	Objective	Output	Indicator
1: Coherent humanitarian response	A coherent humanitarian response that is people-centred, context specific, contributes to community resilience and promotes concrete protection outcomes	Strengthened context-specific and people-centred coordination approaches, structures and processes for timely and agile preparedness and humanitarian response	Percentage of countries with local actors participating in OCHA-facilitated/managed humanitarian coordination mechanisms.
		Participatory, inclusive, gender responsive, and principled humanitarian preparedness and response	Percentage of countries with AAP Action plans developed and implemented.
		Diversified, increased, and innovative humanitarian financing	Proportion of eligible national partners accessing direct humanitarian funding through CBPF

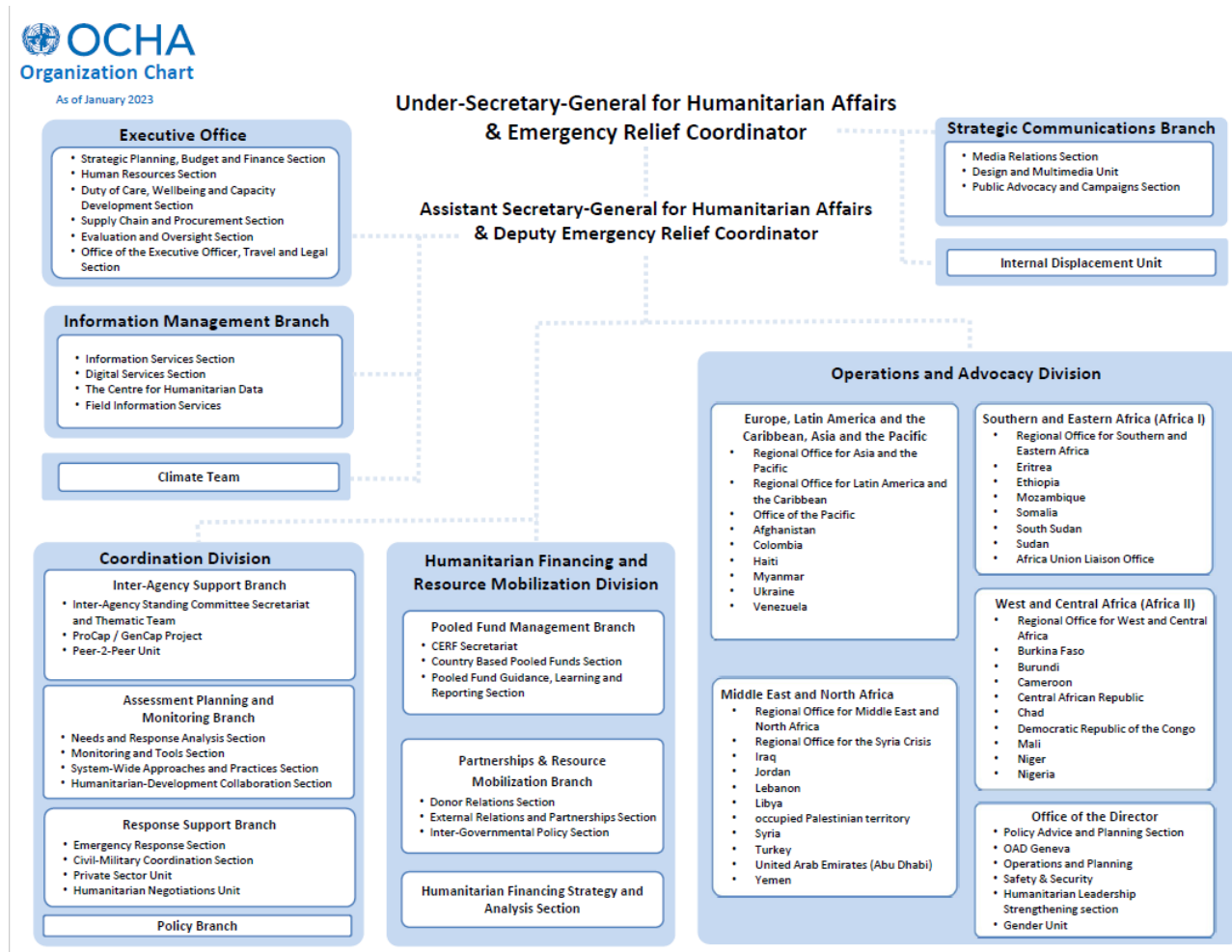
Danish Priority Area D: Strengthened organizational efficiency and effectiveness that contribute to systemwide UN-reform and innovative approaches			
OCHA Enablers	Objective	Output	Indicator
Learning, evaluation, innovation and results	N.A.	Strengthened management and accountability framework and performance management systems	Percentage of OCHA field offices fully compliant with UN Secretariat Result Based Management requirements.
		Strengthened management and accountability framework and performance management systems	Percentage of OCHA's compliance with UN Secretariat Result Based Planning minimum requirements.
		Strengthened corporate performance management and evaluation	Percentage of oversight body audit-and-evaluation recommendations pertaining to OCHA that are implemented by due date.
		Strengthened corporate performance management and evaluation	Percentage of OCHA-targeted recommendations made in independent evaluation report implemented by due date.

Danish cross-cutting issue: Climate crisis			
OCHA Transformational Priority	Objective	Output	Indicator
No specific OCHA priority related to this, but is related to KPIs for anticipatory action and preparedness	N.A.	AAP mechanisms and principles are integrated into the coordination mechanisms	Number of new or improved collective Anticipatory Actions facilitated.
		Strengthened context-specific and people-centred coordination approaches, structures and processes for timely and agile preparedness and humanitarian response	Percentage of HCTs/UNCTs in priority countries that systematically implement the IASC Emergency Response Preparedness (ERP) approach

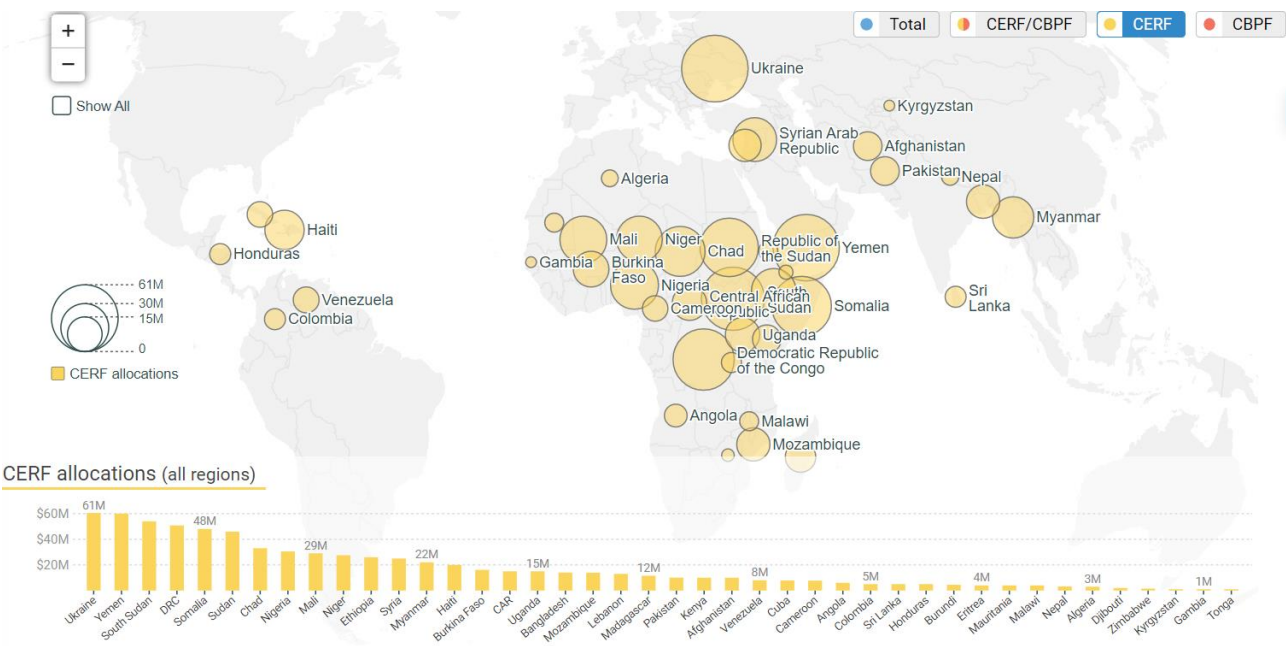
Danish cross-cutting issue: Gender equality and the empowerment of women			
OCHA Transformational Priority	Objective	Output	Indicator
4: Humanitarian response that leaves no-one behind	Participatory, inclusive, gender-responsive and principled humanitarian action that leaves no one behind	Gender equality and empowerment of women and girls in emergencies are prioritised within the HPC	Proportion of Humanitarian Country Teams (HCTs) with engagement of women-led organizations
			Proportion of Country Based Pooled Funds (CBPF) Advisory Boards with representation of women-led organizations

Danish cross-cutting issue: Nexus			
OCHA Transformational Priority	Objective	Output	Indicator
3. Facilitating durable solutions to protracted internal displacement	Facilitate access of IDPs to durable solutions, including basic services, in collaboration with national capacities and development actors	Effective system-wide processes and practices for durable solutions for IDPs in protracted crises	Number of HRP that are durable solutions oriented.
		OCHA is a predictable/visible actor in achieving durable solutions for IDPs (through the use of OCHA's coordination platforms and services)	Number of countries in which OCHA actively participates in a solutions-specific coordination mechanism on durable solutions.
1. Coherent humanitarian response	A coherent humanitarian response that is people-centred, context specific, contributes to community resilience and promotes concrete protection outcomes	Crisis-affected people receive relevant and efficient emergency humanitarian assistance	Percentage of countries with an OCHA country office which have developed HDP priorities and included them into their HRPs

ANNEX 2: OCHA Organisation Chart



Annex 3: Map of CERF allocations 2022



Annex 4: Map of support provided from CBPFs 2022

