

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

Meeting in the Council for Development Policy 1 July 2020

Agenda item 3

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| 1. Overall purpose | For discussion and recommendation to the Minister |
| 2. Title: | Organisation Strategy for United Nations Office for the Coordination of Humanitarian Affairs, OCHA |
| 3. Presentation for Programme Committee: | 9 June 2020 |



**MINISTRY OF FOREIGN AFFAIRS
OF DENMARK**
Danida

Danish Organisation Strategy for United Nations Office for the Coordination of Humanitarian Affairs (OCHA)

2020-2023

June 2020

Organisation Strategy for Denmark's Engagement with UN Office for the Coordination of Humanitarian Affairs (OCHA) 2020-2023

Introduction:

OCHA is part of the UN Secretariat and has a key role as global coordinator of humanitarian action. OCHA's vision is a world that comes together to help crisis-affected people rapidly get the humanitarian assistance and protection they need. OCHA's mission is to coordinate the global emergency response to save lives and protect people in humanitarian crises and to advocate for effective and principled humanitarian action.

Justification for support:

- OCHA is a key partner for global coordination of humanitarian action and continued development and adjustment of the humanitarian system
- OCHA plays a key role in assessing needs and ensuring adequate funding for humanitarian action
- OCHA is a global champion for people affected by crisis and facilitates humanitarian access.

Key results:

- Effective global convening, coordination and funding for humanitarian action and effective, accountable and people-centred humanitarian action on the ground
- Improved focus on early action and innovative and anticipatory financing
- Focus on the rights and protection of crisis-affected people, not least especially vulnerable groups including youth, as well as girls and women that may be disproportionately affected by humanitarian situations and including humanitarian access
- An effective, efficient and adaptable OCHA.

How to ensure results and monitor progress:

- Progress will be monitored on the basis of key performance indicators of the OCHA Strategic Plan, and through bilateral dialogue and consultations.

Risk and challenges:

- The need for continued organisational development and innovative approaches in a changing humanitarian environment.
- Widening gap between humanitarian needs and funding available at the global level.
- Stretched resources at the organisational level
- Working in fragile contexts may affect the ability to deliver
- The danger of fraud, misuse of funds and corruption.

Strategic objectives

Contribute to the achievement of Agenda 2030's commitment to "leave no one behind" and to the achievement of relevant Sustainable Development Goals, in particular SDG 1, 2 and 17.

Priority results













Coordination and funding of the global humanitarian system that responds to the needs for early, efficient and effective action

Protection of people in humanitarian situations through global advocacy and facilitation of humanitarian access

Strengthened organizational efficiency and effectiveness of OCHA

File No.	2020- 4557				
Responsible Unit	Department for Humanitarian Action, Civil Society and Engagement				
<i>Mill.</i>	2020	2021	2022	2023	Total
Commitment*	240	240	240	240	960
Projected ann. disb.	240	240	240	240	960
Duration of strategy	2020-2023				
Finance Act code.	06.39.01.41				
Head of unit	Mette Thygesen				
Desk officer	Kit Clausen				
Financial officer	Jacob Strange-Thomsen				

SDGs relevant for Programme

 No Poverty	 No Hunger	 Good Health, Wellbeing	 Quality Education	 Gender Equality
 Affordable Clean Energy	 Decent Jobs, Econ. Growth	 Industry, Innovation, Infrastructure	 Reduced Inequalities	 Sustainable Cities, Communities
 Climate Action	 Life below Water	 Life on Land	 Peace & Justice, strong Inst.	 Partnerships for Goals

Annual budget

OCHA core funding	70 million DKK
Core funding for CERF	170 million DKK
Total*	240 million DKK

*Subject to annual parliamentary approval

Mechanisms for strategic dialogue and guidance:

- Active bilateral dialogue with OCHA at all levels, including the level of Minister/Under Secretary General
- Active participation in meetings of the OCHA Donor Support Group, the Country-based Pooled Funds Working Group and where relevant CBPF Advisory Boards at country level
- Denmark has annual high-level consultations with OCHA together with the other Nordic countries

Core information

Established	1991, present form and mandate 1998
Headquarters	New York and Geneva
Regional offices	Middle East and North Africa; West and Central Africa; Southern and Eastern Africa; Asian and the Pacific; Latin America and the Caribbean.
Country presence	30 country offices
Financial and human resources	Annual budget (2019) 250 million USD, 2100 staff
Head	Mark Lowcock (UK), USG for Humanitarian Affairs and Emergency Relief Coordinator
Advised by	OCHA Donor Support Group

1. Objective.

This Strategy for the cooperation between Denmark and United Nations Office for the Coordination of Humanitarian Affairs (OCHA) forms the basis for the Danish contributions to OCHA, and it is the central platform for Denmark's dialogue and partnership with OCHA. It sets up Danish priorities for OCHA's performance within the overall framework established by OCHA's own strategy. 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.

OCHA is part of the UN Secretariat and does not have an operational mandate in itself. It has a key global role as convener and coordinator of humanitarian assistance, in helping to ensure adequate funding for humanitarian action and as a global champion for people affected by emergencies.

The overall objective of Denmark's support for OCHA is to contribute 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 (no poverty), 2 (no hunger) and 17 (partnership for the goals).

Based on OCHA's "Strategic Plan 2018 – 2021" and Denmark's priorities for development cooperation and humanitarian action three priority areas have been identified for Danish Support:

- Coordination and funding of the global humanitarian system that respond to the needs for early, efficient and effective action
- Protection of people in humanitarian situations through global advocacy and facilitation of humanitarian access.
- Strengthened organizational efficiency and effectiveness of OCHA.

The planned annual budget in relation to this organisation strategy is 70 million DKK in core contribution for OCHA and 170 million in core contribution for the Central Emergency Relief Fund managed by OCHA (CERF); as well as potential contributions for the OCHA-managed Country-based Pooled Funds (CBPFs), to be decided annually on the basis of needs and available funding.

2. The organization.

OCHA is a key partner for Denmark because of the pivotal role of the organisation in the coordination and financing of humanitarian action, not only within the UN system but also in relation to other partners such as civil society organisations. OCHA provides needs assessments and overviews of humanitarian crises around the globe, plans for how to deal with

humanitarian situations, makes calls for financing, and acts as an advocate for the protection of people affected by crises. Through its activities aimed at people in humanitarian crises including refugees, OCHA's work underpins important objectives of the 4-year plan of the Danish Minister for Development Cooperation.

Furthermore, OCHA's mandate places the organisation at the centre when it comes to the promotion of nexus-approaches, working across existing divides between development assistance, humanitarian action and peace-building. Nexus approaches are vital to prevent new crises, ensure sustainable long-term solutions to existing crises and ensure that interventions are as efficient and effective as possible, placing the needs of the people affected in the centre.

OCHA is different from most other strategic partners for Denmark within the United Nations in being part of the UN Secretariat, in not having a Board and in not having an operational mandate of its own. OCHA answers to the UN Secretary General and the General Assembly and is guided by an informal OCHA Donor Support Group (ODSG) of which Denmark is a member. The group acts as a sounding board and a source of advice for OCHA on policy, management, budgetary and financial issues.

OCHA's mandate was defined through UN General Assembly resolution 46/182 of 1991. It points to the need for strengthening the coordination of UN humanitarian emergency assistance. The Department of Humanitarian Affairs was established soon after and in 1998 was reorganized to become the Office for the Coordination of Humanitarian Affairs, OCHA.

OCHA's vision, defined in its 2018 – 2021 Strategic Plan, is a world that comes together to help crisis-affected people rapidly get the humanitarian assistance and protection they need. OCHA's mission is to coordinate the global emergency response to save lives and protect people in humanitarian crises and to advocate for effective and principled humanitarian action.

Resolution 46/182 also created the position of Emergency Relief Coordinator (at the level of Under-Secretary General) to serve as a focal point and voice for humanitarian emergencies. In addition, it established the Inter-Agency Standing Committee (IASC), the inter-agency forum for humanitarian coordination, policy-development and decision-making, involving the key UN agencies and international non-governmental organisations, headed by the Emergency Relief Coordinator/Under-Secretary General. This is one of the fora in which OCHA works to promote nexus-approaches.

As of May 2020 OCHA has two HQ-offices in Geneva and New York respectively, 5 regional offices, 30 country offices and approximately 2100 staff.

OCHA is responsible for the management of the Central Emergency Response Fund (CERF) that has a rapid response window to allow humanitarian country teams to deliver immediate relief in a coordinated and prioritized ways when a new crisis sets in. CERF also has a window for underfunded emergencies to support protracted relief operations and stop funding-gaps in forgotten crises. In 2016 the UN General Assembly endorsed an annual funding target of 1 billion USD for the CERF - this target has so far never been met.

OCHA manages a number of Country-based Pooled Funds (CBPFs), for some of them UNDP provides administrative and fiduciary management services. The CBPFs pool financing from a number of donors in un-earmarked funds that provide support for local humanitarian efforts through UN-agencies and through civil-society organisations under the authority of the UN in-country Humanitarian Coordinator and with donors represented in advisory boards.

OCHA's 2020 annual budget is 293 million USD, 17 million to be provided from the regular UN-budget, 276 million through voluntary contributions from UN Member States. In 2019, Denmark was among OCHA's 10 largest donors of un-earmarked core-funding, and among the 10 largest donors to the CERF.

3. Key strategic challenges and opportunities.

An ever-changing humanitarian environment challenges the quite comprehensive mandate that OCHA has been provided with. Armed conflicts are expanding, becoming protracted and often more complicated; the level of displacement is increasing; climate change leads to drought, flooding and hunger; pandemics necessitate urgent action and funding. This will continue to be the context in which OCHA performs its role as coordinator of effective and principled humanitarian action and provides policy guidance, working with a range of other actors to deliver coordinated responses e.g. in the shape of humanitarian response plans.

As of Mid-May 2020, only 15 per cent (5.4 billion USD) of the 36.8 billion USD total humanitarian appeals for this year, including for COVID-19, had been received, and a main strategic challenge for OCHA will continue to be the gap between humanitarian needs and funding available. The funds provided for humanitarian action have increased, but not to a degree matching the development of global challenges. This issue will be aggravated by the COVID-19-pandemic and its socio-economic consequences. It will be vital for OCHA to expand the donor base for humanitarian action and look into new ways of providing funding. Among the approaches OCHA has been considering are new ways of sharing risk and employing pre-agreed, contingency financing windows.

As the humanitarian landscape develops and as economic constraints on the system become more pronounced the need to be innovative and develop and promote new approaches will deepen. The funds available must be utilized in the most efficient way, and new ways of working must ensure that people in need are served in the best possible way. In this context it will be helpful to work across the development – humanitarian – peace divide, applying a nexus-approach and in that way promote long-term resilience against crises. Anticipatory funding and early action may help improve response time, reduce costs, ensure better design of interventions and improve impact, and ultimately but most importantly reduce the suffering of people in humanitarian crises through early, relevant and efficient responses, if possible even before a crisis develops. It is part of OCHA's mandate to promote such approaches.

The latest Multilateral Organisation Performance Assessment Network (MOPAN) review (2015 – 2016) concluded that the strategic relevance of OCHA was unquestioned and its role

increasingly important given expanding humanitarian needs. It also concluded that there was room for improvement when it comes to the effectiveness of OCHA. A number of the concerns highlighted by MOPAN were reflected in the reform process initiated in 2018 with the aim to make OCHA “fit for the future”. A new operating model was introduced to make OCHA more efficient, agile, collaborative and field-focused. A new MOPAN-assessment is expected to evaluate what progress OCHA has made in terms of organisational effectiveness.

4. Priority areas and results to be achieved.

The following priority areas have been selected for Denmark’s partnership and dialogue with OCHA, based on the linkages between Denmark’s and OCHA’s strategic priorities as well as lessons learned from the ongoing partnership with OCHA. Annex 1 provides an overview of OCHA strategic objectives and output indicators related to these priorities.

A. Coordination and funding of the global humanitarian system that responds to the needs for early, efficient and effective action

Well-functioning global coordination as well as adequate funding of humanitarian action are vital to ensure that people in crisis-situations get the assistance and protection they need. Since resources for humanitarian action lag behind the needs, effectiveness and efficiency are of the essence.

OCHA’s coordination function aims at expanding the reach of humanitarian assistance, reducing duplication and improving prioritization. OCHA specifically works to ensure that coordination is context-specific and flexible, that it aims to apply a nexus-approach, and that there is increased accountability of the humanitarian system, including with respect to donors and recipients of humanitarian assistance.

To ensure that growing humanitarian needs are met OCHA also works to mobilize funding that is more responsive, predictable and strategic. It is essential that OCHA be in front in exploring how to ensure the best possible use of the resources available, including through anticipatory financing and early action to reduce the impact of humanitarian crises, ease the burden on people affected by crises and improve the effectiveness of crises response.

Denmark will work to ensure that OCHA efficiently performs its role as global humanitarian convener and coordinator, and promote constructive cooperation between OCHA and its partners, including organisations outside of the UN system, giving priority to effective, accountable and people-centred humanitarian action on the ground. Denmark will also support OCHA in its role as a driving force in mobilizing resources at the global level and promote a focus on innovative and anticipatory financing and early action.

Contributes to SDG 1, SDG 2 and SDG 17 and OCHA output 1.1, 1.2, 1.3, 3.1, 3.2, and 3.3.

B. Protection of people in humanitarian situations through global advocacy and facilitation of humanitarian access

Protection of people affected by crises is at the heart of all humanitarian action. It is part of OCHA's mandate to provide advocacy on behalf of crisis-affected people in order to ensure effective and principled humanitarian action. In working to enhance protection of affected people, OCHA advocates for compliance of parties to armed conflicts with International Humanitarian Law. OCHA's advocacy in general includes briefings to the UN Security Council on developments and humanitarian needs in relation to crisis-situations, as well as advocacy and negotiations with individual governments and parties to conflicts e.g. to ensure that humanitarian principles are respected, including in terms of access to humanitarian assistance and respect for human rights.

Denmark will work to ensure that OCHA is an effective advocate for the rights and the protection of crisis-affected people, not least especially vulnerable groups including youth, as well as girls and women that may be disproportionately affected by humanitarian situations; that OCHA works to put affected people at the centre of principled and needs-based humanitarian responses, and works to engage them actively and empower them for decision-making in relation to their situation and needs.

Contributes to SDG 1, SDG 2 and OCHA output 4.1 and 5.3.

C. Strengthened organizational efficiency and effectiveness of OCHA.

OCHA has since the publication of the previous Organization Strategy been through a reform process initiated in 2018 that led to a number of adjustments aimed at ensuring that the organization is effective, efficient and uses its resources in the best possible way. This includes some transfer of staff from headquarters to the field, a heightened awareness of the need to curb costs for administrative functions and a strict control of ceilings to the number of staff available at headquarters. A downside to this is concerns among donors about management resources in a situation where for example the funding for CBPFs have increased fast during the last couple of years without more management resources being made available for the task.

An upcoming MOPAN-assessment is expected to provide a review of the effectiveness of OCHA. Denmark will closely follow the review and OCHA's response and implementation of relevant recommendations.

Denmark will support OCHA's continued efforts to keep its organisation effective, efficient and adaptable so that it may deliver on its mandate in the best possible way, and work to promote accountability and transparency in OCHA's operations. To that end, Denmark will actively participate in the upcoming MOPAN-review of OCHA's organizational effectiveness.

Contributes to SDG 1, SDG 2 and SDG 16 and OCHA output 6.1, 6.2 and 6.3.

D. Other priorities and areas of cooperation.

Gender equality is one of principles guiding OCHA's work, with the recognition of the full participation of women and girls as fundamental for effective humanitarian action. This is also a priority in accordance with UN Security Council Resolution 1325 on Women, Peace and Security (WPS) and the 9 other resolutions guiding this area. OCHA has established a Gender Unit in its New York Headquarters, supported by Denmark for some years through the secondment of a JPO. The Gender Unit does not have many resources available and sometimes seems to struggle to meet the needs for its assistance. In its dialogue with OCHA Denmark will continue to promote priority to gender, the rights, interests and special needs of girls and women, the importance of their empowerment and the follow-up to Resolution 1325. A particular focus will be on increased representation of women at all levels of decision-making in the prevention, management and resolution of conflict. Denmark will also work to ensure that OCHA develops more results-indicators on gender, including the incorporation of gender-related issues in needs assessments.

Among OCHA's priorities are to contribute to the delivery of authoritative and comprehensive information and analysis on humanitarian needs and responses, working to provide tools to access, share and use **data and information** to support coordination, decision-making and advocacy. In 2019, the UNHCR/World Bank Joint Data Centre (JDC) on Forced Displacement was established in Copenhagen, and Denmark will work to ensure that OCHA works with the JDC in order to ensure that better data and information are readily available and resources are used efficiently. The Centre for Humanitarian Data in The Hague, managed by OCHA, is an important actor in this context.

As a core convener, coordinator and advocate in global humanitarian action OCHA is uniquely placed to promote ways of working that take into account the **development – humanitarian – peace nexus**. Denmark will continue to work with relevant partner countries to keep this on the agenda of OCHA and ensure that OCHA contributes to promoting humanitarian action that delivers solutions across the nexus.

5. Monitoring and strategic dialogue with OCHA.

Since OCHA does not have an Executive Board, a range of other mechanisms will be utilized in order to provide strategic guidance to OCHA and monitor the follow-up to the present Organization Strategy. The main mechanisms are continued bilateral dialogue; the annual Nordic High-level Consultations; guidance through the OCHA Donor Support Group as well as the Pooled Funds Working Group, and the Country Based Pooled Funds Advisory Boards; and the annual CERF High Level Pledging Conference. An important part of this is working with like-minded countries in relevant fora to advance common priorities. This work will furthermore be informed by assessments of OCH's performance provided through the dialogue with Denmark's other strategic partnerships, including those with other UN agencies and civil society-organisations.

The monitoring and guidance will involve the Ministry of Foreign Affairs in Copenhagen; Denmark's UN-missions in Geneva and New York as well as Danish embassies in crisis-affected countries where OCHA has an active role, typically through the CBPFs. A

strengthened and more structured internal exchange of information in the Ministry of Foreign Affairs will serve to inform the dialogue with OCHA at all levels, in accordance with the aims of the Ministry of Foreign Affairs 'Doing Development Differently'-initiative.

Denmark will continue its ongoing **active bilateral dialogue** with OCHA at all levels, including the continued constructive dialogue at the level of Minister - Emergency Relief Coordinator/Under-Secretary General, with the present Organization Strategy and its priorities as a basis.

Denmark will actively participate in the **OCHA Donor Support Group**, work with like-minded partners to ensure that the agenda of meetings provide a platform for strategic discussions on relevant issues for guidance of OCHA, and use the group as a vehicle for promoting the priorities set down in this Organization Strategy.

Specifically in relation to the CBPFs Denmark will take active part in the **Pooled Funds Working Group**. In accordance with the aim of applying a more holistic approach to and use of Danish aid including strong coherence between instruments and engagements managed by the Ministry of Foreign Affairs in Copenhagen and at the country level, Denmark will work to strengthen its dialogue with OCHA at country level. This includes participation in meetings of the **CBPF Advisory Boards**, subject to the availability of resources at the relevant Danish embassies. Denmark will also actively participate in the annual **CERF High Level Pledging Conference**.

Together with Finland, Iceland, Norway and Sweden, Denmark conducts **Annual Nordic Consultations** at high level with OCHA. These consultations normally take place in the first half of each year and the Emergency Relief Coordinator/Under-Secretary General usually participates together with relevant members of his / her management team. This is a very useful occasion for providing strategic guidance for OCHA on matters of common interest and an opportunity to discuss the priorities of the Nordic countries, how OCHA is working on the relevant objectives and outputs as well as OCHA's general performance.

An additional monitoring mechanism is the upcoming **MOPAN review** of OCHA. The exact timeline for this is at present being discussed between OCHA and the MOPAN Secretariat. Denmark will take active part in the review where possible, and use the review as part of its monitoring of OCHA's efficiency, overall performance and relevance as a partner.

6. Budget.

The budget allocated for Denmark's contribution to OCHA for the four-year period covered by this strategy is presented in Table 1. This is an indicative budget that is subject to annual parliamentary approval.

Table 1. Indicative budget for Denmark's contributions to OCHA.

Commitment in DKK millions	2020	2021	2022	2023
Core funding for OCHA	70	70	70	70
Core funding for CERF	170	170	170	170
Total	240	240	240	240

On the basis of an annual needs assessment Denmark may additionally provide funding for relevant CBPFs managed by OCHA.

7. Risks and assumptions.

The existing and expanding gap between the funding available and the humanitarian needs represent a special risk for OCHA. For at least the next couple of years the funding environment will be particularly strained if the expected global economic downturn materializes. This will pose a major issue for OCHA's mandate of ensuring funding for global humanitarian responses; and for OCHA itself as an organization that risks being further stretched beyond its financial and human resource capacity.

The expectations raised by the Grand Bargain and the New Way of Working, the funding gap and the new approaches to humanitarian assistance poses new demands on OCHA to adjust its organization, its ways of working and the way it fulfills its task as humanitarian coordinator and one of the thought-leaders for the global humanitarian community. This is not made easier by the sometimes conflicting calls from different parts of the donor community, but it is necessary to address these challenges in order for OCHA to stay relevant and to improve delivery of humanitarian aid.

During the last couple of years OCHA has commendably applied a strict approach to its use of resources, not least the number of staff in headquarter functions. This poses a challenge when it comes to ensuring that sufficient resources are available for overall management of not least the Country-based Pooled Funds that have expanded in size without more staff being available to ensure adequate guidance, management and monitoring.

Working, funding and coordinating programmes in fragile contexts carries with it heightened risks to the staff involved, be it OCHA's own staff or the staff of partner organisations. It may also affect the ability of the organisation to carry out activities and deliver on planned outputs and outcomes. OCHA is very much aware of these issues and is continuously working to mitigate the risks associated with the environments that it is navigating in as part of its mandate.

Growing budgets and an increase in the number and diversity of partners involved in humanitarian action funded and coordinated by OCHA may increase the risk of fraud, misuse of funds and corruption. OCHA has a zero tolerance-tolerance policy on cases of misconduct, and is committed to take timely and appropriate action and to refer credible allegations of fraud or other misconduct to the UN Office of Internal Oversight Services (OIOS) for investigation.

Denmark places great emphasis on transparency in this connection and will continue to follow up with OCHA on this.

Risk management will continue to be a key issue for OCHA and the organization is at present looking into further strengthening its capacity for risk management especially in relation to Country Based Pooled Funds.

Annex 1. Summary Results Matrix

This matrix provides an overview of Danish priorities and related OCHA Strategic Objectives, outputs and indicators, based on OCHA's Strategic Plan 2018 – 2021 and the accompanying Key Performance Indicators.

The matrix will be updated once a new set of OCHA Key Performance Indicators are developed and Denmark will work to ensure that more indicators are developed on issues that are prioritized by Denmark, including gender issues.

Danish Priority Area 1: Coordination and funding of the global humanitarian system that responds to the needs for early, efficient and effective action		
OCHA Strategic Objective	Output	Indicator
1: Transformed coordination for a more efficient and tailored humanitarian response	1.1: Coordinated international humanitarian response systems	1.1.1: Percentage of Humanitarian Coordinators pool members who are (i) women and/or (ii) citizens of non-WEOG countries
		1.1.2: Percentage of Humanitarian Country Teams which develop and / or use an agreed country-specific mutual accountability framework
	1.2: Context-specific coordination mechanisms and processes that support effective and appropriate humanitarian action	1.2.1: Percentage of Humanitarian Programme Cycle countries with high quality joint needs analysis
		1.2.2: Percentage of Humanitarian Programme Cycle countries with high quality joint response planning
3: An effective, innovative humanitarian financing system that meets the needs of crisis-affected people	1.3: Emergency response preparedness to rapidly respond to new humanitarian emergencies	1.3.2: Percentage of requests for emergency response services that are deployed within 10 days after the receipt of requests
	3.1: Consolidated data, analysis and coordinated interagency strategy and advocacy to address financing needs	3.1.1: Percentage of the total humanitarian appeals requirements met
		3.1.2: Percentage of the Humanitarian Response Plans that are sufficiently funded
	3.2: Effective and accountable pooled funds to support humanitarian leadership, coordination and response	3.2.1: Percentage of OCHA managed pooled funds allocations made within required timeline (CERF and CBPFs respectively)
		3.2.3: Percentage of people targeted by OCHA-managed pooled funds reached (CERF and CBPFs respectively)
	3.3: Transformative and innovative initiatives for an efficient and transparent global humanitarian system	3.3.1: Percentage of countries with an OCHA country office where humanitarian financing strategy is in place
Danish Priority Area 2: Protection of people in humanitarian situations through global advocacy and facilitation of humanitarian access		
OCHA Strategic Objective	Output	Indicator
4: International acceptance of the centrality of international humanitarian and human rights law, access and protection that results in meaningful action for affected people, especially IDPs	4.1: Public and private advocacy and negotiation to address specific access and protection priorities	4.1.1: Percentage of major emergencies where humanitarian responders have agreed systemwide common messages
5: Leadership to drive transformative change for a more responsive and adaptable humanitarian system	5.3: Policy and thematic expertise to advise decision-making by the Emergency Response Coordinator and broader humanitarian community at global, regional and country level	5.3.1: Percentage of priority countries with an access monitoring framework
		5.3.2: Percentage of humanitarian response planning that articulate strategies to meet the special needs of IDPs
Danish Priority Area 3: Strengthened organizational efficiency and effectiveness of OCHA		
OCHA Management Objective	Output	Indicator

6: An effective, efficient and adaptable organisation	6.1: Unified and strong leadership of OCHA	6.1.1: Percentage of stakeholders that perceive OCHA leadership as effective
	6.2: Accountable and transparent management, planning and governance	6.2.2: Percentage of Implementation Plans with more than 80 % of benchmarks achieved by the target date
	6.3: Effective administrative and logistic support services that meet the needs of all OCHA	6.3.3: Percentage of regular and temporary recruitments completed within the target time frame
Other priorities and areas of cooperation		
OCHA Strategic Objective	Output	Indicator
6: An effective, efficient and adaptable organisation	6.2: Accountable and transparent management, planning and governance	6.2.3: Percentage of OCHA Heads of Office who are women
5. Leadership to drive transformative change for a more responsive and adaptable humanitarian system	5.1: Thought leadership and strategic analysis to improve the effectiveness of humanitarian action	5.1.1: Percentage of OCHA countries identified as priority for strengthening the humanitarian-development nexus where humanitarian and development actors have defined collective outcomes