

**MINISTRY OF FOREIGN AFFAIRS OF DENMARK**  
**DANIDA** | INTERNATIONAL  
DEVELOPMENT COOPERATION



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

**2016-2019**

**June 2016**

## **1. Objective**

This brief paper provides the strategic considerations for the cooperation between Denmark and the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) and outlines how the work of OCHA corresponds with Denmark's humanitarian priorities. It provides the strategic basis for Danish cooperation with, and financial support to, OCHA for 2016-2019.

This Strategy is the central platform for Denmark's dialogue and partnership with OCHA. It outlines Danish priorities for OCHA's performance within the overall framework established by OCHA's own strategy, the OCHA Strategic Plan 2014-2017<sup>1</sup>. In addition, it outlines specific goals and results that Denmark will pursue in its cooperation with OCHA. Overall, Denmark is committed to contribute to strengthening the coherence of humanitarian action and development cooperation which is a key outcome of the World Humanitarian Summit and The Grand Bargain. Denmark will work closely with like-minded countries to pursue the outlined goals and priorities.

## **2. The Organisation**

OCHA is responsible for bringing together humanitarian actors to ensure a coherent response to emergencies. OCHA also ensures there is a framework within which each actor can contribute to the overall response effort.

The basis of OCHA's mandate is General Assembly RES/46/182, which was adopted by the General Assembly in 1991 with the objective of strengthening the coordination of humanitarian emergency assistance of the United Nations. Soon after the resolution was adopted, the Secretary-General established the Department of Humanitarian Affairs (DHA) and in 1998, as part of the Secretary-General's programme of reform, DHA was reorganized into the Office for the Coordination of Humanitarian Affairs (OCHA).

OCHA's mission is to:

- Mobilize and coordinate effective and principled humanitarian action in partnership with national and international actors in order to alleviate human suffering in disasters and emergencies.
- Advocate the rights of people in need.
- Promote preparedness and prevention.
- Facilitate sustainable solutions.

OCHA does this through five functions derived from its mandate: Coordination; Humanitarian Financing; Policy Development; Advocacy; and Information Management.

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<sup>1</sup> In 2017, OCHA is expected to present its new Strategic Framework, including the Strategic Plan, covering 2018-2021. This means that it is not possible to fully align this Danish Organisation Strategy for OCHA with OCHA's own strategic framework. For 2018-2019 Denmark will base itself on Danish strategic priority issues selected in this Organisation Strategy as well as on Denmark's new strategy for development cooperation and humanitarian action.

### **3. Structure and management**

OCHA is part of the United Nations Secretariat. The Under-Secretary-General and Emergency Relief Coordinator (USG/ERC) is responsible for the oversight of all emergencies requiring United Nations humanitarian assistance. He/she is the head of OCHA, acts as the central focal point for governmental, intergovernmental and non-governmental relief activities, and leads the Inter-Agency Standing Committee (IASC), which is an inter-agency forum for humanitarian coordination, policy development and decision-making involving the key United Nations organizations, international non-governmental organizations and the Red Cross and Red Crescent. In 2015, OCHA had two Headquarter Offices in Geneva and New York respectively, 8 Regional Offices, 32 Field Offices, 3 Liaison Offices and 23 Humanitarian Adviser Teams<sup>2</sup>.

### **4. Governance and Donor Support Group**

As part of the UN Secretariat, and financially and programmatically accountable to the General Assembly, OCHA does not have a governing body such as an executive board. This limits Denmark's direct influence on the work and decision-making of OCHA. However, Denmark can give recommendations and obtain insight into OCHA's work through its membership of OCHA Donor Support Group (ODSG).

OCHA's key donors including Denmark are grouped in an informal OCHA Donor Support Group. The ODSG acts as a 'sounding board' and a source of advice for OCHA on policy, management, budgetary and financial questions. The group discusses concrete measures that members may take individually or collectively to assist OCHA in better fulfilling its mission and goals on the basis of the humanitarian principles. ODSG members commit to provide political, financial and technical support towards fulfilling OCHA's mandated coordination activities.

Since the role of OCHA is coordination with no formal executive power over UN agencies and partners, an important role of ODSG members is also to support the role of OCHA through advocacy and dialogue with these organizations, including through donor meetings with the IASC. To ensure consistent messaging, the ODSG develops suggestions for common messages to the executive boards of key agencies. In July 2015, Denmark took the lead of coordinating the ODSG common humanitarian messages to UNICEF and WFP.

There are regular meetings in the ODSG in Geneva and New York, an annual ODSG field trip is organized, and an annual high-level meeting is hosted by the Chair of the ODSG. Denmark chaired the ODSG from July 2014 – July 2015. During the Danish chairmanship the field mission examined OCHA's response to the Syria crisis by visiting Turkey, Jordan and Lebanon.

Furthermore, Nordic donors to OCHA coordinate messages to OCHA on a regular basis, and meet with OCHA at an annual high level meeting between the Nordic donors and OCHA senior management to discuss issues of strategic importance to the Nordic donors.

### **5. OCHA's Budget and Financial Resources in 2015**

As global humanitarian needs and consequently the demands on OCHA have increased, OCHA's budget has grown over the years.

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<sup>2</sup> OCHA Annual Report 2015.

OCHA is funded mainly from voluntary contributions from Member States, with only a small part of its funding coming from the United Nations Regular Budget. The Regular Budget amounted to US\$ 21,7 million of the final 2015 Programme Budget of US\$ 355.6 million.<sup>3</sup> Although Regular Budget allocations have increased from US\$ 10.3 million in 2002 to US\$ 21,7 million in 2015, the share of the Regular Budget in relation to the total Programme Budget has decreased from 16% in 2002 to 6% in 2015.

This means that OCHA must fundraise for about 95% of its financial requirements, which it does by presenting an extrabudgetary (XB) programme budget to donors for funding. At least 90% of OCHA's income comes from ODSG members. Since 2002, OCHA's extra-budgetary programme requirements have more than quadrupled to ensure that it can deliver on the mandate it was given by Member States, leading to a final extrabudgetary budget in 2015 of US\$ 334 million. In terms of income, OCHA received in 2015 US\$ 233 million from donors against its extrabudgetary requirements. The gap between income and expenditure was covered by a drawdown on OCHA's financial reserves (its carryover).

The overall HQ/field ratio in the budget in 2015 is 29/71, a ratio which has remained largely static over the past five years.

## **6. Danish financial support to OCHA**

Denmark contributes DKK 30 million per year in core contribution to OCHA. The OCHA Annual Report provides for the reporting required by Denmark

In addition, Denmark provides a minimum of DKK 100 million annually to the United Nations Central Emergency Response Fund (CERF), which is administered by a CERF Secretariat under OCHA. The CERF makes funding available at the beginning of a crisis, when time is of the essence and it is critical that emergency relief operations get under way quickly. A third of CERF's funding is earmarked for emergencies that require support urgently but have fallen out of the international spotlight. In 2015, CERF supported emergency aid operations – large and small – with \$ 469 million across 45 countries.

OCHA also manages a number of Country-based Pooled Funds (CBPF), which are humanitarian funding mechanisms established at country level to provide timely and predictable funding to humanitarian crises. These mechanisms are supported by a broad range of donors. In 2015, US\$ 591 million were provided by donors to the CBPFs in 2015. The CBPF provide grants to humanitarian NGOs and UN agencies based on a comprehensive consultation and prioritization process by the members of the humanitarian community present on the ground. Based on needs assessments, Denmark supports a number of CBPFs.

In 2015, Denmark was the 12th largest donor to OCHA, the 9th largest donor to CERF and the 4th largest donor to the Country-based Pooled Funds.

Denmark provides support to OCHA's surge capacity in emergencies through contributions to the UNDAC stand-by roster, where Danish experts regularly are deployed to support coordination and needs assessments.

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<sup>3</sup> \* Including Regular Budget and Extra-budgetary Programme budget.

Finally, Denmark contributes to OCHA operations through in-kind contributions in the form of Danish Junior Professional Officers (JPOs) and through Danish humanitarian partners in the form of staff deployed e.g. through rosters and logistic support to communication hubs, base camp etc. in emergencies. Presently, Danish Refugee Council and Danish Emergency Management Agency have formalized stand-by partner arrangements with OCHA.

## **7. Results from previous Organisation Strategy**

Priorities in the previous Danish organisation strategy, which was a joint Denmark/Ireland institutional strategy for OCHA, were to support OCHA in building a more enabling environment for humanitarian action, by; 1) building a more effective humanitarian coordination system; 2) strengthening its own management and administration; and 3) promoting gender equality across all its activities.

Through a continuous dialogue with OCHA – bilaterally as well as together with Ireland and other OCHA donors – and through predictable core funding, Denmark has contributed to OCHA's results in the above mentioned areas.

To strengthen the humanitarian coordination leadership function, OCHA achieved good results on four tracks: (a) Promoting dialogue and building consensus among humanitarian partners on key normative issues relating to humanitarian coordination leadership; (b) expanding the pool of potential Humanitarian Coordinators (HC); (c) improving the leadership and coordination skills of Resident and Humanitarian Coordinators (RCs/HCs); and (d) ensuring that Humanitarian and Resident Coordinators get the support they need to be effective. The cluster approach was introduced to ensure that there is predictable leadership and accountability in all main sectors or areas of humanitarian response and to strengthen system-wide preparedness and technical capacity to respond to humanitarian emergencies. To this purpose, global cluster leads were designated in the sectors. At the field level, the HC/RC is responsible for designating Cluster Lead Agencies for all key humanitarian response sectors, in consultation with the Humanitarian Country Team (HCT) and the Emergency Relief Coordinator (ERC). This is now applied in all countries facing major new or on-going complex and/or natural humanitarian emergencies, and effective cluster and inter-cluster coordination is now widely recognized as an essential part of any humanitarian response.

OCHA also strengthened its own management and administration, but has at the same time been challenged by an unprecedented large number of highest level emergency crisis (L3), including the very large and very complex humanitarian crisis in and around Syria.

Some results have been achieved on gender equality, including the implementation of the 2012-2015 Gender Equality Policy and the OCHA Gender Toolkit. In addition, there are efforts to create a stronger gender focal point system to support a deeper understanding of gender equality in humanitarian action. Moreover, OCHA continues to work with all members of the Inter-Agency Standing Committee to mainstream gender equality in the Humanitarian Programming Cycle and advocate for the use of the IASC Gender Marker in humanitarian financing mechanisms. OCHA continues to host the Gender Capacity Project (GenCap) and hosts seconded GenCap advisors during deployments to humanitarian crises. And finally, OCHA engaged in an internal self-reflection and review process aimed to explore robust ways of enabling learning, gathering of good practices, and identification of challenges to the current implementation of the gender commitments – both internally and as coordinating body.

## **8. Key strategic challenges, opportunities and reform efforts**

Global challenges include continuing and protracted armed conflict, chronic vulnerability, an unprecedented high level of displacement and an increasing demand for humanitarian assistance due to the growing number of emergencies worldwide. At the same time, the humanitarian sector has changed: Humanitarian agencies are more numerous and diverse, and local communities, governments, civil society organisations and regional organisations – in particular in middle income countries - have increased their capacity to respond. Moreover, the need for a better linkage of humanitarian and development work, crisis management and peacebuilding is greater than ever.

OCHA's key role as mobilizer and coordinator of effective and principled humanitarian action means that OCHA must collaborate with other agencies and actors in order to play its role effectively. The number of humanitarian crises and needs are increasing significantly every year. In 2015, OCHA worked with partners to develop humanitarian response plans (HRPs) in 27 complex emergencies and disasters and supported the production of four flash appeals. OCHA has in recent years worked to improve links between international, regional and national aid providers and must continue to do so. OCHA also has a lead role in initiating reform processes and innovative approaches in the international humanitarian system. It must ensure that the humanitarian sector becomes more inclusive, while building on international humanitarian law, common standards and humanitarian principles.

In 2005, the ERC, together with the IASC, initiated a Humanitarian Reform process to strengthen humanitarian response through 1) pooled funds 2) a strengthened Humanitarian Coordinator system 3) implementation of the "cluster coordination system". In 2012, the ERC and IASC agreed on the Transformative Agenda focused on improving the timeliness and effectiveness of the collective response through stronger leadership, more effective coordination structures, and improved accountability for performance to affected people.

The first ever World Humanitarian Summit (WHS), an initiative of UN Secretary-General Ban Ki-moon and managed by OCHA, was convened in May 2016 in Istanbul. The WHS aimed at ensuring that humanitarian action is fit to respond to future challenges and highlighted the need to take the reform process further by linking better the humanitarian and development agendas.

The follow-up of the World Humanitarian Summit and the operationalization of the Grand Bargain between donors and aid agencies aiming at increasing the efficiency of the international humanitarian system is expected to impact on how OCHA implements and focusses its work.

A Functional Review of OCHA, commissioned by the Emergency Relief Coordinator, is currently carried out by the Boston Consulting Group and Mannet. The overall purpose of the Functional Review is to improve OCHA's effectiveness and efficiency by ensuring that it has the optimal structure, resources and capacities to deliver on its mandate and commitments, which emanate from the GA Resolution 46/182 and OCHA's 2014-2017 Strategic Framework.

## **9. Priority areas and results to be achieved**

### **OCHA Strategic Plan**

OCHA, in its Strategic Plan 2014-17, addresses two mutually reinforcing goals: 1) Field Effectiveness: How to achieve more effective and principled humanitarian action that meets the needs of the affected people, and; 2) Fit for the Future: How to ensure a more diverse and

adaptable humanitarian sector, spanning a variety of existing and emerging responder-and-partner networks. A related Management Plan explains how OCHA will strengthen its operations to deliver against the Strategic Plan.

To achieve more effective and principled humanitarian action, the OCHA Strategic Plan has prioritised seven strategic outcomes relating to field effectiveness: 1) Leadership - ensuring that humanitarian action is led by empowered, competent and experienced professionals; 2) ensuring that humanitarian decision-making is based on a common situational awareness; 3) assessment, planning and monitoring – ensuring that humanitarian action is guided by joint strategic response planning based on prioritized needs; 4) ensuring that coordination mechanisms are adapted to the context and support effective and coherent delivery of humanitarian assistance; 5) ensuring that humanitarian financing is predictable, timely and allocated based on priority needs; 6) ensuring that people in emergencies are protected from harm and have access to assistance as a result of advocacy and coordination, and; 7) emergency response preparedness – ensuring that international partners are ready to respond to humanitarian emergencies without delay and with the right assistance.

To make the humanitarian sector more fit for the future, OCHA has prioritised three further strategic outcomes: 8) Ensuring that a more diverse set of actors engages in and provides political, technical and material support to collective humanitarian action; 9) ensuring that international, regional and national actors are able to deploy well-coordinated and interoperable humanitarian response capacities within agreed frameworks, and ; 10) ensuring that innovation to promote improvement is consistently fostered and brought to scale in the humanitarian sector.

## **Danish Priorities**

The three priority issues selected by Denmark are linked to OCHA's goal to improve the field effectiveness of the international humanitarian system, and Denmark will support OCHA in its coordination role to improve the field effectiveness of the humanitarian system.

For the period 2016-19 Denmark's priority issues in relation to OCHA are:

**1) The protection of people in emergencies and their access to assistance** (OCHA goal 1, strategic outcome 6). Better protection requires both an improved prioritising of people most vulnerable to or suffering from acute humanitarian distress and reinforcing humanitarian action in situations of conflict, including making all parties to a conflict understand that they have the duty to respect and ensure respect of international humanitarian law. Effective humanitarian responses require full, timely and unimpeded access. OCHA does not itself have a protection mandate, but works to promote protection and humanitarian access through its role in coordination and advocacy both at country level and in policy dialogue with Member States e.g. through its engagement with the UN Security Council on protection of civilians. Denmark will support OCHA in those tasks. OCHA has 8 indicators to measure this strategic outcome, including for example the number of Humanitarian Country Teams that have developed joint strategies to overcome access constraints (2013 baseline: 4, 2015 target: 10 ) and percentage of strategic response plans that articulate strategies to meet the special needs of internally displaced people (no baseline, 2015 target: 40 pct.).

**2) Emergency response preparedness – ensuring that partners are ready to respond to humanitarian emergencies without delay and with the right assistance** (OCHA goal 1, strategic outcome 7). OCHA's role is to support the humanitarian partners in being prepared to

respond, and Denmark will support OCHA in that task. Denmark's un-earmarked funding for humanitarian partners, which is to be used flexibly where needs arise, as well as Denmark's funding to the CERF and to Country-based Pooled Funds are important contributions to partners' ability to respond without delay. In connection to the funding of Country-based Pooled Funds, Denmark will work with OCHA on how to **fight corruption and misuse of humanitarian funds**. On the issue of "the right assistance", Denmark will continue to work with OCHA on how the Core Humanitarian Standards can be used to improve the quality and effectiveness of the humanitarian assistance provided by OCHA partners. OCHA has two indicators to measure this strategic outcome, including percentage of priority countries that have implemented recommendations from simulation exercises (no baseline, 2015 target: 65 pct.).

**3) Ensuring that humanitarian action is guided by joint strategic response planning based on prioritized needs** (OCHA goal 1, strategic outcome 3) An effective humanitarian response depends not only on prioritization of people's needs, but also a shared, multi-sector approach to meeting them. OCHA will work with governments, humanitarian organizations and development actors to ensure that issues identified in the assessment of humanitarian needs that require longer-term interventions are addressed. OCHA has 7 indicators to measure this strategic outcome, including the above-mentioned. Denmark will support OCHA in better linking humanitarian and development efforts, promoting resilience both in natural disasters and in conflict, and supporting longer-term development-oriented solutions in protracted displacement crises. During its ODSG-Chairmanship, Denmark hosted an international seminar on "Coherence in Conflict - bringing humanitarian and development aid streams together" in June 2015 in Copenhagen. Denmark will continue to work system-wide for stronger coherence of humanitarian and development work, e.g. to promote longer-term development-oriented solutions in protracted displacement through the "Solutions Alliance" co-chaired by Denmark and Turkey, UNHCR, UNDP and the International Rescue Committee and with the involvement of the World Bank.

## **10. Modality of work**

Denmark will interact with and provide support to OCHA in a number of ways. The key dialogue will take place through the OCHA Donor Support Group, where active participation in regular meetings in New York and Geneva will be attended. From mid-2015 to mid-2016 Denmark has been more closely involved in the dialogue with OCHA through participation in the ODSG Troika with Sweden and USA.

In relation to contributions to Country-based Pooled Funds and CERF, Denmark will actively take part in meetings of the Pooled Funds Working Group, the annual CERF High Level Conference and (subject to available resources at the embassies) take part in meetings of CBPF Advisory Boards at country level.

Furthermore, Denmark will actively use its partnerships with Danish and international humanitarian organizations to advocate for OCHA's core coordination role and urge partners to work with OCHA and provide staff and resources to operate Humanitarian Country Teams and coordination of clusters. Dialogue with partner organizations will also be used to provide feedback on the actual performance of OCHA in the field, thus assisting in identifying issues to be raised with OCHA in the ODSG.



OCHA will in 2016 be assessed by the Multilateral Organization Performance Assessment Network (MOPAN). Denmark will as a member of MOPAN contribute to the assessment of OCHA's performance and results.

## **11. Budget**

An annual core contribution to OCHA of DKK 30 million is foreseen for 2016-2019.

## **12. Risk and assumptions**

Humanitarian crises continue to increase in complexity and scale and with currently 80% of humanitarian action focused on protracted crises and conflict situations. The bulk of humanitarian needs are also in the future expected to be in fragile and conflict-affected states with protracted crises and displacement. Due to the expectations on OCHA to continue to coordinate the response to the increasing needs and complexities, OCHA faces a large risk of being stretched beyond its financial and human resource capacities.

The financial gap between OCHA's income and expenditure will have to be closed. OCHA is currently in an unsustainable budgetary situation, in which its budget growth is greater than projected income. OCHA's Functional Review is expected to provide recommendations on optimising how OCHA delivers on its mandate and will be critical in how OCHA sets its priorities and what the planning and resource implications will be. The ODSG expects to be in close dialogue with OCHA on follow-up of the OCHA Functional Review including strategy, prioritization and fundraising with new donors and the private sector. Denmark will continue to work on issues of good humanitarian donorship, including the provision of predictable funds, and of flexible funds to humanitarian partners and to humanitarian pooled funds.

In follow-up of the World Humanitarian Summit and the Grand Bargain, a stronger emphasis on localising humanitarian response is expected, requiring a shift finance to regional, national and local organisations to support preparedness and response, which in turn increases the risk of not meeting donor accountability requirements and increases the need for large capacity development investments in local organisations. Denmark will work with OCHA and OCHA's partners on risk assessments and risk management, including measures against fraud and misuse of funds, and will continue to fund country-based pooled funds that can channel funding to local humanitarian partners.



United Nations Office for the Coordination of Humanitarian Affairs

# STRATEGIC PLAN

2014–2017

## GOAL 1 FIELD EFFECTIVENESS

More effective and principled humanitarian action that meets the needs of affected people

### STRATEGIC OBJECTIVES



#### 1. LEADERSHIP

Humanitarian action is led by empowered, competent and experienced professionals.



#### 2. SITUATIONAL AWARENESS

Humanitarian decision-making is based on a common situational awareness.



#### 3. ASSESSMENT, PLANNING & MONITORING

Humanitarian action is guided by joint strategic response planning based on prioritized needs.



#### 4. COORDINATION MECHANISMS

Coordination mechanisms are adapted to the context and support the effective and coherent delivery of humanitarian assistance.



#### 5. HUMANITARIAN FINANCING

Humanitarian financing is predictable, timely and allocated based on priority needs.



#### 6. PROTECTION & ACCESS TO ASSISTANCE

People in emergencies are protected from harm and have access to assistance as a result of advocacy and coordination.



#### 7. EMERGENCY RESPONSE PREPAREDNESS

International partners are ready to respond to humanitarian emergencies without delay and with the right assistance.

## GOAL 2 FIT FOR THE FUTURE

A more diverse and adaptable humanitarian sector, spanning a variety of existing and emerging responder and partner networks

### STRATEGIC OBJECTIVES



#### 8. DIVERSITY

A more diverse set of actors engages in and provides political, technical and material support to collective humanitarian action.



#### 10. INNOVATION

Innovation to promote improvement is consistently fostered and brought to scale in the humanitarian sector.



#### 9. INTEROPERABILITY

International, regional and national actors are able to deploy well-coordinated and interoperable humanitarian response capacities within agreed frameworks.

OCHA contributes to principled, effective and timely humanitarian responses through strategic coordination, advocacy, policy, information management and humanitarian financing services. OCHA's success relies on its partnerships with humanitarian responders, such as IASC members, who are at the forefront of providing aid to people.

The *Strategic Plan* lays out OCHA's vision, strategic goals and objectives between 2014 and 2017. It defines OCHA's overarching priorities and the focus of its daily work at the global level and in the field.

OCHA aspires to a world in which people are better able to withstand shocks; governments are aware of risks, are well prepared and able to respond to disasters quickly and effectively; and international assistance is provided quickly, efficiently and appropriately.

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## GOAL 1: FIELD EFFECTIVENESS

More effective and principled humanitarian action that meets the needs of affected people

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### 1. LEADERSHIP

Humanitarian action is led by empowered, competent and experienced professionals.

OCHA will put the right leaders in the right places at the right time, focusing on Humanitarian Coordinators, Humanitarian Country Teams (HCTs) and sectoral/cluster coordinators, and it will reinforce operational field support to humanitarian leaders.

### 2. SITUATIONAL AWARENESS

Humanitarian decision-making is based on a common situational awareness.

OCHA will provide compelling contextual analysis to humanitarian leaders in the field, and it will ensure access to high-quality and timely data and information, while promoting more systematic consultation with national actors and affected people.

### 3. ASSESSMENT, PLANNING & MONITORING

Humanitarian action is guided by joint strategic response planning based on prioritized needs.

OCHA will coordinate and support joint needs assessments, inter-sectoral analysis and prioritization by refining guidance and tools to help actors reach a common understanding and prioritization of humanitarian needs. OCHA will also coordinate and support joint strategic response planning built on evidence-based analysis and joint monitoring and evaluation of collective responses to enhance accountability in humanitarian action.

### 4. COORDINATION MECHANISMS

Coordination mechanisms are adapted to the context and support the effective and coherent delivery of humanitarian assistance.

OCHA will support more decisive and strategic HCTs that better engage a wider range of strategic and operational decision makers. It will lead and support inter-sector/cluster coordination and identify and develop flexible coordination solutions in support of an accountable, efficient and effective response.

### 5. HUMANITARIAN FINANCING

Humanitarian financing is predictable, timely and allocated based on priority needs.

OCHA will continue to coordinate system-wide advocacy to mobilize resources for humanitarian response. It will use pooled funds strategically, predictably and in a timely manner to respond to prioritized humanitarian needs, and it will promote stronger coordination through multilateral funding mechanisms to enhance inclusiveness and coordination.

### 6. PROTECTION & ACCESS TO ASSISTANCE

People in emergencies are protected from harm and have access to assistance as a result of advocacy and coordination.

OCHA will improve and sustain analysis, monitoring and advocacy on humanitarian access in the field, including by improving country-based access monitoring systems. It will also bolster collaborative protection coordination and strengthen protection advocacy and policy to help address the specific protection and assistance needs of affected people.

### 7. EMERGENCY RESPONSE PREPAREDNESS

International partners are ready to respond to humanitarian emergencies without delay and with the right assistance.

OCHA will improve response outcomes through system-response readiness, including joint preparedness planning with key regional and international partners in support of national authorities.

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## GOAL 2: FIT FOR THE FUTURE

A more diverse and adaptable humanitarian sector, spanning a variety of existing and emerging responder and partner networks

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### 8. DIVERSITY

A more diverse set of actors engages in and provides political, technical and material support to collective humanitarian action.

OCHA will foster deeper and more diverse partnerships for multilateral humanitarian action with Member States, NGOs and the private sector to improve the delivery of principled humanitarian response.

### 9. INTEROPERABILITY

International, regional and national actors are able to deploy well-coordinated and interoperable humanitarian response capacities within agreed frameworks.

OCHA will promote policy analysis and dialogue on change, promote and adapt greater interoperability of response tools and services, provide universal access to trusted, timely humanitarian data, and undertake and promote knowledge transfer and capacity-building to strengthen self-reliance.

### 10. INNOVATION

Innovation to promote improvement is consistently fostered and brought to scale in the humanitarian sector.

OCHA will support and foster a more innovative humanitarian sector by helping to identify new tools, products and services. It will also provide and promote humanitarian innovations to help address system-wide challenges.