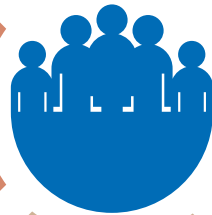


# OCHA Strategic Framework 2010-2013

OCHA mobilizes and coordinates effective and principled humanitarian action in partnership with national and international actors.



## GOALS

1: A more enabling environment for humanitarian action

## GOALS

2: A more effective humanitarian coordination system

3: Strengthened OCHA management and administration

1.1

## OBJECTIVES

Partnerships with a wider group of Member States and regional organizations in support of humanitarian action

1.2

Relationships strengthened with a wider group of operational partners, and other relevant actors to advance humanitarian action

1.3

Defined roles and responsibilities within OCHA and among international development and humanitarian partners to support Member States and regional organizations in response preparedness

1.4

Humanitarian response and response preparedness are underpinned by integrated analysis and rigorous learning

3.1

Effective, timely, transparent and accurate financial, budgetary and resource management and reporting

3.2

Adequate and timely recruitment, deployment and retention of qualified and diverse staff

3.3

Improved organizational learning and development to achieve better results

2.1

## OBJECTIVES

Effective mechanisms that manage and support accountable humanitarian coordination leaders

2.2

An OCHA capable of responding quickly with clear triggers for establishing, phasing and drawing down operations

2.3

A more predictable and scalable suite of OCHA services and tools to support leaders and partners in response preparedness, humanitarian response, and transition

2.4

A more systematic coordination of the common humanitarian programme cycle (needs assessment and resource allocation and monitoring and evaluation)

The OCHA Strategic Framework 2010-2013 details OCHA priorities for the next four years. It serves to ensure that OCHA delivers on its core mandate (derived from General Assembly Resolution 46/182, and subsequent General Assembly, Economic and Social Council and Security Council resolutions), while responding to contemporary global challenges and their implications for humanitarian coordination. This OCHA Strategic Framework provides additional detail to the United Nations Strategic Framework for the period 2010-2011, approved by the General Assembly at its Sixty-Third Session in 2008. It will also feed into development of the United Nations Strategic Framework for the 2012-2013 biennium.

### Goal 1 – A more enabling environment for humanitarian affairs

**Objective 1.1** – OCHA will strengthen relationships at the policy, operational and financial levels with a more diverse group of Member States and regional organizations. The relationships should facilitate improved humanitarian response in a changing humanitarian landscape.

**Objective 1.2** – OCHA will systematically engage the expanding number of stakeholders involved in humanitarian preparedness and response. This involves both nurturing existing relations with operational partners (such as IASC organizations) and engaging more strategically and systematically with – and influencing – other actors such as DPA, DPKO, PBSO, DSS, the World Bank, and the private sector.

**Objective 1.3** – OCHA will define and communicate more clearly the boundaries of its role in response preparedness, consistent with its mandate. OCHA aims to intensify discussions among partners to foster greater clarity and predictability on institutional roles, responsibilities and accountabilities to better support Member States on preparedness.

**Objective 1.4** – OCHA will support the Under-Secretary-General/Emergency Relief Coordinator's leadership role within the international humanitarian system to influence and shape the humanitarian policy agenda and highlight upcoming challenges. OCHA will identify analytical input and advocacy issues to improve the humanitarian system. It will systematically and accurately communicate its findings to inform decision-making and policy.

### Goal 2 – A more effective humanitarian coordination system

**Objective 2.1** – OCHA will further support the development of the international humanitarian coordination architecture, to provide more predictable and accountable support to affected States, which have the primary responsibility for preparing for and leading responses to humanitarian emergencies. The aim is for international humanitarian coordination leaders (Resident Coordinators/Humanitarian Coordinators, cluster leads, and OCHA Heads of Office) to have the adequate skills, knowledge and experience to manage and support tasks effectively. In addition, coordination mechanisms must be strengthened, policy issues resolved, and institutional hindrances to coordination mitigated.

**Objective 2.2** – OCHA will seek to identify more objectively high risk countries and develop clearer triggers for OCHA engagement before, during and after emergencies.

**Objective 2.3** – When OCHA engages in a country, it will provide more predictable services and tools that are responsive to partner needs, and updated to match the expectations of the new humanitarian coordination architecture. This should comprise a more rigorous and standardized OCHA approach to supporting inter-cluster coordination; facilitating high-level situation assessments and analysis to support advocacy and strategic decision-making; and supporting the HC to promote compliance with humanitarian principles and implement strategies to enhance access.

**Objective 2.4** – OCHA will place renewed emphasis on better facilitating and ensuring complementarity of all aspects of the common humanitarian programme cycle for sudden onset and protracted crises: preparedness planning; needs assessment and analysis; joint programme planning; joint resource mobilization and allocation; and monitoring and evaluation. OCHA will work with partners to enhance and ensure quality control over these tools, while reinforcing their interdependence.

### Goal 3 – Strengthened OCHA management and administration

**Objective 3.1** – OCHA will work to promote a financial management culture of increased accountability and greater decision-making authority for programme managers. OCHA fundraising and allocation management will be rendered more effective, timely and accurate. OCHA will seek to improve predictability in annual resource requirements and enable managers to play a defined role in fundraising and allocation.

**Objective 3.2** – OCHA recruitment and selection will be expedited to ensure flexibility, responsiveness, continuity and effectiveness – while guaranteeing appropriate geographical and gender balance. Internal and external surge capacity should be enhanced, providing a continuous and adequate presence in emergencies of qualified staff to satisfy operational requirements.

**Objective 3.3** – OCHA will set clear and consistent expectations regarding the achievement of results by managers, their teams, and individual staff members. OCHA will set and communicate its expected results through better integrated (HQ and field) planning, guidance and training systems that are built on lessons learned and provide a basis for individual and team performance monitoring and accountability mechanisms.