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The future of Humanitarian Coordination has to:

follow a clear strategic vision,...

...balance process with values,...

...and see committed participation...

...to be fit for purpose.

This Roadmap is the final output of the first phase of HERE-Geneva's Future of Humanitarian Coordination Project.
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Short term milestones

Recognition that there are competing demands and trade-offs between setting clear priorities and (strategic) direction and ensuring inclusive participation.

- **Those in coordination leadership positions* should:** consistently work (both at country and at global level) to ensure there is clarity on what coordination is expected to achieve. It's a matter of leadership to ask the question from time to time: why are we here? >>
- **Agencies should:** should be required to explain their intentions and priorities for joining humanitarian coordination mechanisms. >>
- **OCHA, donors, and agencies should:** clarify how they intend to address the implications of the localisation agenda for humanitarian coordination. >>
- **Donors should:** commission a review of the role and effectiveness of inter-cluster coordination bodies especially as to their role and effectiveness in prioritisation. >>

Consideration of values is integrated in coordination decision-making processes.

- **HCT/OCHA/CLAs should:** ensure that conversations on protection and principles are front and centre, rather than pushed to the end of the coordination agenda. >>

Agencies make commitments towards collective action for the greater good.

- **Agencies should:** clarify how their individual priorities fit within the HRP/HNO. >>

Clarity on current coordination roles and leadership responsibilities.

- **Those in coordination leadership positions* should:** consistently work (both at country and at global level) to ensure that there is individual agency accountability for collective commitments. >>
- **OCHA, supported by donors, should:** elaborate on how it sees humanitarian action in the future, and how it is setting itself up to support it. >>

Medium term milestones

Policy-discussions recognise complexity and the need for strategic humanitarian objectives that are more than the sum of the parts.

- **Those in coordination leadership positions* should:** create (both at country and at global level) transparency and clarity on the areas where there is convergence and collective action is feasible, and on the areas where this cannot be achieved given diverging views and positions. >>
- **OCHA/IASC/CLAs (at the global level) and OCHA/HC (at the country level), supported by donors should:** ensure clarity on which elements of humanitarian coordination are strategic, why they are strategic, and what the decision-making process is. >>
- **Donors and OCHA should:** clarify the link/prioritisation between inter-agency coordination and cross-cutting commitments (such as the nexus, AAP, localisation, Centrality of Protection, etc.) and accountability for these commitments. >>

Existing technical coordination tools are streamlined.

- **OCHA and agencies should:** review the balance between the need for humanitarian data and the use of information tools and the purpose of coordination. >>

Individual agencies situate themselves within collective action.

- **Agencies should:** better demonstrate - internally and externally- that they recognise the value of collective action and for this reason prioritise coordination. >>
- **Donors should:** ask partners on a regular basis how their internal systems align with collective planning processes.

Clarity on leadership responsibilities finding the balance between standardisation and contextualisation.

- **IASC should:** agree on what needs to be standardised and what should be context-specific in-country (or area-) based coordination arrangements. >>
- **OCHA, should:** build capacity in systems leadership and cross-agency collaborative working to ensure that those in facilitation roles have leadership skills as well as coordination skills. >>

Long(er) term milestones

A coordination architecture truly geared towards a clear and realistic humanitarian strategic vision, with appropriate connection to development goals.

- **Those in coordination leadership positions* should:** assert what humanitarian coordination can achieve and what it cannot achieve in a given context. >>
- **OCHA/IASC/CLAs (at the global level) and OCHA/HC (at the country level), supported by donors should:** ensure there is a collectively agreed accountability framework for coordinating/working collectively towards the humanitarian strategic vision. >>
- **Donors should:** enhance overall policy and operational coordination among themselves and agree on rewards for collectively coordinated outcomes in bilateral grant agreements. >>

A balance between technically-oriented coordination driven by tools and funding cycles and frank exchanges on strategy underpinned by values and principles and grounded in political realities.

- **Those in coordination leadership positions* should:** work to ensure that the clear and realistic humanitarian strategic vision discussed above is value-driven rather than process-driven. >>

Individual agencies are rewarded for fulfilling their commitments towards collective action.

- **Donors should:** prioritise agencies that have demonstrated that their priorities and actions have contributed to collective action. >>

Coordination model/mechanisms that are fit for purpose.

- **The structures of the refugee coordination model and the clusters should be harmonised.** Recognising its mandate for refugee response coordination, UNHCR should be prepared to report on its leadership and coordination role at the inter-agency level. >>

*"Coordination leadership positions" include agencies, such as OCHA, IASC, CLAs, ICCG, UNHCR, but also specific positions, such as HCs and Cluster Coordinators.