



**AGENDA
FOR HUMANITY**
5 CORE RESPONSIBILITIES
24 TRANSFORMATIONS



Annual Report on World Humanitarian Summit Commitments - Portugal 2016



Stakeholder Information

Organisation Name
Portugal

Organisational Type
Member State

City and Country where Headquartered
Lisbon, Portugal

Focal Point Name
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Region
Europe

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1C Remain engaged and invest in stability

Core Commitments

Commitment	Core Responsibility
Commit to improve prevention and peaceful resolution capacities at the national, regional and international level improving the ability to work on multiple crises simultaneously.	Political Leadership to Prevent and End Conflicts
Commit to sustain political leadership and engagement through all stages of a crisis to prevent the emergence or relapse into conflict.	Political Leadership to Prevent and End Conflicts
Commit to address root causes of conflict and work to reduce fragility by investing in the development of inclusive, peaceful societies.	Political Leadership to Prevent and End Conflicts

Where did your organization stand on these issues prior to making these commitments

Conflict and fragility remain the biggest threats to human development. The Portuguese Official Development Assistance (ODA) programme is highly concentrated in Africa (PALOP) and Timor-Leste, focusing mainly on Least Developed Countries (LDCs) and Small Island Developing States (SIDS), many of them fragile states.

Achievements at a glance

Portugal has been advocating in various international fora – EU, the UN system, and the OECD – for reinforced attention and support to LDCs and other countries most in need, mainly in the African continent, and in particular in Sub-Saharan Africa, where many of our partner countries are located. Special attention is also given to the regional institutions, as those that integrate main partners, namely the African Union, SADC, ECOWAS, and ASEAN. Attention is also given to multilateral organizations with a particular focus on LDC (e.g. CPLP). The partner countries of Timor-Leste, Guinea-Bissau and São Tomé and Príncipe are also members of the G7+ group - fragile states. The new generation of Country Programmes, signed with each main partner country, reinforces the cooperation in key areas for statebuilding and social services delivery (E.g. São Tomé and Príncipe Strategic Cooperation Programme (2016).

How is your organization assessing progress

Portugal is, for example, co-financing specific EU projects in these countries, managed by Portugal on behalf of the EU in the form of Delegated Cooperation. This allows galvanizing funds and efforts in these countries, and is a clear recognition of the important role that the Portuguese Cooperation has in working in key but very sensitive areas, such as governance and rule of law, that are of key importance to countries most in need, and in particular for fragile states.

Challenges faced in implementation

Budget Constraints.

If you had one message for the annual report on what is most needed to advance the transformation Remain engaged and invest in stability , what would it be

Need to go beyond the comfort of traditional silos.

Tag with other relevant transformations, keywords, initiatives

Agenda for Humanity

- 4A - Reinforce, do not replace, national and local systems
- 4C - Deliver collective outcomes: transcend humanitarian-development divides



2A Respect and protect civilians and civilian objects in the conduct of hostilities

Core Commitments

Commitment	Core Responsibility
Commit to promote and enhance the protection of civilians and civilian objects, especially in the conduct of hostilities, for instance by working to prevent civilian harm resulting from the use of wide-area explosive weapons in populated areas, and by sparing civilian infrastructure from military use in the conduct of military operations.	Uphold the Norms that Safeguard Humanity

Where did your organization stand on these issues prior to making these commitments

According to the Constitution, the Portuguese armed forces, non-partisan and with no political intervention, are up to the satisfaction of the international commitments of Portuguese State under military participation in humanitarian and peace missions undertaken by international organisations of which Portugal is part. The national security and defense policies, are guided by principles of equality among States, protection of human rights, respect for international law, peaceful resolution of international conflicts and contribution to security, stability and international peace.

Achievements at a glance

The participation of Portugal under UN operations (both under E.U. and NATO) has been covering several countries such as Colombia, Central African Republic (CAR), Mali and involved a contribution in different dimensions, including training. Portugal implements its commitment in a variety of missions and operations, including by: reinforcement of the security conditions; civilian protection; safe delivery of humanitarian aid; protection of personnel, premises and equipment; promotion and protection of human rights; monitor, help investigate and report to the Security Council violations of international law; support for national and international justice; and rule of law, disarmament, demobilization, reintegration and repatriation (DDRR). Portugal also participates in the UN Multidimensional Integrated Stabilization Mission MINUSMA, Mali (66 military personnel), as well as the infantry battalion with 160 military personnel in Central African Republic -MINUSCA.

Challenges faced in implementation

Terrorism, violent extremism, organized crime, and intra-states conflicts. Cross-border refugees and internally displaced persons (IDPs) facing inhumane living conditions which requires a substantial financial effort.

Next step to advance implementation in 2017

Portugal will continue its participation in UN operations, namely in MINUSMA, concerning the establishment of a Transport Aviation Unit . Portugal will also integrate the UN mission in Colombia and participate in efforts to consolidate peace - a major step forward towards regional security in Latin America. Portugal will further continue national participation in MINUSCA, maintaining 3 EU training missions in Mali, Somalia and CAR, both as the participation in FRONTEX agency.

If you had one message for the annual report on what is most needed to advance the transformation Respect and protect civilians and civilian objects in the conduct of hostilities , what would it be

Investment in fragile situations requires more sustained, intense and concerted political and financial investment to prevent and tackle the root causes of different and complex conflicts. Increasing the pool of resources available for conflict prevention and resolution will be paramount to reaping the dividends of peace.

Tag with other relevant transformations, keywords, initiatives

Agenda for Humanity

1B - Act early



2E Uphold the rules: a global campaign to affirm the norms that safeguard humanity

Core Commitments

Commitment	Core Responsibility
Commit to promote and enhance respect for international humanitarian law, international human rights law, and refugee law, where applicable.	Uphold the Norms that Safeguard Humanity

Where did your organization stand on these issues prior to making these commitments

The Ministry of Labour, Solidarity, and Social Security (MLSSS) has been supporting campaigns focused on children and their rights, in particular in African Portuguese-speaking countries and East-Timor.

Achievements at a glance

During the six-month period (July-December 2016), MLSSS promoted an expert mission to São Tomé and Príncipe (August 15-23) in order to provide training in capacity building in children's rights. The main goal was the development of public policies directed at 18 local trainers and to give specialized technical support to the only foster institution for infancy children in danger situations (Casa dos Pequenos).

How is your organization assessing progress

During the last six months of 2016, a follow-up mission to São Tomé and Príncipe was carried out. In that mission the results were discussed with the government, local authorities and also with the institutional and technical people responsible for the Emergency foster house (Casa dos Pequenos).

Challenges faced in implementation

The main challenges were not only the coherence of the local and national following actions regarding children's rights but also the lack of a more technical vision on the different forms of child violence, especially of the homeless children.

Next step to advance implementation in 2017

In 2017, MLSSS expects to enlarge the scope of approach and the number of countries involved, namely, East Timor, Cape Verde, and São Tomé and Príncipe. In the latter, in cooperation with UNICEF, it will implement the Action Plan of National Policy for the Protection of Children (2016-2017) approved by the country government.

If you had one message for the annual report on what is most needed to advance the transformation Uphold the rules: a global campaign to affirm the norms that safeguard humanity , what would it be

Construction of suitable children's protection systems and with proper skilled operators.

Tag with other relevant transformations, keywords, initiatives

Keywords

People-centred approach

Agenda for Humanity

2D - Take concrete steps to improve compliance and accountability

3F - Enable adolescents and young people to be agents of positive transformation



3A Reduce and address displacement

Core Commitments

Commitment	Core Responsibility
Commit to a new approach to addressing forced displacement that not only meets immediate humanitarian needs but reduces vulnerability and improves the resilience, self-reliance and protection of refugees and IDPs. Commit to implementing this new approach through coherent international, regional and national efforts that recognize both the humanitarian and development challenges of displacement. Commit to take the necessary political, policy, legal and financial steps required to address these challenges for the specific context.	Leave No One Behind
Commit to promote and support safe, dignified and durable solutions for internally displaced persons and refugees. Commit to do so in a coherent and measurable manner through international, regional and national programs and by taking the necessary policy, legal and financial steps required for the specific contexts and in order to work towards a target of 50 percent reduction in internal displacement by 2030.	Leave No One Behind
Acknowledge the global public good provided by countries and communities which are hosting large numbers of refugees. Commit to providing communities with large numbers of displaced population or receiving large numbers of returnees with the necessary political, policy and financial, support to address the humanitarian and socio-economic impact. To this end, commit to strengthen multilateral financing instruments. Commit to foster host communities' self-reliance and resilience, as part of the comprehensive and integrated approach outlined in core commitment 1.	Leave No One Behind
Commit to collectively work towards a Global Compact on responsibility-sharing for refugees to safeguard the rights of refugees, while also effectively and predictably supporting States affected by such movements.	Leave No One Behind
Commit to actively work to uphold the institution of asylum and the principle of non-refoulement. Commit to support further accession to and strengthened implementation of national, regional and international laws and policy frameworks that ensure and improve the protection of refugees and IDPs, such as the 1951 Convention relating to the Status of Refugees and the 1967 Protocol or the AU Convention for the Protection and Assistance of Internally Displaced Persons in Africa (Kampala convention) or the Guiding Principles on internal displacement.	Leave No One Behind

Where did your organization stand on these issues prior to making these commitments

Addressing root causes of irregular migration and displaced persons in Africa.

Achievements at a glance

Portugal supports the EU Emergency Trust Fund for Africa - Trust Fund for Stability and Addressing Root Causes of Irregular Migration and Displaced Persons in Africa. The Trust Fund is aimed at supporting all aspects of stability and to contribute to better migration management as well as addressing the root causes of stabilization, forced displacement and irregular migration. It will do so by promoting resilience, economic and equal opportunities, security and development and addressing human rights abuse.

Challenges faced in implementation

Budget Constraints.



If you had one message for the annual report on what is most needed to advance the transformation Reduce and address displacement , what would it be

Need to go beyond the comfort of traditional silos.

Tag with other relevant transformations, keywords, initiatives

Agenda for Humanity

3B - Address the vulnerabilities of migrants and provide more regular and lawful opportunities for migration



3E Eliminate gaps in education for children, adolescents and young people

Individual Commitments

Commitment	Commitment Type	Core Responsibility
Portugal will actively promote the inclusion of education at all levels in the humanitarian agenda. In this regard, Portugal will pay special attention to the issue of access to higher education in emergencies, taking measures to ensure that forcibly displaced people are able to pursue their higher education and that they are offered an academic opportunity of graduation.	Advocacy	Leave No One Behind

Where did your organization stand on these issues prior to making these commitments

Within the European Agenda on Migration, Portugal set up an inter-ministerial group comprising of foreign affairs, health, education, social security, employment and vocational training, The High Commission for Migration, Foreigners and Border Service, which also includes civil society bodies, was tasked with preparing a national action plan for the reception and integration of citizens refugees in need of international protection.

Achievements at a glance

- Actively participated in the preparatory process of the UN Summit on refugees and Migrants, held in NY on 19 September 2017 in order to include in the outcome document a commitment to boost higher education opportunities for refugees - the efforts paid off expressed in paragraph 82 of the New York Declaration;
- Co-sponsored a Side event to the above mentioned meeting in which an animation-film on setting up A Rapid Response Mechanism for Higher Education in Emergencies was displayed for the first time to kick-off the debate
- Currently working at diplomatic level to create a coalition of partners to support the practical implementation of commitments made within para 82 of the New York Declaration
- Portugal is also supporting the efforts of the Global Platform for Syrian Students to enlarge further and scale up its scholarship programme for Syrian refugees.
- Regarding the above-mentioned national action plan, it is based on a mapping of responsiveness to the reception of refugees and includes specific measures on education, especially with regard to equivalences, curriculum - gradual integration in the national curriculum and reinforcement of the learning of Portuguese as a second language -, as well as social assistance.

How is your organization assessing progress

Progress is measured on a regular basis comparing goals set for a period of time, actions taken to reach these goals and success achieved so far. Our assessment is that good progress has been achieved so far although sometimes procedures and the variety of constituencies and stakeholders involved make coordination sometimes difficult.

In addition, the Portuguese Ministry of Education is starting the process of monitoring both the integration and the educational success of refugee children and young people (aged 3-18).

Challenges faced in implementation

On the one hand, reaching out to international donors to scale up the emergency scholarship programme for Syrian students that Portugal is supporting as a cooperation tool and as a key humanitarian field of action takes too long and requires very uncertain procedures that are not aligned with the academic calendar. This is very frustrating. On the other hand, regarding the project of setting up a Rapid Response Mechanism the main challenge is again two-fold:

- to finalize the design of this mechanism, namely its financing facility component; and
- to identify a core group of partners ready to endorse the project and commit to launch/ pilot.

Other challenges faced in implementation of the national action plan concern: a) communication / translation, given the fact the we are integrating children and young people whose mother tongue is mainly Arabian, a linguistic system far different from the Portuguese language; b) the promotion of intercultural education; and c) monitoring.

Next step to advance implementation in 2017

Three next steps in 2017:

- enlargement of the number of scholarships awarded to Syrian students for the academic year 2017-2018 with strong focus on



gender balance. Figures to be announced in April/May;

- identification of the core group of partners supporting the Rapid Response Mechanism for Higher Education in Emergencies (RRM) and announcement of an Action Plan (June 2017)
- launch of an "academic solidarity levy" as a basis of the financing facility for the RRM (pilot experience)
- in terms of the national action plan, next steps include continuing the implementation of the measures of the European Agenda for Migration; continuing the activities of the inter-ministerial group, through a Cooperation Protocol in the subject of recipients and seekers of international protection; training actions (5) about cultural and religious issues, trauma and victims of torture; guidance to qualification opportunities, recognition, validation and certification of skills for the refugees; awareness-raising of the centers.

If you had one message for the annual report on what is most needed to advance the transformation Eliminate gaps in education for children, adolescents and young people , what would it be

Collaborative action

Tag with other relevant transformations, keywords, initiatives

Keywords

Gender

Innovation

Refugees

Specific Initiatives

The Compact for Young People in Humanitarian Action

Agenda for Humanity

3D - Empower and protect women and girls

3F - Enable adolescents and young people to be agents of positive transformation



4A Reinforce, do not replace, national and local systems

Core Commitments

Commitment	Core Responsibility
Commit to a new way of working that meets people's immediate humanitarian needs, while at the same time reducing risk and vulnerability over multiple years through the achievement of collective outcomes. To achieve this, commit to the following: a) Anticipate, Do Not Wait: to invest in risk analysis and to incentivize early action in order to minimize the impact and frequency of known risks and hazards on people. b) Reinforce, Do Not Replace: to support and invest in local, national and regional leadership, capacity strengthening and response systems, avoiding duplicative international mechanisms wherever possible. c) Preserve and retain emergency capacity: to deliver predictable and flexible urgent and life-saving assistance and protection in accordance with humanitarian principles. d) Transcend Humanitarian-Development Divides: work together, toward collective outcomes that ensure humanitarian needs are met, while at the same time reducing risk and vulnerability over multiple years and based on the comparative advantage of a diverse range of actors. The primacy of humanitarian principles will continue to underpin humanitarian action.	Change People's Lives: From Delivering Aid to Ending Need
Commit to reinforce national and local leadership and capacities in managing disaster and climate-related risks through strengthened preparedness and predictable response and recovery arrangements.	Change People's Lives: From Delivering Aid to Ending Need
Commit to increase investment in building community resilience as a critical first line of response, with the full and effective participation of women.	Change People's Lives: From Delivering Aid to Ending Need
Commit to ensure regional and global humanitarian assistance for natural disasters complements national and local efforts.	Change People's Lives: From Delivering Aid to Ending Need
Commit to increase substantially and diversify global support and share of resources for humanitarian assistance aimed to address the differentiated needs of populations affected by humanitarian crises in fragile situations and complex emergencies, including increasing cash-based programming in situations where relevant.	Change People's Lives: From Delivering Aid to Ending Need Invest in Humanity
Commit to empower national and local humanitarian action by increasing the share of financing accessible to local and national humanitarian actors and supporting the enhancement of their national delivery systems, capacities and preparedness planning.	Change People's Lives: From Delivering Aid to Ending Need Invest in Humanity

Where did your organization stand on these issues prior to making these commitments

The Ministry of Labour, Solidarity and Social Security (MLSSS) has been supporting the capacity-building of national and local stakeholders, particularly in the African Portuguese-speaking countries and East-Timor. This support is given to the Ministries of Labour and Social Affairs and to the local civil society organizations (CSO) to: strengthen the development of local and national stakeholders capacity; and extend and improve the social protection systems by allowing them to prevent and take a leading role in humanitarian or emergency crisis.

Achievements at a glance

During the six - month period (July - December 2016), MLSSS supported a total of 44 Civil Society Organizations in 5 different countries (Cape Verde – 8; Guinea - Bissau – 16; Mozambique – 5; São Tomé and Príncipe - 4 and East-Timor - 11). This support also involved 3 technical missions to East-Timor regarding their national social protection system.

How is your organization assessing progress



In the last six months of 2016, 4 follow-up missions were carried out (Cape Verde - 1; Mozambique - 1; Sao Tome and Principe – 1 and East-Timor - 1). In those missions the progress of the actions supported were discussed with governmental and local authorities. .

Next step to advance implementation in 2017

Expand this support to others stakeholders and to other countries, e.g. Angola.

Tag with other relevant transformations, keywords, initiatives

Keywords

Social protection

Agenda for Humanity

5A - Invest in local capacities



4B Anticipate, do not wait, for crises

Individual Commitments

Commitment	Commitment Type	Core Responsibility
Portugal is strongly committed to combat climate change and thus intends to continue supporting its partners, in particular the African Portuguese-speaking countries and East Timor, on their progress on the resilient low carbon pathway defined by their nationally determined contributions.	Operational	Change People's Lives: From Delivering Aid to Ending Need
Portugal will support the strengthening of the role of CPLP under the United Nations Framework Convention on Climate Change (UNFCCC) in order to develop institutional capacity on climate change in this partnership area and will continue promoting the exchange of knowledge, experiences, approaches and methodologies among the Portuguese Speaking Countries for Climate Change Network.	Policy	Change People's Lives: From Delivering Aid to Ending Need

Core Commitments

Commitment	Core Responsibility
Commit to a new way of working that meets people's immediate humanitarian needs, while at the same time reducing risk and vulnerability over multiple years through the achievement of collective outcomes. To achieve this, commit to the following: a) Anticipate, Do Not Wait: to invest in risk analysis and to incentivize early action in order to minimize the impact and frequency of known risks and hazards on people. b) Reinforce, Do Not Replace: to support and invest in local, national and regional leadership, capacity strengthening and response systems, avoiding duplicative international mechanisms wherever possible. c) Preserve and retain emergency capacity: to deliver predictable and flexible urgent and life-saving assistance and protection in accordance with humanitarian principles. d) Transcend Humanitarian-Development Divides: work together, toward collective outcomes that ensure humanitarian needs are met, while at the same time reducing risk and vulnerability over multiple years and based on the comparative advantage of a diverse range of actors. The primacy of humanitarian principles will continue to underpin humanitarian action.	Change People's Lives: From Delivering Aid to Ending Need
Commit to accelerate the reduction of disaster and climate-related risks through the coherent implementation of the Sendai Framework for Disaster Risk Reduction 2015-2030, the 2030 Agenda for Sustainable Development and the Paris Agreement on Climate Change, as well as other relevant strategies and programs of action, including the SIDS Accelerated Modalities of Action (SAMOA) Pathway.	Change People's Lives: From Delivering Aid to Ending Need Invest in Humanity
Commit to improve the understanding, anticipation and preparedness for disaster and climate-related risks by investing in data, analysis and early warning, and developing evidence-based decision-making processes that result in early action.	Change People's Lives: From Delivering Aid to Ending Need

Where did your organization stand on these issues prior to making these commitments

Portugal supports the African Portuguese speaking countries and East Timor in strengthening their resilience to the negative



impacts of climate change, guided by a National Adaptation Strategy and Cooperation for development concept priorities.

Achievements at a glance

New working structure within the National Adaptation Strategy set up, which includes international cooperation objectives, in particular the thematic area of work "safety of people and goods".

How is your organization assessing progress

Annual reports, approved at Intergovernmental Coordination level.

Next step to advance implementation in 2017

Establishment of the Environmental Fund, including a window focused on the financing of Portuguese climate action in African Portuguese speaking countries and East Timor.

Tag with other relevant transformations, keywords, initiatives

Keywords

Disaster Risk Reduction

Agenda for Humanity

4A - Reinforce, do not replace, national and local systems

5A - Invest in local capacities

5B - Invest according to risk



4C Deliver collective outcomes: transcend humanitarian-development divides

Core Commitments

Commitment	Core Responsibility
<p>Commit to a new way of working that meets people's immediate humanitarian needs, while at the same time reducing risk and vulnerability over multiple years through the achievement of collective outcomes. To achieve this, commit to the following: a) Anticipate, Do Not Wait: to invest in risk analysis and to incentivize early action in order to minimize the impact and frequency of known risks and hazards on people. b) Reinforce, Do Not Replace: to support and invest in local, national and regional leadership, capacity strengthening and response systems, avoiding duplicative international mechanisms wherever possible. c) Preserve and retain emergency capacity: to deliver predictable and flexible urgent and life-saving assistance and protection in accordance with humanitarian principles. d) Transcend Humanitarian-Development Divides: work together, toward collective outcomes that ensure humanitarian needs are met, while at the same time reducing risk and vulnerability over multiple years and based on the comparative advantage of a diverse range of actors. The primacy of humanitarian principles will continue to underpin humanitarian action.</p>	<p>Change People's Lives: From Delivering Aid to Ending Need</p>

Where did your organization stand on these issues prior to making these commitments

Need to transcend humanitarian-development divides.

Achievements at a glance

- Mainstreaming of environmental sustainability, resilience and disaster risk reduction in the NGDO Budget Lines of 2016.
- Mainstreaming of green growth and resilience to climate change and environmental impacts (E.g. combat deforestation and climate change, management water resources) in the four-year São Tomé e Príncipe Strategic Cooperation Programme (SGPs).
- Support of the "ACTIVA Eixo 3: Projeto Apoio Integrado ao Desenvolvimento Rural nas regiões de Bafatá, Tombali e Quinara (PAIDR)" which aims to ensure a sustainable agricultural production, with economic value, in specific geographical areas of Guinea-Bissau (SIDS/LIC/LDC) and "PROGRAMA DE APOIO À ALIANÇA GLOBAL PARA AS ALTERAÇÕES CLIMÁTICAS EM TIMOR-LESTE (GCCA)".
- Creation of a mechanism to better link its bilateral humanitarian responses to its development coordination programmes and the wider humanitarian international response system.

How is your organization assessing progress

First meeting in 2016 of the Coordination Unit of the Portuguese Operational Strategy For Humanitarian Action, which involves the Ministry of Foreign Affairs, the Ministry of Health, the Ministry of National Defense, the Ministry of Internal Administration and the Ministry of Labour, Solidarity, and Social Security.

Challenges faced in implementation

Budget Constraints and Portugal's complex development cooperation system, involving 57 different public entities, each with its own aid budget and implementation ability

Next step to advance implementation in 2017

Mainstreaming of resilience and climate change adaptation/mitigation in other Strategic Cooperation Programme (PEC) with Portuguese priority countries (E.g. Cape Verde).
Identify existing mechanisms and improve its interoperability, in a way that results in a more efficient and effective humanitarian action response system.

If you had one message for the annual report on what is most needed to advance the transformation Deliver collective outcomes: transcend humanitarian-development divides , what would it be

Need to go beyond the comfort of traditional silos.



Tag with other relevant transformations, keywords, initiatives

Keywords

- Disaster Risk Reduction Food Security

Agenda for Humanity

- 4B - Anticipate, do not wait, for crises 5B - Invest according to risk



5E Diversify the resource base and increase cost-efficiency

Core Commitments

Commitment	Core Responsibility
Commit to increase substantially and diversify global support and share of resources for humanitarian assistance aimed to address the differentiated needs of populations affected by humanitarian crises in fragile situations and complex emergencies, including increasing cash-based programming in situations where relevant.	Change People's Lives: From Delivering Aid to Ending Need Invest in Humanity
Commit to promote and increase predictable, multi-year, unearmarked, collaborative and flexible humanitarian funding toward greater efficiency, effectiveness, transparency and accountability of humanitarian action for affected people.	Invest in Humanity

Where did your organization stand on these issues prior to making these commitments

Better response to the onset of emergencies in rapidly deteriorating situations and in protracted crises that fail to attract sufficient resources.

Achievements at a glance

Announcement of an increased contribution (double) to the United Nations Central Emergency Response Fund (CERF) for 2017. CERF is one of the fastest and most effective ways to support rapid humanitarian response for people affected by natural disasters and armed conflict.

Challenges faced in implementation

Budget Constraints.

If you had one message for the annual report on what is most needed to advance the transformation Diversify the resource base and increase cost-efficiency , what would it be

Need to go beyond the comfort of traditional silos.

Tag with other relevant transformations, keywords, initiatives

Keywords

Central Emergency Response Fund