

# STRATEGIC PLAN

2018-2021

Extension to 2022

Addendum



OCHA

# OVERVIEW

The OCHA Strategic Plan 2018-2021 has been extended into 2022 due to fluidity of the operational context and an extended period of uncertainty arising from the COVID-19 pandemic. The strategic and management objectives laid out in the 2018-2021 Strategic Plan remain valid and offer a coherent framework for OCHA's ongoing activities and results.

Nevertheless, this addendum highlights key areas where additional emphasis will be placed in 2022, reflecting significant areas in which leadership has already begun to put measures in place. Some adjustments have already been made, including bolstered human resources in areas such as

gender, evaluations and risk management, as well as new investment in field coordination and access negotiation. Performance reporting will be done at the end of 2022 through key performance indicators and narrative annual workplans.

## STRATEGIC AREAS OF FOCUS FOR 2022

In 2022, OCHA will continue efforts on becoming a more effective and accountable organization, fit to address current and future humanitarian challenges. This will include attention to organizational and management culture, diversity, equity and inclusion, and promulgating values adopted by the UN in late 2021.

OCHA's strategic objective one, of coordination, must be sufficiently resourced to ensure that affected communities are reached with assistance in a timely and effective manner. To keep pace with the growing breadth and complexity of humanitarian crises, OCHA's 2022 budget has been increased after several years of zero growth. The main area of growth is to strengthen and scale up key country-based operations (while phasing out others where feasible).

OCHA's role in negotiating access and advocating for the respect of humanitarian principles is included in the current strategic objective four. Extra emphasis is to be placed on the area of access negotiations, given the numbers of people whose access to relief is compromised by obstacles and denials. Aid workers' safety is also increasingly of concern. Following up on an initiative from the UN Secretary-General, OCHA will increase its emphasis on humanitarian negotiation and the pursuit of humanitarian space, establishing a new unit in 2022 to boost and support capacity in humanitarian access.

Under strategic objective five, "a more responsive and adaptable humanitarian system", OCHA aims to pursue the best and offer a convening role on key cross-cutting issues. OCHA has begun a process

to review and retarget its efforts in areas that demand leadership and direction including gender, accountability to affected people, and protection against sexual exploitation and abuse. How climate change will test the humanitarian system will be a subject that demands significant focus in the upcoming strategic plan, as well as research and policy development.

While OCHA's focus continues to be on coordinating life-saving assistance, the need to address protracted needs is critical. OCHA will therefore

strengthen its engagement with development partners, including joint analysis, in order to address drivers of needs and find ways to sustain basic services to people under threat.

Strategic Plan 2023-2026: The process of developing a new strategic plan has begun and will be concluded during 2022, setting the direction for 2023 onwards. In addition to consultations with all relevant stakeholders, this process will be guided by recent and ongoing evaluations and reviews.



A man receives the AstraZeneca COVID-19 vaccine in Banadir Hospital, Mogadishu, Somalia, March 2021.





# OCHA

United Nations  
Office for the Coordination  
of Humanitarian Affairs