

# Road Map for the Development of the UNFPA STRATEGIC PLAN 2018-2021

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## A. Introduction

The concept note summarizes the scope and processes that will be used to guide the development of the Strategic Plan 2018-2021. It covers three main substantive areas: a) scope of the inquiry to inform the strategic direction; b) scope of the inquiry to inform the delivery of the strategic plan, and c) the institutional arrangements and roadmap for developing the new strategic plan 2018-2021.

## B. Background

The current strategic plan 2014-17 ends in December 2017. In line with the QCPR guidance, UNFPA follows a 4 year strategic plan cycle and will therefore develop a strategic plan for the period 2018-2021. The Executive Board has requested UNFPA to present a road map at the 2016 second regular session for the consultations planned in the preparations of the next strategic plan, and for the Executive Director to submit the UNFPA Strategic Plan, 2018-2021, at the 2017 second regular session of the Executive Board.

## C. Principles for developing the Strategic Plan

- a) **Driven by Evidence**, especially findings of midterm review and of all other key UNFPA evaluations, reviews, and assessments including those conducted by donors.
- b) **Responsive to the global development and humanitarian agenda, human rights and the normative mandate**, including the 2030 Agenda, the Framework of Actions for the Follow up to the ICPD Programme of Action, the Sendai Framework for Disaster Risk Reduction 2015 - 2030, the Paris Climate Agreement Addis Ababa Financing for Development Agenda, commitments of the World Humanitarian Summit. Within these frameworks Strategic Plan will guide organizational actions to bridge humanitarian and development divide.
- c) **Cognizant of the UNFPA's comparative advantage and organization capacity**. The prioritization of work areas for the next four years will be informed by the comparative advantage of UNFPA and will be built around "Bulls' Eye", which was validated as a priority direction during recent mid-term review and is closely relevant to 2030 Agenda.
- d) **Results oriented, focused and informed by enterprise risk assessment**, not attempting to do everything everywhere, yet providing a framework that responds effectively and efficiently to different contexts and emphasizes to improve the lives of women, adolescent girls, youth, and vulnerable populations and "Leaves no one Behind".
- e) **Harmonized with the UN system** - using as much as possible common approaches with sister agencies and factoring in the decisions of the new QCPR (2017-2020).
- f) **Consultative process**: both internal and external.

## D. Scope of the inquiry to inform the strategic direction

Since the development of the 2014-17 strategic plan, the development landscape has changed. Completed in 2014, the ICPD review confirmed that, more than ever, the ICPD agenda remains relevant. It affirmed that the new population and development framework beyond 2014 shall be built on five thematic pillars: dignity and human rights; health; place and mobility; governance and accountability; and sustainability.

A new overarching global development framework, namely, the 2030 Agenda for sustainable development, was adopted in 2015. Informed by, among others, the ICPD review, the Agenda engrained

sexual and reproductive health and reproductive rights, gender equality, inequality, population data and dynamics in the 17 goals, including, more specifically, SRH and RH targets under the health and the gender equality goals, dedicated goals to inequality and urbanization, and data systems under the partnerships for development goal. Other global frameworks that will guide development work during the period of the new strategic plan include, but are not limited to, the Sendai Framework for Disaster Risk Reduction 2015-2030 and the Paris Agreement on Climate Change.

Against this backdrop, the midterm review of the 2014-2017 Strategic Plan found that the bull's eye remains relevant, particularly because it squarely responds to the goals of the 2030 Agenda for sustainable development. However, the review also pointed out some areas, such as humanitarian crises response and resilience building, population dynamics, and overall data systems that may need further articulation to better prepare UNFPA to support implementation of the 2030 agenda. The Executive Board welcomed the findings and approved the adjustments to the current strategic plan.

UNFPA approaches and interventions to respond to its commitment to the 2030 Agenda's principles of universality need also to be analyzed. In addition, the unfinished business of the MDGs have implications on how UNFPA will respond to their needs during the period 2018-2021. Several thematic and corporate evaluations will be concluded in time to contribute to the preparation of the Strategic Plan.

## E. Scope of the inquiry on how to deliver the strategic direction

UNFPA will undertake a thorough review of approaches, systems and mechanisms to deliver the strategic plan. This will require UNFPA to introduce changes that translates the Organization's vision into concrete results to be measured and reported on accurately and at all levels.

### Integrated Results Framework (IRF)

#### *Development results*

The structure of the integrated results framework will remain guided mainly by the QCPR, especially because it calls for UN agencies to harmonize IRF approaches and structure, which includes three levels of results: impact, outcome and output. While the 2014-17 framework was credited for being results-based with outcome theories of change, the midterm review raised some concerns, including the following:

- The theory of change covered outcomes and did not extend to cover outputs;
- There was a limited number of upstream advocacy indicators and beneficiary level indicators; and
- The bottom-up approach of developing indicator targets came with challenges, notably, the difficulty of predicting national priorities and therefore the expected focus of respective country programmes.

An evaluation of the Integrated Results Framework is currently being undertaken by the Independent Evaluation Office and will inform the design of the integrated results framework of the Strategic Plan 2018-21.

### *Organizational effectiveness and efficiency*

The SP 2014-2017 set three outputs (a) programme effectiveness and efficiency, a) financial and human resource management, c) innovation, communication and partnerships aimed at increasing the organization's effectiveness and efficiency.

Over the course of this strategic plan, various reviews and evaluations, including internal and external audits and donor reviews, were conducted on these outputs, and a number of good practices in these areas were documented. The good practices and results of the reviews will be synthesized and used to inform and drive organizational effectiveness and efficiency through the Strategic Plan 2018-2021.

In particular, the 2018-21 Strategic Plan will emphasize and reinforce innovation and the strengthening of both new and existing partnerships.

### *Business model- differentiated modes of engagement*

The business model of the strategic plan 2014-2017 was a pioneering effort of differentiated programming in the UN development system. However, while it firmly addressed past challenges, including being spread too thinly on the ground and doing everything everywhere, the MTR found it carried some weaknesses, notably, it treated humanitarian programming as an exception and faced difficulties adjusting to the new modes of engagement, especially in MICs where most of this adjustment had to take place.

A business model evaluation being undertaken by the Independent Evaluation Office will investigate the 2014-2016 implementation of the business model, the findings of which will be an input into the design of the revised business model.

### *Quadrennial comprehensive policy review (QCPR) and UN reform*

UNFPA has been engaged in supporting the negotiations which lead up to the QCPR. For the 2018-2021 Strategic Plan, the December 2016 QCPR will provide an important direction not just for the Funds and Programmes but overall reform efforts within the UN development system. UNFPA's 2018-2021 Strategic Plan will respond to the 2016 QCPR.

## *F. Scope of the inquiry on how to finance the strategic direction (Integrated Budget)*

The decreased share of regular resources in 2014 and 2015 (from \$523.4 million in 2014 to \$444.8 million in 2015) as a proportion of total resources (\$1,025.1 million in 2014 to \$992.8 million in 2015) presents a new reality for the organization, particularly as this trend is not expected to reverse in the foreseeable future. While this is not unique to UNFPA, it is critical for the financial sustainability of the organization that other resources are not subsidized by regular resources.

It is therefore key for the 2018-2021 Integrated Budget that UNFPA looks at both regular and other resources across all integrated budget components which includes:

- Resource allocation for country programmes;
- Institutional budget [cost categories included: development effectiveness; management (recurring and non-recurring); special purpose; and United Nations development coordination];
- Global and regional interventions; and
- Emergency fund and humanitarian response reserve.

In addition, a Global and Regional interventions evaluation being undertaken by the Independent Evaluation Office will investigate the 2014-2016 implementation of the global and regional interventions, the findings of which will inform the vision and design of the next global and regional activities and programming.

## G. Governance mechanism for developing the Strategic Plan 2018-2021

### Roles and responsibility of units/individual

- The Executive Director will present the strategic plan.
- The Executive Committee guides and approves products and components of the strategic plan.
- The Programme Division leads the SP development
- Inter-divisional working group – to guide consultation, prioritization, and formulation of the strategic plan.
- High level Advisory panel advises the Executive Director (8-10 members)<sup>1</sup>.

### Consultations

- Internal consultations at the global, regional and country level.
- External consultations with Executive Board members – informal on the roadmap at the 2016 September session, followed by consultations session/meetings in November 2016 and in January, May and July/August of 2017. A workshop is also planned with the Board in March 2017.
- Thematic consultation on diversified business model, SDGs, etc. The thematic consultation will include UNFPA staff, Government counterparts, and the civil society/private sector.
- Consultations with external partners at country and regional level; with global partners including civil society, other UN agencies.

### Analyses and inputs

- Analysis and critical technical papers prepared by UNFPA staff across the organization.
- Desk review of existing documents including all evaluations conducted in the last 2 years; internal and external assessments of the organization both thematically and operationally; annual reports from country offices; good practices identified among other existing documentation.
- External independent consultants to draft some critical technical papers.
- Preliminary findings from the Independent evaluation of the architecture of the 2014-2017 Strategic Plan, along with findings of other relevant corporate evaluations.

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<sup>1</sup> Membership of this panel may include experts/representative from: a) Think Tanks/International SCOs, b) International Technical Agency and a South-Based Technical Agency c) Philanthropist involved in population, sexual and reproductive health work; d) Academician/practitioner from a leading Population and development/Public Health Academic Center; e), renowned ICPD champion/ UN retiree, f) South-Based and North-Based Government representatives from countries with significant progress in implementing the ICPD.

## Deliverables for Executive Board

- a) Strategic Plan and Integrated Budget 2018-2021
  - a. Strategic Plan document
  - b. Integrated Results Framework annex
  - c. Other annexes, as required/agreed with by the Executive Board
  - d. Integrated Budget document

## Milestones and timeline

Milestone	Timeline
Prepare the roadmap for the SP and Integrated Budget development 2018-2021	July 2016
Thematic analysis and technical papers	August – November 2016
Planning for global, regional and field consultations	August 2016
EXB joint informal (UNDP, UNFPA, UNICEF, UN-Women) on cost recovery assessment	23 August 2016
Executive Board informal on UNFPA SP and Integrated Budget development	7 September 2016
SP Independent Evaluation One Day Workshop (internal and external)	September 2016
Tentative Executive Board session on potential strategic direction and future direction of global and regional work	November 2016
Informal with Executive Board	January 2017
Workshop with Executive Board	March 2017
Draft IB document, SP narrative and Integrated Results Framework prepared	April 2017
Informal consultation with the Executive Board	Early May 2017
Finalize draft of SP and IB document	Mid-May 2017
EB informal consultations - including draft SP and budget document	End May 2017
Submit IB document to ACABQ and UN	Mid-June 2017
ACABQ session	End June/Early July 2017
Informal consultation with the Executive Board on SP	July/Aug 2017
Executive Board 2 <sup>nd</sup> regular session	5-11 September 2017

## Thematic Analysis

### Draft topics for thematic analysis

1. Human rights based approach to programming
2. Health systems strengthening (MH, incl. midwifery, FP, HPV & cervical cancer, HIV and communicable diseases (eg.Zika, Ebola))
3. ASRH with a focus on teenage pregnancy / first time young mothers
4. Population Dynamics, including population movements (migration), ageing. Harmful Practices - child marriage, FGM and sex selection
5. Human rights including sexual rights: reaching those furthest behind (A&Y, indigenous, disabled, key populations)
6. Data Systems: Census, CRVS, big data, data disaggregation
7. How does UNFPA mainstream resilience?

8. Gender (including work with men)
9. Humanitarian - context or a new constant
10. Accountability for Results (Including Compact Indicators)
11. New QCPR (including broader UN reform) and implications for UNFPA
12. Developing a UNFPA human resource categorization to implement SP 2018-2021
13. Resource Allocation System (for both core and non-core)
14. Business Model
15. Global and Regional Interventions