

# UNFPA Strategic Plan 2018-2021



Executive Board Briefing  
7 September 2016

# Outline

---



- Principles for developing the Strategic Plan 2018-2021
- Scope of enquiry
- Global Context
- Key elements under development
- Roadmap for developing the plan



# Introduction

---

- 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.
- Executive Board has requested UNFPA to present a road map at the 2016 second regular session, and the Executive Director to submit the UNFPA Strategic Plan, 2018-2021, at the 2017 second regular session of the Executive Board.

# Principles guiding SP & IB development

---

- Driven by Evidence – findings of midterm review and all key evaluations
- Responsive to the global development, humanitarian agenda, human rights and normative mandate, bridging humanitarian and development divide
- Cognizant of the UNFPA comparative advantage and organization capacity: maintaining “Bull’s Eye” approach as strategic direction.
- Results oriented, focused and ERM informed: delivers results that change lives of people, maintains diversified presence and leaves no one behind
- Harmonized with the UN – using as much as possible common approaches with sister agencies and factoring in the decisions of the new QCPR (2017-2020).
- Consultative and inclusive process: both internally and externally

# Scope of Enquiry

---

Balanced to build on the coherence brought by the current focus and to respond to the changed development landscape

- Keep the “bulls eye” with strengthening in some program results areas to ensure effective contribution to global agenda.
- Reviewing the how, where and who in light of the changing external environment and the experience from the previous strategic plan implementation

# Four interrelated key strategic plan elements

---

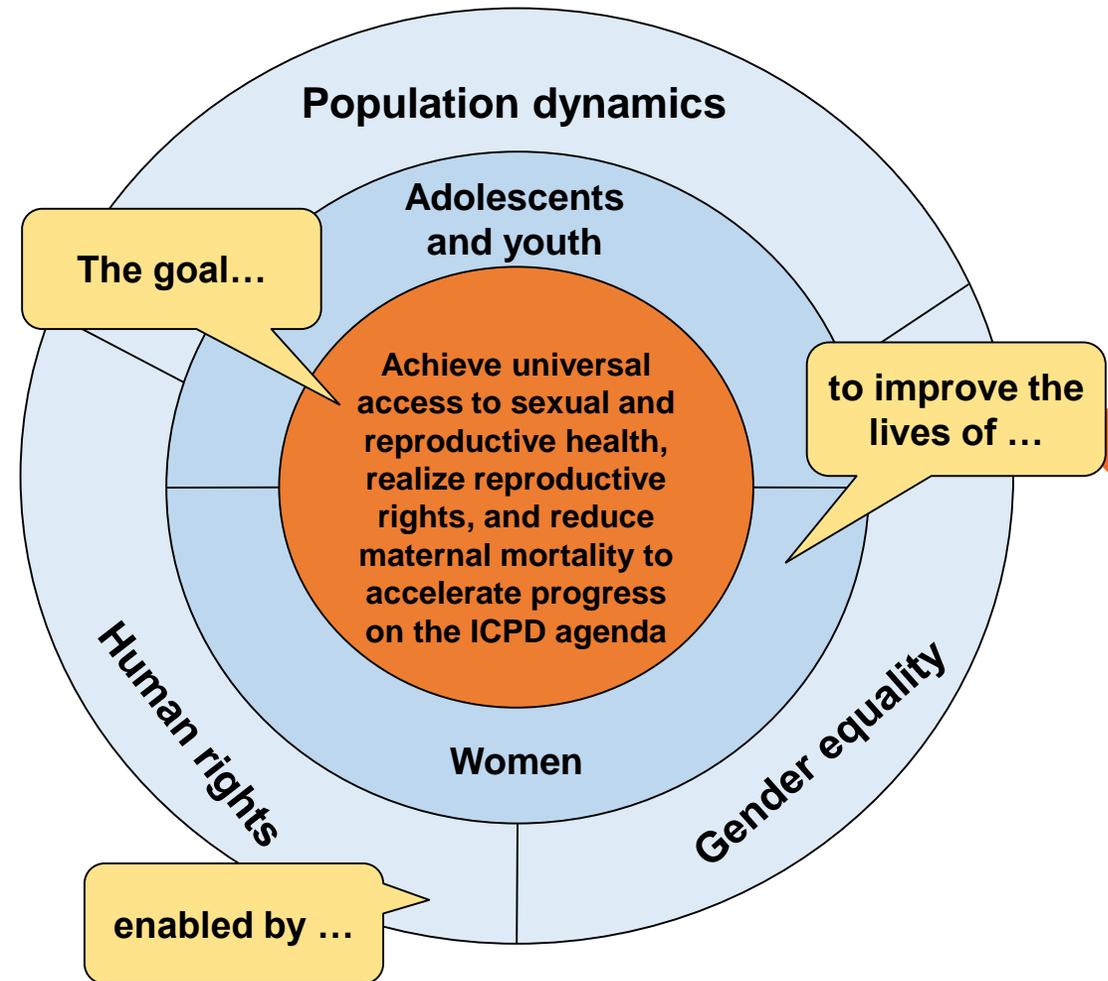


- Align **strategic direction** to relevant international development and humanitarian agendas
- Update UNFPA's **business model** based on MTR findings and changing landscape
- Provide holistic and coherent view of **results** at all levels
- Align results and resources in an **integrated budget** incorporating both regular and other resources

# Strategic Direction

Answer the **WHAT** question:

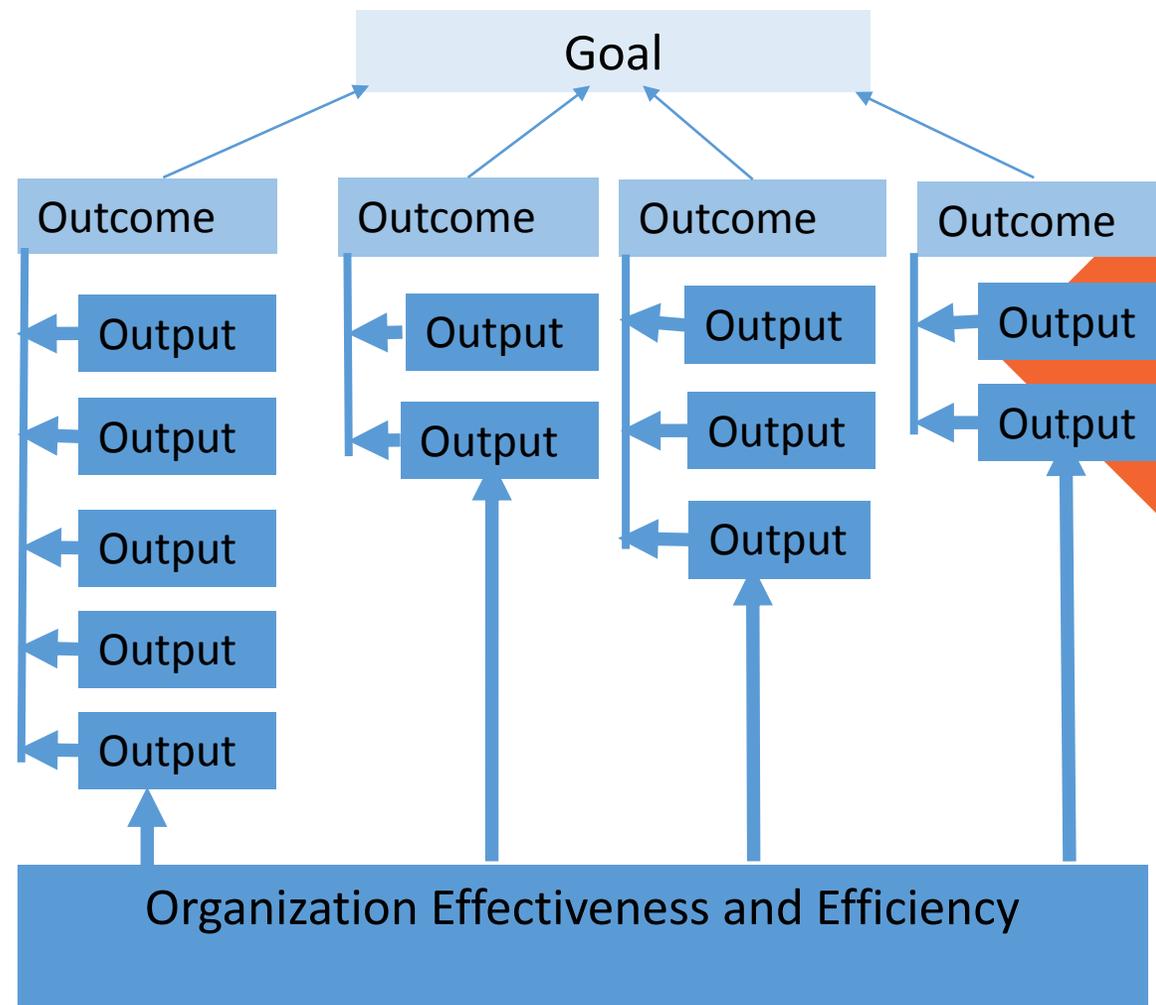
- Strengthening the delivery of bulls eye in a changing humanitarian and development context
- Addressing the humanitarian and development nexus
- Enabling an integrated response to the ambition of 2030 Agenda
- Continuing leadership for the Follow up to the ICPD Programme of Action
- A new QCPR to guide the UN system



# Integrated Results Framework

- Align with QCPR guidance and UNDG architecture
- More and stronger metrics for measuring
  - improvement in lives of women and youth
  - upstream advocacy work
  - risk informed and mitigation strategies considered
- Accompany with theories of change that cover entire results chain, including outputs
- Ensure adequate capacity of staff that participate in the formulation of the results framework.

2014-2017 Strategic Plan Architecture



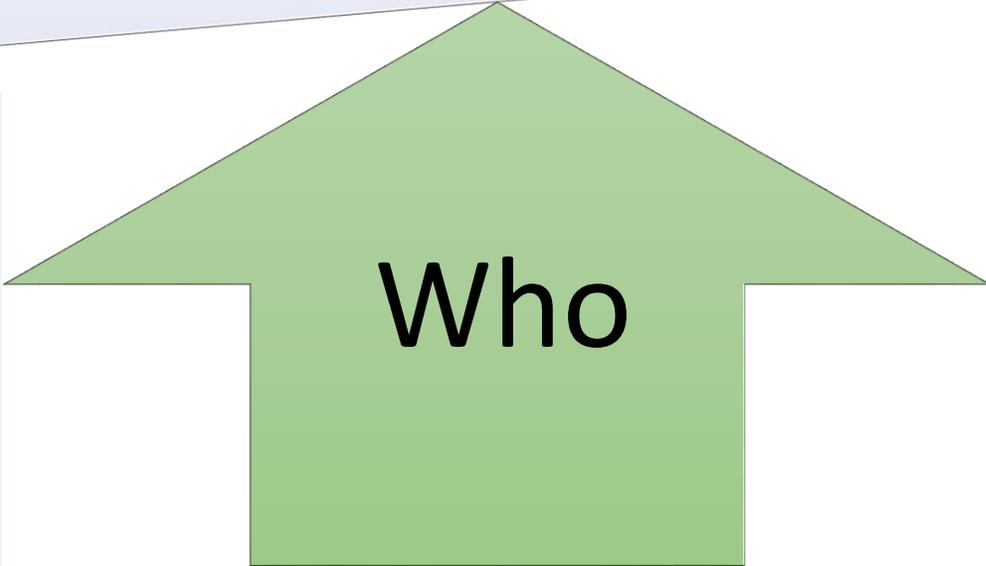
# Business Model

---

A large blue downward-pointing arrow with the text 'How & Where' inside it.

## How & Where

- How to improve modes of engagement and country classification specifically unpack programming for MICs
- Balancing for flexibility in both development and humanitarian context
- Required skills and capacities at all levels of the organization to deliver

- 
- A large green upward-pointing arrow with the text 'Who' inside it.
- 
- A light green rectangular box containing text.
- Reviewing existing and potential partnerships as multipliers of impact
  - Unpacking impact of changing aid environment
  - Leveraging innovation across the organization and with partners to amplify the impact

## Who

# Integrated Budget

---

Elements to be reviewed include:

- Resource allocation for country programmes
- Institutional budget [cost categories include: development effectiveness; management (recurring and non-recurring); special purpose; and United Nations development coordination]
- Global and regional interventions reviewed in its entirety
- Emergency fund and humanitarian response reserve
- Will explore possibilities for further alignment of regular and other resources within the resource allocation system



# Coordination with other funds & programmes

---

- UNFPA is working with other funds and programmes (UNDP, UNICEF, UN-Women) to harmonize approaches and processes to develop the next SP.
  - Regular meetings with respective agency focal points on substantive issues
  - Regular updates on the UN reform and QCPR developments influencing the SP and IB
- Continuing discussions that began during midterm review on results and measurement methodologies to synchronize reporting
- Coordination on the cost recovery decision and implications with UNICEF, UNDP and UN-Women

# Discussion and Q&A

Thank you!