THE ROADMAP TO THE UNFPA STRATEGIC PLAN 2022-2025

Executive Board Informal Briefing

17 August 2020
Context

- Decade of Action for SDGs
- Second of the 3 SPs towards the 3 TRs and SDGs
- UN Development reform and collaborative advantages
- COVID-19
- MTR findings & Institutional initiatives
- Population dynamics, incl. aging and youthful populations
- Humanitarian crises increasing
- Promise of Cairo/ICPD 25 Catalyst
SP2022-2025, the most critical period

Strategic Plan 2018-2021
- Set vision
- Chart pathway

Strategic Plan 2022-2025
- Accelerate
- Scale up

Strategic Plan 2026-2029
- Tackle unfinished business

DECADE OF ACTION

Zero preventable maternal deaths
Zero unmet need for family planning
Zero gender-based violence and harmful practices
Leveraging Ongoing Institutional Initiatives

- Strategic Plan 2022-2025
  - Advancing change initiatives to be more agile, innovative, results-oriented and integrated
  - ICT Transformation
  - COVID Impact, Recovery Agenda & Post COVID World
  - Decade of Action/Accelerating ICPD POA
  - UN reform/Common chapter
  - Operationalizing the MTR
    - Mental health & SRHR – Low fertility & aging
    - Climate change – SIDS/MIC strategies, UN reform/MCO
    - Decade of Action/Accelerating ICPD POA
Strategic Future Casting Agenda

- Future of the workplace
- Research – knowledge management and South-South cooperation
- Advancing change initiatives
- Inclusion/Equity Agenda – LNOB, Aging; Disability; People of African Descent; Indigenous; Key Populations, Adolescents and Young People
- Future casting – digital technology and innovation
- Data agenda for the future
- Sustainable funding and financing for ICPD’s unfinished agenda incl. the Costing of 3 TRs
Major Interrelated Elements of the Strategic Plan

Strategic Plan 2022-2025

- **Strategic Direction**
  - Align strategic direction to relevant international development and humanitarian agendas

- **Business Model and OEE**
  - Update UNFPA’s business model based on MTR findings and technical analysis

- **Integrated Budget**
  - Align results and resources in the integrated budget

- **Integrated Results Framework**
  - Provide holistic and coherent view of results at all levels
Guiding Principles

Collaborative and proactive
leveraging resources and partners for ICPD PoA, collectively and collaboratively contributing to achieving the SDGs

Consultative and inclusive
to empower staff leadership and critical thinking, and strengthen partners co-creation and marching together

Responsive, innovative and adaptive
optimize knowledge management to find solutions for development, humanitarian and peace

Rights-based
prioritizing rights and choices as critical to human dignity, well-being and sustainable and inclusive development

Evidence and results driven
build on SP/IB MTR, all key evaluative evidence, and lessons learnt internally and externally

Strategic and focused
with investment cases that leverage the costing of the 3 Zeros, towards SDGs

Align with UN processes
2030 Agenda, QCPR call for harmonized UN system, implementing the UNDS Reforms
Scope of Inquiry

Building on current strengths and opportunities

Mitigating any threats

Addressing weaknesses and emerging demands
Methodology: Integrated Quantitative & Qualitative Approach

Using mixed- and multi-method, to systematically obtain evidence and insights from all staff, key stakeholders and technical analysis,

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<tr>
<th>Data Collection</th>
<th>Data Analysis</th>
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<tr>
<td>• Literature reviews</td>
<td>• SWOT/PESTLE analysis</td>
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<td>• Evaluations</td>
<td>• Priority mapping</td>
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<td>• Surveys of internal and external stakeholders</td>
<td>• Theory of change (ToC)</td>
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<td>• Focus group discussions</td>
<td>• Modelling and simulation</td>
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<td>• Workshops/retreats</td>
<td>• Scenario planning and strategic forecasting</td>
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<td>• Digital fora discussions</td>
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Interactions

Executive Board – Informal consultations and workshops

External

Periodic engagement at global level
• Global Advisory Council
• High Level Commission on the Nairobi Summit
• Academic Advisory Panel
  (knowledge & feedback)

Planned engagement at all levels
• Civil society organizations
• Youth
• Academia/think tanks
• Private Sector
• Others

Internal

• Senior Management (Workshop, Retreat, regular Executive Committee meetings)
• Inter divisional working group (staff from HQ, ROs and COs)
• Task teams (led by HQ or ROs, with collaborative platform)
• All staff (with dedicated Community of Practices, discussion forums, regional consultation, and staff meetings and dedicated hours of discussion)
Timeline and Deliverables*

2020
- Establish internal think tank group; IDWG & other structures
- Inquiry on future casts & strategic direction
- July/Aug: Establish institutional arrangements
- Aug: Establish an engagement plan, incl. with CSOs
- Sep: Agree on evaluations
- Sep/Nov: Agree & commission analytical, thematic papers & workshops
- Inquiry of future scenarios, theories of change, and business model

2021
- Dec/Mar: Inquiry on UNFPA internal structure, capacities and systems. Expand EC retreat, RPMs
- Jan/July: Drafting and editing of the SP, integrated budget and annex, including IRRF
- Jan/Sep: Developing and disseminating communication materials
- Sep: New Strategic Plan approved by EB

*Executive Board consultations are captured in more detail in the following slide
Planned consultations with the EB

October
- EB informal on UNFPA SP and Integrated Budget development

November
- EB informal on potential strategic direction and future direction of global and regional work

January
- Joint consultations with EB

Mar-Apr
- Workshops with EB on SP and IB

June
- Joint consultations with EB

July-Aug
- EB informal on draft SP and IB

Jan-Feb
- EB Informal on Business Model and Scenario analysis

May-June
- EB Informal on IRRF and Theory of Change

Sept
- EB 2nd regular session
Delivering a world where every pregnancy is wanted, every childbirth is safe and every young person’s potential is fulfilled.

UNFPA