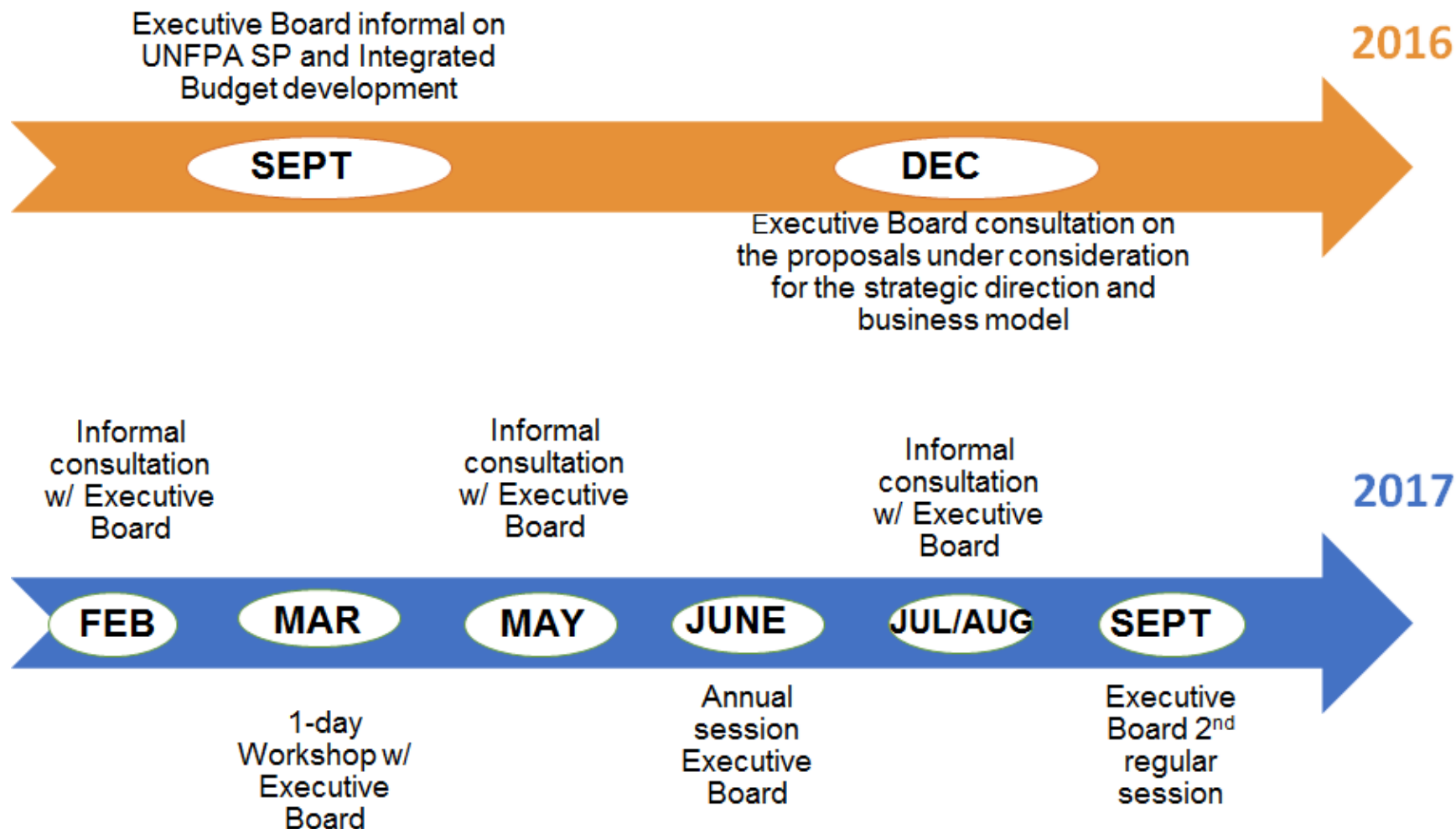




Moving Forward: UNFPA Strategic Plan 2018-21
Executive Board Informal
August 29, 2017

Strategic Plan Development Timeline



Strategic Plan Consultation



First of three strategic plans geared to achieve ICPD and 2030 agendas



Strategic Plan 2018-2021

- Build on progress**
- Set vision**
- Chart path to SDG targets**

Strategic Plan 2022-2025

- Intensify interventions**
- Consolidate achievements**

Strategic Plan 2026-2029

- Accelerate progress towards SDG targets**



THE GLOBAL GOALS
For Sustainable Development

UNFPA Goal with 2030 Vision



Focus on three transformative results



END

- preventable maternal death**
- gender-based violence and harmful practices, including FGM and child marriage**
- unmet need for family planning**

Strategic Plan Change Model



Universal access to SRH & RR, reduce maternal mortality, accelerate ICPD

Goal

Gender Equality and Women's Empowerment

Utilize Sexual and Reproductive Health

Empowering Youth for SRH

Addressing supply and demand

Population Data for Development

Foundation

Human Rights
Leaving no one behind" and "reaching the furthest behind first"
Gender responsiveness
Reducing risk and vulnerabilities and building resilience
Strengthening cooperation and complementarity among development, humanitarian action and sustaining peace
Improving accountability, transparency and efficiency

Principles

Strategic Plan 2018-21: What is Different?



1. Designed towards **2030 timeline**, with a focus on realizing **SDGs**
2. Focus on being **vocal and visible** in challenging times
3. Shift to **transformative, people-centered results**
4. Integrate work across **humanitarian and development** contexts, with a focus on building resilience
5. Strengthen and expand **partnerships** at all levels - to jointly deliver 2030 goals, including UN partnership and coherence
6. Addressing **poverty and inequalities prioritized** throughout the Strategic Plan

Working together to achieve the SDGs



**Areas of
collaboration**

**Common
indicators**

**New ways of
working**

UNFPA Business Model



- **Diversified country presence**
- **Adjustments in new plan to better address inequalities**
- **Focus on Partnerships & SSC**



Improving Performance



Programme Effectiveness



Resource Management



UNFPA fit to deliver the 2030 Agenda

UN system-wide coherence and shared results



Communication Resource mobilization & Partnerships

Global and Regional Interventions



A new approach

Based on theory
of change



Resource
mobilization plan



Emphasis on
partnership including
UN inter-agency and
regional commissions



**1 Global and
6 Regional
Action Plans**



Results and
resources framework

Next steps



Roll-out of the Strategic Plan:

- Collect data for indicator baselines and targets
- Communicate the plan internally and externally
- Rally partners around ICPD and the transformative results
- Align country programmes
- Implement change management making UNFPA fit for purpose to deliver the SP

Change Management



- Recommended by the evaluation of the SP architecture
- UNFPA has established a Steering Committee and a Change Management Secretariat
- The Secretariat will lead and coordinate change management work streams to ensure consistency between work streams and continue improving the UNFPA business model

Context of change



&



Change Management Highlights: 2017-2018



SG UN Reform Agenda

- Engage in UN Reform through UNDG and CEB
- Ensure synergies between UNFPA change management and UN Reform

Resources

The Comprehensive
Resources Review

- Analyze and identify key levers for transformational organizational change
- Consolidate operational services in finance, human resources, travel, procurement and IT to reduce costs, improve service quality and programme delivery

Systems

The Information and
Communication
Technologies transformation

- Deliver comprehensive information and data-driven tools to support programmes and operations effectiveness
- Increase programme, office and operations efficiency through improved technology & support of business processes

Structure

Institutional realignment

- Review organizational structures to ensure optimal human resource alignment to Strategic Plan 2018-2021, CPDs, UNDAF



Strategic Plan 2018-2021

Work streams

Updates: CRR



1st phase: Launched in 2016 to address resource constraints and identify efficiency gains to inform programme delivery, operational efficiency and oversight in light of the changing funding architecture.

2nd phase: Started in early 2017 to ensure that UNFPA is best positioned to deliver against the Strategic Plan 2018-2021.

- All UNFPA structures and spending categories were analyzed.
- Key levers for transformational organizational change were identified: Operational Efficiency; Review of Human Resources and Office structures; Mobilization of resources and options for income generation; and Strengthening the humanitarian architecture.
- Recommendations informed the strategies for further organizational efficiency and effectiveness highlighted in the SP, and resulted in the provision of operational efficiencies and savings captured in the Integrated Budget.
- Focus on consolidating operational services in the areas of finance, human resources, travel, procurement and IT to reduce costs, improve service quality, and improve programme delivery.
- *Recommendations for immediate, medium and long term adjustments are expected by end 2017.*
- *Implementation in 2018 will ensure full alignment with SG's reform outcome.*

The CRR is not primarily a cost-cutting exercise, but aims at improving the programmatic capacity of UNFPA, taking into account available resources.



Thank you!