Informal on UNFPA’s 2014-2017 Strategic Plan, including the Integrated Budget

1 February 2013
Objectives of the informal

- Provide an update the Executive Board on the process
- Share key emerging themes for the Strategic Plan
- Provide a brief update on the Integrated Budget preparations
- Hear from the Executive Board about expectations for the Strategic Plans
The process of developing UNFPA’s 2014-2017 Strategic Plan
In its decision 2012/14, the Board:

6. **Welcomes** the road map to the next strategic plan, and encourages UNFPA to **base its discussions of the next strategic plan, 2014-2017, on the revised strategic direction and the recommendations of the midterm review** of the current strategic plan, 2008-2013, including lessons learned from the implementation of the results frameworks, in order to further strengthen the results focus of UNFPA, bearing in mind other processes relating to the United Nations development agenda;

7. **Appreciates** UNFPA efforts to develop the next strategic plan, 2014-2017, in a **transparency** and **inclusiveness** manner, and emphasizes the **need to consult all relevant stakeholders**, and, in this regard, underlines the **need to consult programme countries** on their experiences, lessons learned and priorities for the next strategic plan, 2014-2017.

In its decision 2009/26, the Board:

12. **Requests the Executive Director to continue to improve the method of budgeting in collaboration with UNDP and UNICEF, with a view to presentation by each organization of a single, integrated budget that includes all budgetary categories to complement the next strategic plan**
Principles for strategic planning process

- **Results- and evidence-based** by making extensive use of analytical work and evaluations;
- **Informed** by key stakeholders and staff from across the organization in open and transparent ways;
- **Synchronized and flexible** enough to dovetail with key global processes, coordinated with strategic plans of partner UN agencies and consistent with priorities in the UN reform process; and
- **Historically grounded but comprehensive** by building on lessons learned and best practices from the MTR (and addressing gaps from it)
Roadmap

- **2012**
  - Q3: Analytic work
  - Q4: Consultations

- **2013**
  - Q1: Identification of challenges
  - Q2: Development of options
  - Q3: Agreement on solutions

**Targets, Outcomes, Indicators**

**Board session**
Analytical work

- Review of the external environment
  - Fourteen analytic studies on key thematic issues
    - Substantive issues (e.g., sexual and reproductive health, HIV, population dynamics, gender)
    - Environment (e.g., QCPR, post-2015, ICPD beyond 2014, Rio+20, new opportunities through ICT, new opportunities for resource mobilization)
  - Three external consultancies on major topics
    - Business model
    - Funding arrangements
    - Results frameworks
  - Rigorous review of performance, including assessing the effect of the MTR
Consultative process to date

- Reaching out to all staff:
  - Global townhall
  - Inter-divisional committee (reps. from across org.)
  - Intranet discussion threads
  - Online survey
- Thematic meetings on key topics:
  - Middle-income countries
  - Humanitarian programming and fragile contexts
  - Results

- Updates: Annual Report of the Executive Director (June 2012), written update (Dec. 2012)

- External Advisory Group (Jan. 2013)
- Participation in thematic meetings (particularly from programme countries)
Middle-income countries (Istanbul, November 2012)
  - The world is rapidly changing, and with that the expectations that countries have of UNFPA
  - As a result, business as usual is not an option:
    - Shifts particularly around how UNFPA operates (rather than what it focuses on)
    - Need for increased flexibility, both programmatically and operationally

Humanitarian programming and fragile contexts (Casablanca, December 2012)
  - Second generation strategy has improved response but challenges remain (e.g., resources), so partnership is key
  - Challenge around how to reflect results of humanitarian programming (mainstreamed vs. standalone)

Results (Bangkok, January 2013)
  - Enthusiasm for unifying development and management results frameworks
  - Recognition of the need to improve measurement of upstream work
Key emerging themes
Overall approach

- Mid-Term Review introduced significant changes:
  - Overarching principle: **focus**
  - Strategic direction: the “bull’s eye”
  - Emphasis primarily on the **what** and the **for whom**, less on the **how** and the **where**
  - Changes increasingly embraced throughout organization

- Strategic Plan for 2014-2017 will be based firmly on the MTR, and will focus on “how” and “where” issues that could not be addressed in MTR
  - The “bull’s eye” will remain the strategic direction of the organization for 2014-2017 (but will be tweaked to update)
  - Focus in addressing “how” and “where” issues is on architecture and systems while respecting country leadership/ownership
Business model
   - Lack of clear framework for describing what types of interventions should be delivered in different settings
     - Broad recognition that UNFPA should not be operating the same way in Brazil or China as in South Sudan or Haiti but no policy guidance currently

Clear agreement that the organization should be more focused on delivering thinking, but specifics vary by setting:
   - Middle-income countries: predominantly upstream
   - Humanitarian settings: more balanced
Key issues around how and where, cont.

- **Funding arrangements**
  - **Complex architecture:**
    - Multiple funding streams with different governance mechanisms, allocation criteria, and processes
    - **Consequences:**
      - Difficult for organization to make globally coherent resource allocation according to priorities
      - Weakens link between resources and results
  - **Resource Allocation System:**
    - Current system does not have a mechanism to allocate resources to substantive priorities
    - Current system does not factor in performance
Partnerships

- Partnerships at core of UNFPA’s work in advancing the ICPD agenda: issue is not if UNFPA engages in partnerships but how to do so most smartly

- Key elements:
  - Understanding UNFPA’s role in broader ecosystem: how to ensure that the ICPD agenda is owned broadly
  - Emphasis on working closely with UN partners to transform principles into operational reality

  Working on shared indicators and targets with other agencies
  Building Delivering as One concepts systematically into operations

  Some progress with private sector, but much more remains to be done

  Private sector not only as a source of funds but as an important partner to advance the ICPD agenda
Results

- MTR introduced new conceptual framework for results and streamlined results frameworks

- New Strategic Plan will build on progress
  - Re-examine conceptual framework to address:
    - QCPR
    - Harmonization with other funds and programmes
    - Split between development and management results
  - Review outcomes, outputs, indicators, and targets:
    - Improve clarity
    - Strengthen process of setting targets
Update on the Integrated Budget
Integrated Budget – conceptual framework

2012-2013
Individual proposals/approvals

Strategic Plan
(context, results, implementation strategies, etc.)

Institutional Budget

Resource allocation system for Country Programme resources

Global and Regional Programme (GRP)

Individual proposals/approvals

Country Programmes

2014-2017
Integrated proposal/approval

Strategic Plan
(context, results, implementation strategies, etc.)

Integrated Budget
(Links resources to SP results)

Individual proposals/approvals

Country Programme Documents
Integrated Budget

- Integrated Budget will further strengthen links to the Strategic Plan
- It will draw directly from the Strategic Plan results framework and will include linkage of resources and results
- Institutional Budget is an extensive and consultative process, which engages the entire organization
- Cost recovery decision will guide the preparation of the budget (incl. revised rate, direct attribution of costs)
- As in the past, UNFPA will continue engaging the Executive Board on the budget preparation, including before and after the ACABQ report
Executive Board expectations
Upcoming consultations with Executive Board

- March
- April
- May
- June
- July
- August
- Sept.

- Retreat

- Informals

- Annual Report of the Executive Director

- Document submitted

- Formal session
UNFPA management is keen to hear from Executive Board members about their expectations for the Strategic Plan.
Thank you!