

# Strategic Plans of UNDP, UNFPA, UNICEF & UN Women

Joint Informal Briefing  
Executive Boards  
27 April, 2017



# Our Shared Responsibility for a Better Future



# Context

- The world is changing and UN has to change to respond to development, security and humanitarian challenges
- Collaboration is needed to support Member States as effectively as possible as they implement landmark agreements on sustainable development: Agenda 2030, Sendai Framework, Paris Climate agreement, Addis Ababa Action Agenda
- Rising expectations among Member States for further UN reform and call from UNSG Guterres for better integration across three pillars of the UN

# Interagency Coordination Process

- Close collaboration of UNDP, UNFPA, UNICEF & UN Women
- UNCDF, UNV and WFP participate on ad-hoc basis
- High level of exchange and coordination for SP development
- Overall objective of developing common chapter, harmonizing approaches and timelines, and coordinating deliverables
- Defining common principles and a strategic vision on how collaboration across the 4 agencies can help advance the implementation of Agenda 2030 and SDGs as a basis for strengthened collaboration

# Interagency Coordination Process Cont.

July 2016 –  
Follow-up to MTR

- Key takeaways from respective MTRs
- Agreement to harmonize approaches and deliverables for new SPs
- Review of timelines and expectations
- Establishment of regular meetings to exchange information, coordinate and review progress

November 2016 –  
Workshop

- Agenda 2030 & other global commitments: implications for SPs
- Potential implication of QCPR for SPs
- Review and exchange on approaches to results frameworks, indicators, results reporting, linking results to resources
- Review of timelines and deliverables
- Working groups to meet regularly to deepen collaboration in specific areas

February 2017 –  
Retreat

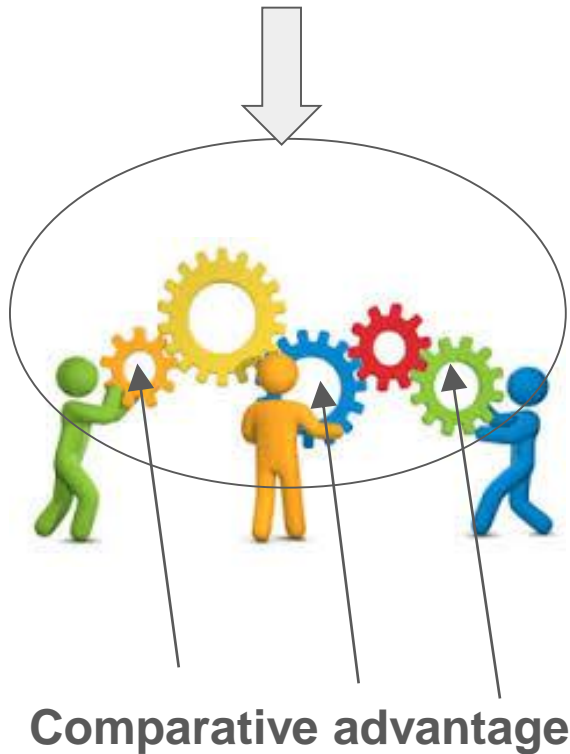
- Working groups focus on:
  - Key content of common chapter
  - Linking resources to results
  - Gender mainstreaming and collaboration
  - Harmonization of Results-based management

# Our Principles

- Universality
- Support integrated and indivisible nature of the SDGs
- Leave no one behind and reach furthest behind first
- Promote human rights, gender equality and women's empowerment
- Strengthen humanitarian-development nexus, sustainability and resilience
- Drive accountability, transparency and efficiency (HACT, IATI, etc.)

# Make the Whole Greater Than the Sum of Our Parts

Pursuing areas of **collaborative advantage**:



- Promote complementary approaches across our work and leverage the work of each agency for shared results
- Pool our expertise where this can yield the best results
- Work together to build stronger partnerships
- Recognize strength of diversity, eliminate overlap and duplication and achieve greater synergy and

# Illustrative Areas of Collaborative Advantage

- Gender equality and empowerment of women of girls
- Poverty eradication and reduction of inequalities
- Climate change
- Prevention & resilience building, disaster risk reduction and preparedness
- Data for Sustainable Development



# An Illustrative Area of Collaborative Advantage

ACHIEVE GENDER EQUALITY, EMPOWER WOMEN AND GIRLS, AND REALIZE THEIR HUMAN RIGHTS



**Achieving SDG 5 and ensuring that the entire 2030 Agenda delivers for women and girls**

2030 Agenda: “the achievement of full human potential and of sustainable development is not possible if one half of humanity continues to be denied its full human rights and opportunities....’ (para 20).

QCPR: promoting gender equality and women’s empowerment has “a multiplier effect for achieving sustained and inclusive economic growth, poverty eradication and sustainable development,’ (PP 9).

*We are guided by the **same normative bases**, such as the Convention for the Elimination of All Forms of Discrimination against Women; the Convention on the Rights of the Child; the Programme of Action of the International Conference on Population and Development; the Beijing Declaration and Platform for Action; and agreed conclusions of the Commission of the Status of Women.*

A common institutional approach:

**UN SWAP 2.0**  
(corporate level)

**Gender Scorecard**  
(UNCT level)

The UN SWAP promotes gender mainstreaming and provides a common accountability framework on key areas:

- Accountability
- Results
- Oversight
- Human and financial resources
- Capacity
- Coherence, knowledge and information management

**Some common institutional goals:**

- Zero tolerance to sexual exploitation and abuse
- Gender parity
- Sex-disaggregated data and gender-sensitive indicators,
- Financial resource allocation and tracking

# An Illustrative Area of Collaborative Advantage

ACHIEVE GENDER EQUALITY, EMPOWER WOMEN AND GIRLS, AND REALIZE THEIR HUMAN RIGHTS

**Achieving SDG 5 and ensuring that the entire 2030 Agenda delivers for women and girls**

## Policy and Legislation:

- Aligning laws and policies with international human rights standards (All)
- Strengthening engagement with human rights mechanisms (All)
- Identifying and addressing discrimination in laws, policies and practice (All)
- Strengthen accountability frameworks to support gender equality and empowerment of women (All)

### Leadership and participation

- Institutions of democratic governance that are conducive to women's participation (UNDP, UN Women)
- Leadership training (UN Women, UNDP)
- Women's active participation in political processes, including elections as candidates and voters (UNDP, UN Women)
- Promotion of gender balance, including through temporary special measures (UN Women)
- Leadership of young and adolescent girls (UNICEF, UNFPA)

### Education and economic empowerment

- Eliminating structural barriers and adopting enabling policies for the participation of women in the economy (UN Women, UNDP)
- Better educational outcomes for girls (UNICEF)
- Improved institutional capacity and individual skills for sustainable livelihoods (UNDP, UN Women), including for adolescents (UNICEF)
- Access to financial and other productive assets, such as land, energy, etc. (UNDP, UN Women)
- Addressing unpaid care and domestic work (UN Women)
- Equal sharing of responsibilities (UNFPA, UN Women)

### Health

- Maternal health (UNICEF and UNFPA)
- Sexual and reproductive health and reproductive rights (UNFPA and UN Women)
- Access to family planning (UNFPA)
- Engaging men and boys (UNFPA)
- Strengthening health systems (All)
- HIV prevention and response (All)
- H6 partnership (UN Women, UNFPA, UNICEF)

### Eliminating harmful practices

- Child, early and forced marriage (UNFPA, UNICEF, UN Women)
- Female genital mutilation/cutting (UNFPA, UNICEF, UN Women)
- Sex selection (UNFPA)

### Ending violence against women and girls

- Prevention:
- Joint UN Prevention Framework (All)
  - Essential services package
  - Health (UNFPA)
  - Justice and police (UNDP, UN Women)
  - Social services (UNICEF, UNFPA, UN Women)
  - Coordination and governance (UN Women, UNDP, UNFPA)
- Awareness raising (all)
- UNITE campaign
  - Data (All)

Women's leadership and protection in humanitarian, conflict-affected and transitional settings

# Poverty Eradication and Reduction of Inequalities

Agenda 2030 recognises that “*eradicating poverty in all its forms and dimensions is essential to sustainable development*”, which was reaffirmed by Member States in the QCPR.

Eradicating poverty requires addressing access to services and resources and reducing exposure to risks. Addressing poverty in all forms and dimensions, we will jointly look into connections and synergies among us and other UN agencies, to enable one agency’s actions that will draw dividends in others.

To reach universal goals, we must address the root causes of exclusion and deprivation deeply imbedded in economic, social and political disenfranchisement, by jointly deploying the comparative advantages of each agency that leaves no one behind and starts with the furthest behind first.

# Climate Change

2030 Agenda notes, “*The global nature of climate change calls for the widest possible international cooperation aimed at accelerating the reduction of global greenhouse gas emissions and addressing adaptation to the adverse impacts of climate change,*”

Advance risk-informed analysis and programming by tapping on the comparative advantages of each agency and relationships with planning, finance, and sectoral ministries

Scale-up support for the integration of climate action in programmes, partnerships and investments, across the economic, social and environmental dimensions

Collaboratively support countries to strengthen and build the policy, legal, regulatory and financing frameworks and institutions necessary to address climate risk

# Prevention and Resilience Building

The QCPR calls *upon entities of the UN development system to “...enhance coordination with humanitarian assistance and peacebuilding efforts at the national level in countries facing humanitarian emergencies and in countries in conflict and post-conflict situation,” and addressing “...joint risk analysis, needs assessments, practice response and a coherent multi-year timeframe,”*

Operationalise the ‘New Way of Working’ on the humanitarian-development-peace nexus based on collective outcomes across the UN System and the broader humanitarian and development community

Focus on reduction of vulnerability to disasters and conflicts through risk-informed programming, and advocacy to address root causes of fragility

Take systematic approach to risk analysis and mitigation in all SPs

Implement resilience agenda by supporting and empowering local and national actors, increasing transparency, and using cash-based interventions

Develop innovative financing tools

# Data for Development

SDG 17 target: *...significantly increase the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts'*

QCPR calls for action to build national statistical capacities *'....to collect, analyse and increase significantly the availability of high-quality, timely and reliable data....and address the gap in the data collection and analysis,'*

Based on respective comparative advantages from civil registration, surveys, population censuses, demographic intelligence to big data, we will work together with partners to:

Build capacity of national statistical systems in **an integrated and holistic way to achieve** higher synergy and efficiency

Harness data revolution and use of 'big data' to scale up and **strengthen data ecosystems**

Improve use of real-time, dynamic and disaggregated data to help **achieve and monitor the full spectrum of SDGs**, instead of siloed approach

# Strengthen How We Will Work Together

- Prepare a specific common chapter for insertion in each Plan keeping in mind word limitations.
- Prepare a short common chapter (given word limitations) for insertion in each Plan.
- Develop complementary and, where technically feasible and effective, common outcome indicators, and agency indicators according to comparative advantages.
- Identify additional areas in the SPs where common language can be included, e.g. RBM, M&E, etc.
- Develop a common set of QCPR indicators and their integration in our results frameworks.

# Common Approach: Results-based Management

- We will align with common concepts and definitions within the UNDG RBM Handbook and adhere to RBM approaches within the UNDAF Guidelines and the UNDG SOPs including theories of change.
- We will mainstream the principle of leaving no one behind in defining results, starting with the furthest behind first; and linking results statements to the SDGs.
- Each of the Strategic Plans will follow-up on a common set of indicators monitoring follow-up to the QCPR. These indicators are already under development. All results frameworks will include annual milestones at the output level, the level of results where individual agencies contribute most directly and are accountable for achievement.
- We will use the same methodologies for assessing performance against targets.



# Common Approach: Results-based Management

- We are committed to establishing stronger linkages between results and resources in our IRRFs.
- We will develop IRRFs with similar architecture which identify how total resources available are allocated against agreed interagency cost categories and present them as part of our Strategic Plans.
- We are committed to computing resource requirements in an evidence-based manner that supports efforts to strengthen results-based management and results-based budgeting.

# Common Approach: Country-level Programming

- We will use UNDAF as common instrument to define integrated approach to support implementation of Agenda 2030
- We will collect and analyse data, particularly at country level, through Common Country Assessment or equivalent tool.
- We will strategically integrate areas of collaborative advantage as important elements of our contributions in UNDAFs or other relevant instruments
- We will undertake action through the means best suited to achieving results at country level

# Common Approach: Partnerships

- We are committed to working through partnerships, with sister agencies/entities in the UNDS, across the 3 pillars of the UN, in development and crisis/post-crisis contexts.
- We will do so with the private sector, civil society, volunteer groups, academia, foundations and others.
- We will also explore greater use of rapidly growing partnership modalities such as South-South and Triangular Cooperation.
- How we do this will need to be handled flexibly at country level, depending on contributions determined within UNDAFs and/or equivalent tools and the capacities, relationships and resources available to agencies/entities.

# Common Approach: Innovation

- We commit to enhancing joint innovation and leveraging technological advances to support countries to achieve the SDGs and leave no one behind.
- Through the UN Innovation Network, we will share good practices and priorities to avoid duplication of innovation work on similar themes.
- We will capitalize on synergies as well as research and development, and use the Network to inform joint programmes as well as incubation and testing.
- We will enhance innovation to integrate humanitarian and development responses in a coherent and sustainable manner for empowering affected populations.
- We will optimise innovative scaling opportunities together with a wide range of partners to support country-led sustainable development.

# Common Approach: Operations

- We adopted common Reference Risk Management, Oversight & Accountability Model for UN system with 'Three Lines of Defence Model' developed by Institute of Internal Auditors and new UN system-wide Data Catalogue with living inventory of UN system open data resources, facilitating awareness and data accessibility.
- Going forward, we commit to bring further efficiencies and cost savings to our operations by modernizing and streamlining business practices, reducing transaction costs, and increasing quality. To complement that, we are also moving forward towards mutual recognition of each other's best practices in terms of policies and procedures, as requested to do so in the QCPR (OP 52).
- We commit to measuring joint QCPR indicators to underscore the above mentioned slides on strengthening how we will work together.

# Ongoing Work and Next Steps

- Prepare specific common chapter
- Develop complementary and, where technically feasible and effective, common outcome indicators, and agency indicators according to comparative advantages.
- Develop shared QCPR indicators to be included in results frameworks
- Develop robust theories of change that:
  - Recognize interdependence of UNDP, UNFPA, UNICEF, UN Women, and other UN agencies
  - Realize strengths, comparative advantages, and complementarities
  - Clarify development pathways and partnerships
  - Identify risks and build resilience
- Translate organizational strategies into actions through DaO/SOPs, UNDAF



Thank you!