Background

UN-Habitat’s biennial strategic framework for 2014-2015 is due for submission to the UN Comptroller’s Office in November 2011. The biennial strategic framework for 2014-2015 and the corresponding work programme and budget are supposed to be fully aligned to the second six-year Strategic Plan for 2014-2019, in line with GC resolution 23/11 which requests the Executive Director “... to consult with the CPR during the preparation of the of prioritized, results-based strategic framework and work programme and budget documents for the biennium 2014-2015, and to ensure that the strategic framework and work programme and budget are aligned with the strategic plan 2014-2019.”

The same resolution further, “requests the Executive Director, in consultation with the Committee of Permanent Representatives, to develop a strategic plan for 2014–2019, including a road map for preparatory work, taking into account the recommendations of the peer review and other reviews of the medium-term strategic and institutional plan for 2008–2013...” In order to ensure full alignment of the two documents and to avoid the challenges experienced with the first two work programmes for 2008-2009 and 2010-2011 implemented under the Medium-term Strategic and Institutional Plan for 2008-2013 (MTSIP), the main elements of the strategic plan for 2014-2019, including the results framework, have to be ready by the end of September 2011. This will enable replication of the results chain in the biennial strategic framework for 2014-2015.

Why the Roadmap?

This roadmap is an outline of the series of steps and processes necessary for developing the above mentioned six-year strategic plan, including the timelines for completing each of the steps. It allows all the stakeholders to be on the same page as far as the process is concerned, clarifying how each role and task fits into the process, enabling timely delivery of the plan, clear communication and costing of the process of developing the plan. The process of developing a strategic plan has to be participatory, involving key stakeholders, with a clear communication strategy and an agreed number of planned meetings. The table summarizes the strategic planning process.
and establishment of a CPR Open-ended Contact Group to ensure continuous participation of CPR members in the Strategic Plan preparation process

2. **Communication** to all staff on the preparation of the strategic plan to elaborate on the information presented by the ED in the town hall meeting of 27th May [June 2011].

3. **Preparation of a Concept Note** on the Strategic Plan for 2014-2019 and distribution to members of the CPR Open-ended Contact Group, as well as UN-Habitat staff [June 2011]

4. **Planning Session** [one morning – 24 August 2011]. This session of the Strategic Planning Team and CPR Open-ended Contact Group will consider the following issues:
   - TORs for the strategic planning team and mode of operation.
   - Lessons learnt from last strategic planning process.
   - What were the planning assumptions?
   - Agreement on strategic planning process, and what needs to be done (e.g. any background papers), when, by whom.
   - Timelines, calendar of meetings and deliverables, including approval times.
   - Stakeholders – which ones are to be involved in the process, in addition to the CPR, how and when.
   - Facilitator - internal or external facilitator (It is advisable to have an external facilitator to ensure broad open participation, objectivity, reduce turf protection, strong predispositions and personalization in decision-making).
   - Strategy for communication and dissemination of information on planning process and strategic plan.
   - Resources required to carry out the strategic planning process.

5. **Situation Analysis - Where Are We?** [1 day meeting – 14 September 2011]
   This meeting of the Strategic Planning Team and CPR Open-ended Contact Group will consider the following:

   **Environmental scan - External**
   - What are the emerging urban development challenges to be addressed, in line with UN-Habitat’s mandate?
   - What is the state of knowledge on urban development issues?
   - What progress has been made in implementing the Habitat Agenda, MDGs and other mandates?
   - Where are we now?
   - What significant issues should UN-Habitat address?
Environmental scan - Internal

SWOT analysis:

- What are UN-Habitat’s strengths, weaknesses, opportunities and threats?
- What are the risks?
- UN-Habitat’s comparative advantage and its current niche.
- Gaps and capacity constraints.

Comprehensive review of key findings, lessons learnt and recommendations of the main reviews

- MTSIP Peer Review and other key reviews; thematic and strategic evaluations; programme performance reports; MTSIP progress reports, field reports and other relevant studies and documents.
- Given all of the above, what does UN-Habitat want to do?
- What can the organization do given its human and financial capacities and resources?
- What is the organization not going to do?
- What are the broad issues emerging from this process?

The Strategic Planning Team, CPR Open-ended Contact Group and key staff from all branches and focus areas will address the following issues:

- Envisioning the desired future for the coming 6 years - What are UN-Habitat’s vision and mission?
- What are UN-Habitat’s main values and guiding principles?
- What is UN-Habitat’s comparative advantage?
- What is the overall goal of UN-Habitat and its key objectives?
- What are the key priorities for the six-year period?
- What will be the main focus areas?
- What are the objectives of each of the focus areas?
- Endorsement by Senior Management.

7. Results Framework [1 day orientation off site and about 2 weeks’ work by focus areas – 28 October – 11 November 2011]
This will involve orientation of the Secretariat Strategic Planning Team, CPR Open-ended Contact Group and key staff from all branches and focus areas on development of a SMART results chain.

(a) One-day off site meeting for orientation [28 October 2011]
- What does UN-Habitat plan to achieve during the 6 years for each of the focus areas, given the agreed overall goal, key objectives, and UN-Habitat’s comparative advantage and resources?

(b) Follow-up Action [29 October - 11 November 2011]
Each focus area revisits overall goal and refines focus area objectives.
Each focus area reviews the MTSIP results framework for lessons learnt
Individual focus areas develop a results chain with support from facilitator, the Programme Planning Unit and M&E teams
Senior management closely reviews and validates the complete strategic plan results framework.

8. **Performance Measurement** [16 November 2011]. The Strategic Planning Team and CPR Open-ended Contact Group will discuss the draft overall performance measurement plan for guiding monitoring of the status of implementation, evaluation of progress, learning and adjustment of the plan as necessary:

- A monitoring and reporting plan, with baselines and targets, sources of data and timelines.
- Evaluation plan
- Endorsement by Senior Management

9. **Discussion by Open-ended Contact Group and Strategic Planning Team of Draft Strategic Plan**, consisting of mission, vision, programme focus areas, results framework and performance measurement plan [28 November 2011].

10. **Presentation to CPR, for preliminary approval, of Draft Strategic Plan**, consisting of mission, vision, programme focus areas, results framework and performance measurement plan. [15 December 2011]

11. **Operationalization of the Strategic Plan – How are the results to be achieved?** [January to June 2012] The Strategic Planning Team and CPR Open-ended Contact Group will guide the focus areas in unpacking the Strategic Plan, clearly articulating what needs to be done to achieve the planned results.

- Develop action plans for each of the focus areas, clearly indicating what needs to be done to deliver on the results, decide on higher level outputs for each focus area and what needs to be done, by whom and when to deliver on each of the focus areas.
- Agree on clear plan implementation timelines.
- Develop a complete roadmap encompassing the action plans for all the focus areas.
- Determine the resource requirements, i.e. cost the constituent elements of the strategic plan - the whole roadmap.
- Endorsement by Senior Management.
- Presentation to the CPR.

12. **Implementation of the six-year Strategic Plan (2014-2019) [Continuous]**
The six-year Strategic Plan will be elaborated and implemented incrementally through three successive biennial strategic frameworks and work programmes and budgets, as follows:

- Biennial strategic framework and work programme and budget - 2014-2015;
- Biennial strategic framework and work programme and budget - 2016-2017;

The logframes of the above mentioned successive biennial strategic framework and work programme and budget documents will be fully aligned to the results chain/framework of the six-year Strategic Plan 2014-2019.
Table 1: SUMMARY TABLE ON STRATEGIC PLANNING PROCESSES

<table>
<thead>
<tr>
<th>Strategic planning stages</th>
<th>Tasks to be undertaken</th>
<th>Key Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Situation Analysis -</strong></td>
<td>1. Environmental scan - internal and external</td>
<td>Where are we?</td>
</tr>
<tr>
<td></td>
<td>2. Comprehensive review of reports and other documentation</td>
<td></td>
</tr>
<tr>
<td><strong>Envisioning the future</strong></td>
<td>1. Mission; Vision; Overall goal; Priorities; Focus Areas and Key objectives</td>
<td>Where do we want to be?</td>
</tr>
<tr>
<td></td>
<td>2. Endorsement by Senior Management</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. <strong>Presentation to CPR Working Group</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Results Framework</strong></td>
<td>1. Orientation on the Results Framework</td>
<td>What do we want to achieve?</td>
</tr>
<tr>
<td></td>
<td>2. Development of Results Chain for each Focus Area</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. Endorsement by Senior Management</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4. <strong>Presentation to CPR Working Group</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Performance Measurement/Measure</strong></td>
<td>1. Monitoring and Reporting plan;</td>
<td>1) How will we know the status of implementation?</td>
</tr>
<tr>
<td>Review and Learn</td>
<td>2. Evaluation Plan</td>
<td>2) How will we know when we need to make adjustments?</td>
</tr>
<tr>
<td></td>
<td>3. Endorsement by Senior Management</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4. <strong>Presentation to CPR Working Group</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Operationalization / Execution of six-</strong></td>
<td>1. Development of strategies for each focus areas</td>
<td>1) How will we achieve the results planned?</td>
</tr>
<tr>
<td>year Strategic Plan**</td>
<td>2. Identification of Key deliverables</td>
<td>2) What needs to be done, by whom and when?</td>
</tr>
<tr>
<td></td>
<td>3. Focus Area Action Plans</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4. Complete Roadmap of six-year Strategic Plan</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5. Costing of Action Plans</td>
<td></td>
</tr>
<tr>
<td></td>
<td>6. Total Cost of six-year Strategic Plan</td>
<td></td>
</tr>
<tr>
<td></td>
<td>7. Endorsement by Senior Management</td>
<td></td>
</tr>
<tr>
<td></td>
<td>8. <strong>Presentation to CPR</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Management and Implementation of the</strong></td>
<td>Preparation of successive biennial strategic framework, work programme &amp; budget documents for 2014-2015, 2016-2017 &amp; 2018 - 2019</td>
<td>How will we implement the Strategic Plan?</td>
</tr>
<tr>
<td>six-year Strategic Plan**</td>
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<td></td>
</tr>
</tbody>
</table>