DRAFT ROADMAP FOR THE PREPARATION OF THE STRATEGIC PLAN FOR 2014-2019

June 2011
Draft Roadmap for the Preparation of the Strategic Plan for 2014-2019

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, “...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...in consultation with the Committee of Permanent Representatives, to develop a strategic plan for 2014–2019, including a roadmap 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 summarises the strategic planning process.

DRAFT ROAD MAP FOR THE STRATEGIC PLANNING PROCESS

1. **Selection of Team**
   Appointment of a diverse and inclusive Strategic Planning Team and Chair [June 2011]

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].

4. **Planning Session** [one morning – last week of June 2011]. This session of the Strategic Planning Team will consider the following issues:

- TORs for the strategic planning team & 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 – First week of July] This meeting of the Strategic Planning Team 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?

6. **Where We Want To Be: Mission, Vision and Priorities** [2 day meeting – 2nd week of July]. The Strategic Planning Team 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
- Presentation to the CPR

7. **Results Framework** [1 day orientation off site and 2 weeks’ work by focus areas – last 2 weeks of July]

This will involve orientation of the Strategic Planning Team and key staff from all branches and focus areas on development of a SMART results chain.

(a) **One-day off site meeting** for orientation [Third week of July 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 [Last 2 weeks of July to - early August 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.

(c) Senior management closely reviews and validates the complete strategic plan results framework.
- Presentation to the CPR

8. **Performance Measurement** [Last 2 weeks of August 2011]

The Strategic Planning Team will develop the overall performance measurement plan for guiding monitoring the status of implementation, evaluating progress, learning and adjusting 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. Operationalization of the Strategic Plan – How are the results to be achieved?  
[First two weeks of September 2011]

The Strategic planning Team working with 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
- 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, i.e. cost the whole roadmap.
- Endorsement by Senior Management
- Presentation to the CPR

10. Implementation of the six-year Strategic Plan (2014-2019) [Continuous]

The six-year Strategic Plan is implemented incrementally through three successive biennial strategic frameworks and work programme documents as follows:

- Biennial strategic framework and work programme and budget - 2014-2015;
- Biennial strategic framework and work programme and budget - 2016-2017;
- Biennial strategic framework and work programme and budget - 2018-2019

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
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