

Formative evaluation of the UNFPA Eastern Europe and Central Asia Regional Programme 2022-2025

Final Evaluation Report

Annexes

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UNFPA Eastern Europe and Central Asia Regional Office	
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Annex 1: Evaluation Matrix

Evaluation Question and Sub-Question	Indicators	Sources / methods / tools
Accelerators		
EQ1: To what extent have the accelerators identified in the UNFPA strategic plan supported enhanced programming in the EECA region?		
1.1 To what extent has the RO successfully utilized each of the six accelerators, as relevant to the regional context, to accelerate progress towards the transformative results?	<p>To the extent that they are relevant to the regional context, evidence of:</p> <ul style="list-style-type: none"> • clear understanding/operationalization of human rights-based and gender-transformative approaches, including for social norm change (a) • increased use of innovation and digitalization for programming (b) • increasing trends in relevant, diversified and impactful partnerships, including SSTC (c) • an amplified focus on the collection, use and dissemination of data and evidence (d) • increasing the focus of LNOB and reaching the furthest behind first (e), with a particular focus on disability inclusion and protection of the rights of LGBTQI communities • mainstreaming resilience and adaptation and working across the humanitarian-development-peace nexus (f) 	(A) Desk Review (B) Key Informant Interviews (D) Country case studies
1.2 To what extent have facilitating or hindering factors affected the utilization of the six accelerators in the region?	<ul style="list-style-type: none"> • specific facilitating factors for each of the specific accelerators (including the "enablers" in EQ3) • specific hindering factors for each of the specific accelerators (including the "enablers" in EQ3) 	(A) Desk Review (B) Key Informant Interviews (D) Country case studies
Strategic Shifts		
EQ2: To what extent have strategic shifts provided for in the UNFPA strategic plan supported enhanced programming within the EECA region?		
2.1 To what extent have low fertility and ageing been addressed through the regional programme, as well as other megatrends (b)?	<ul style="list-style-type: none"> • evidence of comprehensive analytics and research with regard to ageing and low fertility in the region • evidence of coherent and responsive programming relevant to demographic changes in the region 	(A) Desk Review (B) Key Informant Interviews (C) Deep Dives

	<ul style="list-style-type: none"> evidence of a shift in programming to accommodate/benefit from other megatrends facilitating/hindering factors (including the "enablers" in EQ3) 	
2.2 To what extent has the regional programme expanded UNFPA's humanitarian response capacity to better safeguard the lives of women, adolescents and youth (e)?	<ul style="list-style-type: none"> evidence that EECARO has consistently worked to increase and improve UNFPA humanitarian response action in the region facilitating/hindering factors (including the "enablers" in EQ3) 	(A) Desk Review (B) Key Informant Interviews (C) Deep Dives (D) Country case studies
2.3 To what extent has EECARO ensured regional organizational focus on achieving the transformative results by 2030 while also ensuring that programmatic and technical assistance is tailored to better respond to local contexts (through a country office-led process within the United Nations family on the ground) (a, h)?	<ul style="list-style-type: none"> evidence of a change/shift in the regional alignment to the organizational focus on achieving the transformative results evidence of working outside the framework of the transformative results in response to country needs and priorities facilitating/hindering factors (including the "enablers" in EQ3) 	(A) Desk Review (B) Key Informant Interviews (C) Deep Dives (D) Country case studies
2.4 To what extent has the regional programme embraced the funding to financing (F2F) agenda to accelerate progress towards the transformative results (i)?	<ul style="list-style-type: none"> evidence of a common understanding of the funding to financing (F2F) agenda among UNFPA regional and country office staff evidence of increased financing for achieving the transformative results within the region, thanks to UNFPA facilitating/hindering factors (including the "enablers" in EQ3) 	(A) Desk Review (B) Key Informant Interviews
2.5 To what extent has EECARO played and supported a stronger normative role for UNFPA in the region (j)?	<ul style="list-style-type: none"> evidence of a common understanding of UNFPA's normative role evidence of a shift in modes of engagement from operational activities for development to normative work facilitating/hindering factors (including the "enablers" in EQ3) 	(A) Desk Review (B) Key Informant Interviews (C) Deep Dives (D) Country case studies
Enablers		
EQ3: To what extent have the enablers facilitated the implementation of the accelerators and strategic shifts foreseen in the UNFPA strategic plan within the EECA region?		
3.1 To what extent has strategic communication facilitated EECARO's efforts to operationalize the accelerators and strategic shifts in the region?	<ul style="list-style-type: none"> evidence that strategic communication (changes in strategic communication) has supported the implementation of the accelerators and strategic shifts by EECARO 	(A) Desk Review (B) Key Informant Interviews

<p>3.2 To what extent has knowledge management facilitated EECARO's efforts to operationalize the accelerators and strategic shifts in the region?</p>	<ul style="list-style-type: none"> evidence that knowledge management (changes in knowledge management) have supported the implementation of the accelerators and strategic shifts by EECARO 	<p>(A) Desk Review (B) Key Informant Interviews</p>
<p>3.3 To what extent has the UNFPA business model facilitated EECARO's efforts to operationalize the accelerators and strategic shifts in the region?</p>	<ul style="list-style-type: none"> evidence that changes to the UNFPA business model for 2022-2025 have supported the implementation of the accelerators and strategic shifts by EECARO 	<p>(A) Desk Review (B) Key Informant Interviews (D) Country Case Studies</p>
<p>3.4 To what extent have other enablers, such as human resource strategies and management, supported the operationalization of the accelerators and shifts in the region?</p>	<ul style="list-style-type: none"> evidence of other facilitating factors in the EECA region that were not identified by the SPE 	<p>(A) Desk Review (B) Key Informant Interviews</p>

Annex 2: Interview Protocols

Interview Guide for UNFPA EECARO Staff

A Purpose and familiarity with accelerators and strategic shifts

1. [Management:] In your view, what purpose do the accelerators/strategic shifts in the current strategic plan serve?
2. [Staff:] How familiar are you with the current strategic plan's accelerators and strategic shifts? In your view, what purpose do they serve?

B Relevance and operationalization of accelerators

1. How relevant are the different accelerators for scaling up regional programme outputs and accelerating progress towards the TRs? Which accelerators has EECARO adopted?
2. How well has the regional programme operationalized relevant accelerators? Which strategies have been applied to operationalize the accelerators?

C Application of the strategic shifts

1. How well do you think the regional programme is focused/has been refocused towards achieving UNFPA's transformative results by 2030?
2. How well has the regional programme balanced support for diverse demographic contexts in the EECA region?
3. How well is EECARO addressing ageing and low fertility (the megatrend of ageing populations and low fertility)?
4. How is addressing the effects of low fertility and ageing compatible with the transformative results agenda?
5. Could you point out and comment on any other megatrends that EECARO is addressing through a shift in programming to accelerate progress towards the TRs - e.g., climate change?
6. With regard to humanitarian programming, how well do you think EECARO has prioritized expanding humanitarian response capacity? Is there a difference in how well UNFPA responds to different types of crises? – i.e. conflict, natural disaster etc.
7. How much do you know about the funding to financing agenda/how well is the funding to financing agenda known? Do you think it is being well advanced by EECARO?
8. What is your understanding of UNFPA's normative role? Do you think EECARO has successfully played and supported an enhanced normative role in the region?

D Enablers of accelerators and strategic shifts

1. Have the accelerators and strategic shifts been adequately communicated to staff, partners and other stakeholders?
2. Has strategic communication been used effectively to support the operationalization of the accelerators/strategic shifts?
3. How effective is EECARO at knowledge management? Is relevant knowledge on the operationalization of the accelerators and strategic shifts being generated and shared/made readily available?
4. How have you used corporate knowledge/how has corporate knowledge been used to operationalize the accelerators and strategic shifts?
5. How appropriate is the UNFPA business model for accelerating progress towards the TRs in the EECA region?
6. Have other "enablers" facilitated the operationalization of adopted acceleration and strategic shifts in the region?

For all questions, enquire about examples; hindering and facilitating factors; and thoughts in light of preparations for the next regional programme, including opportunities and challenges.

Interview Guide for EECARO Partners

A Partnership with UNFPA

1. Please tell us a little bit about your collaboration with UNFPA. For how long have you interacted? How do you interact? In which areas of work?

B Relevance and operationalization of accelerators

1. There are certain aspects of work that UNFPA has been trying to strengthen to accelerate progress towards the transformative results. Do you have any thoughts on the relevance and implementation of these “accelerators”?
2. Could you provide examples of improvements that they may have made as regards the results of your collaboration?

[Note, transformative results are: ending preventable maternal mortality, ending unmet need for family planning, and ending gender-based violence and harmful practices by 2030.]

[Note, accelerators are: HBRA and gender-transformative approaches, including addressing structural inequalities that hinder achievement of the TRs; innovation and digitalization; partnerships, SSTC and financing; data and evidence; LNOB and reaching the furthest behind first; and resilience, adaptation and HDP nexus].

C Application of the strategic shifts

UNFPA’s strategic plan also envisages a range of strategic shifts, including a strengthening the organization’s focus on the transformative results, addressing the effects of megatrends, increasing humanitarian response capacities and strengthening UNFPA’s normative role:

1. Do you have any views on how well the UNFPA regional programme is focused/has been refocused towards achieving UNFPA’s transformative results by 2030?
2. Do you have any views on how well the regional office is addressing ageing and low fertility as a megatrend in the region?
3. How is addressing the effects of low fertility and ageing compatible with the transformative results agenda?
4. Do you have any views on how well EECARO has balanced support for diverse (demographic) contexts in the region?
5. Could you comment on any other megatrends that the regional office is addressing to accelerate progress towards the transformative results - e.g., climate change?
6. How well do you think the regional office has expanded humanitarian response capacity in the region? Is there a difference in how well UNFPA responds to different types of crises? - e.g., conflict, natural disaster.
7. Do you have any views on UNFPA’s normative role? Do you think UNFPA is successfully playing an enhanced normative role in the region?

D Enablers of accelerators and strategic shifts

1. Do you feel that EECARO has adequately communicated to partners about its accelerators and strategic shifts?
2. How effective is EECARO’s support for knowledge management? Is relevant knowledge on the operationalization of the accelerators and strategic shifts being generated and shared/made readily available to partners?

For all questions, enquire about examples; hindering and facilitating factors; and thoughts/recommendations in light of preparations for the next UNFPA regional programme, including opportunities and challenges.

Interview Guide for UNFPA Representatives/Heads of Office

A Purpose and familiarity with accelerators and strategic shifts

1. In your view, what purpose do the accelerators/strategic shifts in the current strategic plan serve?

B Relevance and operationalization of accelerators

1. How relevant are the different accelerators for scaling up country programme outputs and accelerating progress towards the TRs in your country? Which accelerators has your country office adopted?
2. How well has the country office operationalized relevant accelerators, with the support of EECARO? Which strategies have been applied to operationalize the accelerators?

C Application of the strategic shifts

1. How well do you think the country programme is focused/has been refocused towards achieving UNFPA's transformative results by 2030, with EECARO's support?
2. How well has EECARO balanced support for diverse demographic contexts in the region?
3. How well is the country office, with EECARO's support, addressing ageing and low fertility (the megatrend of ageing populations and low fertility)?
4. How is addressing the effects of low fertility and ageing compatible with the transformative results agenda?
5. Could you point out and comment on any other megatrends that the country office, with the support of EECARO, is addressing through a shift in programming to accelerate progress towards the TRs - e.g., climate change?
6. With regard to humanitarian programming, how well do you think the country office, with support from EECARO, has expanded its humanitarian response capacity? Is there a difference in how well your country office responds to different types of crises? – i.e. conflict, natural disaster.
7. How well is the funding to financing agenda known by country office staff? Do you think it is being well advanced in your country with support from EECARO?
8. Could you please explain your understanding of UNFPA's normative role? Do you think EECARO has successfully supported an enhanced normative role in your country?

D Enablers of accelerators and strategic shifts

1. Have the accelerators and strategic shifts been adequately communicated to staff, partners and other stakeholders in your country?
2. Has strategic communication been used effectively to support the operationalization of the accelerators/strategic shifts in your country?
3. How effective is EECARO's support for knowledge management? Is relevant knowledge on the operationalization of the accelerators and strategic shifts being generated and shared/made readily available?
4. How has your country office used corporate knowledge to operationalize the accelerators and strategic shifts?
5. How appropriate is the UNFPA business model for accelerating progress towards the TRs in your country?
6. Have other "enablers" facilitated the operationalization of adopted acceleration and strategic shifts?

For all questions, enquire about examples; hindering and facilitating factors; and thoughts/recommendations in light of preparations for the next regional programme, including opportunities and challenges.

Interview Guide for CO Staff

A Purpose and familiarity with accelerators and strategic shifts

1. How familiar are you with the accelerators and the strategic shifts in the current strategic plan? In your view, what purpose do they serve?

[Note, accelerators are: HBRA and gender-transformative approaches, including addressing structural inequalities that hinder achievement of the TRs; innovation and digitalization; partnerships, SSTC and financing; data and evidence; LNOB and reaching the furthest behind first; and resilience, adaptation and HDP nexus].

B Relevance and operationalization of accelerators

1. How relevant are the different accelerators for scaling up country programme outputs and accelerating progress towards the TRs in your country? Which accelerators has your country office adopted?
2. How well has the country office operationalized relevant accelerators, with the support of EECARO? Which strategies have been applied to operationalize the accelerators?

C Application of the strategic shifts

1. How well do you think the country programme is focused/has been refocused towards achieving UNFPA's transformative results by 2030, with EECARO's support?
2. How well has EECARO balanced support for diverse demographic contexts in the region?
3. How well is the country office, with EECARO's support, addressing ageing and low fertility (the megatrend of ageing populations and low fertility)?
4. How is addressing the effects of low fertility and ageing compatible with the transformative results agenda?
5. Could you point out and comment on any other megatrends that the country office, with the support of EECARO, is addressing through a shift in programming to accelerate progress towards the TRs - e.g., climate change?
6. With regard to humanitarian programming, how well do you think the country office, with support from EECARO, has expanded its humanitarian response capacity? Is there a difference in how well your country office responds to different types of crises? – i.e. conflict, natural disaster.
7. How well is the funding to financing agenda known by country office staff? Do you think it is being well advanced in your country with support from EECARO?
8. Could you please explain your understanding of UNFPA's normative role? Do you think EECARO has successfully supported an enhanced normative role in your country?

D Enablers of accelerators and strategic shifts

1. Have the accelerators and strategic shifts been adequately communicated to staff, partners and other stakeholders in your country?
2. Has strategic communication been used effectively to support the operationalization of the accelerators/strategic shifts in your country?
3. How effective is EECARO's support for knowledge management? Is relevant knowledge on the operationalization of the accelerators and strategic shifts being generated and shared/made readily available?
4. How has your country office used corporate knowledge to operationalize the accelerators and strategic shifts?

5. How appropriate is the UNFPA business model for accelerating progress towards the TRs in your country?
6. Have other “enablers” facilitated the operationalization of adopted acceleration and strategic shifts?

For all questions, enquire about examples; hindering and facilitating factors; and thoughts/recommendations in light of preparations for the next regional programme, including opportunities and challenges.

Interview Guide for UNFPA Country Partners in EECA

A Partnership with UNFPA

1. Please tell us a little bit about your collaboration with UNFPA. For how long have you interacted? How do you interact? In which areas of work?

B Relevance and operationalization of accelerators

1. There are certain aspects of work that UNFPA has been trying to strengthen to accelerate progress towards the transformative results. Do you have any thoughts on the relevance and implementation of these “accelerators”?
2. Could you provide examples of improvements that they may have made as regards the results of your collaboration?

[Note, transformative results are: ending preventable maternal mortality, ending unmet need for family planning, and ending gender-based violence and harmful practices by 2030.]

[Note, accelerators are: HBRA and gender-transformative approaches, including addressing structural inequalities that hinder achievement of the TRs; innovation and digitalization; partnerships, SSTC and financing; data and evidence; LNOB and reaching the furthest behind first; and resilience, adaptation and HDP nexus].

C Application of the strategic shifts

UNFPA’s strategic plan also envisages a range of strategic shifts, including a strengthening the organization’s focus on the transformative results, addressing the effects of megatrends, increasing humanitarian response capacities and strengthening UNFPA’s normative role:

1. Do you have any views on how well the UNFPA country programme is focused/has been refocused towards achieving UNFPA’s transformative results by 2030?
2. [If applicable] Do you have any views on how well the country office is addressing ageing and low fertility as a megatrend?
3. [If applicable] How is addressing the effects of low fertility and ageing compatible with the transformative results agenda?
4. Could you comment on any other megatrends that the country office is addressing to accelerate progress towards the transformative results - e.g., climate change?
5. How well do you think the country office has expanded its humanitarian response capacity? Is there a difference in how well UNFPA responds to different types of crises? - e.g., conflict, natural disaster.
6. Do you have any views on UNFPA’s normative role? Do you think the UNFPA country office is successfully playing an enhanced normative role?

D Enablers of accelerators and strategic shifts

1. Do you feel that EECARO has adequately communicated to partners about its accelerators and strategic shifts?
2. How effective is EECARO’s support for knowledge management? Is relevant knowledge on the operationalization of the accelerators and strategic shifts being generated and shared/made readily available to partners?

For all questions, enquire about examples; hindering and facilitating factors; and thoughts/recommendations in light of preparations for the next UNFPA regional programme, including opportunities and challenges.

DEEP DIVE: DEMOGRAPHIC RESILIENCE

Formative Evaluation of the UNFPA EECA Regional Programme 2022-2025

28th June 2024

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Figure 1. Key for strength of evidence

Table 1. Total fertility rates

ACRONYMS & ABBREVIATIONS

ADA	Austrian Development Agency
CIS	Commonwealth of Independent States
COD	Common operational dataset
CPD	Country Programme Document
EECA	Eastern Europe and Central Asia
EECARO	Eastern Europe and Central Asia Regional Office
FAO	Food and Agricultural Organization
GBV	Gender-based violence
GIS	Geographic information systems
HDP	Humanitarian-Development-Peace
HRBA	Human rights-based approach
ILO	International Labour Organization
IMF	International Monetary Fund
IOM	International Organization for Migration
LNOB	Leave no one behind
MTR	Mid-term review
NTA	National Transfer Accounts
PwD	Persons with disabilities
PSA	Population situation analysis
RAS	Resource allocation system
RDS	Resource distribution system
RPE	Regional Programme Evaluation
SRH	Sexual and reproductive health
SSTC	South-South and triangular cooperation
TFR	Total fertility rate
UNECE	United Nations Economic Commission for Europe
UNFPA	United Nations Population Fund

A. INTRODUCTION

1. The UNFPA regional office for Eastern Europe and Central Asia (EECARO) requested 'deep dive' analyses of two priority issues as part of the methodological approach to the Regional Programme Evaluation (RPE).¹ Covering one strategic plan accelerator and two strategic shifts, they are:
 - Demographic resilience; and
 - Strengthening humanitarian preparedness and response.
2. The 'deep dives' have been framed by extracting evidence collected through the overall evaluation process relating to these issues and presenting the subject matters in a more focused manner. This is intended to allow EECARO to reflect more specifically on findings and considerations for these two issues, over and above the more comprehensive evaluation report. Importantly, to the extent that evidence is available, they also address interlinkages with other accelerators, strategic shifts and the enablers.
3. Evidence was collected through a comprehensive document review, country visits to Moldova and Uzbekistan, and virtual interviews with EECARO staff and regional partner organizations. Additional insights were gathered from UNFPA staff in 10 further Eastern European and Central Asia (EECA) country offices.² The findings are colour-coded green (indicating good-quality evidence from an adequate number of reliable sources plus source and/or method triangulation), yellow (indicating a mix of good-quality evidence and weaker evidence or evidence gaps) or red (indicating weak evidence) (see Figure 1).

Figure 1. Key for strength of evidence

Good quality evidence from an adequate number of reliable sources plus source and/or method triangulation.	A mix of good quality evidence and weaker evidence or evidence gaps.	Weak evidence and/or major evidence gaps making triangulation impossible.
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B. BACKGROUND: POPULATION DYNAMICS IN THE UNFPA STRATEGIC PLAN AND DEMOGRAPHIC RESILIENCE IN THE EECA REGIONAL PROGRAMME 2022-2025

4. The UNFPA 2022-2025 strategic plan has a population change and data output (Output 4), which replaces the population data outcome in the strategic plan 2018-2021. The population change and data output is stated as: "By 2025, strengthened data systems and evidence that take into account population changes and other megatrends (including ageing and climate change), in development policies and programmes, especially those related to sexual and reproductive health and reproductive rights"³ and has nine associated indicators.⁴
5. Further, the strategic plan includes a strategic shift to integrate the effects of megatrends, such as climate change, demographic shifts, inequalities, and digitalization, into programming and a data and evidence accelerator. During their respective inception phases, the strategic plan evaluation (SPE) and

¹ Eastern Europe and Central Asia Regional Programme, 2022-2025 Formative Evaluation. Terms of Reference. 2024; Formative evaluation of the UNFPA Eastern Europe and Central Asia Regional Programme 2022-2025. Final Inception Note. 2024.

² Albania, Armenia, Belarus, Bosnia & Herzegovina, Kazakhstan, North Macedonia, Serbia, Tajikistan, Turkmenistan, and Ukraine. The final evaluation report provides detailed information on data sources and methods.

³ UNFPA. Strategic Plan 2022-2025. Annex 1. Integrated Results and Resources Framework. 2021.

⁴ These are indicators for strengthening health information management information systems; strengthening disaggregated incidence data on gender-based violence and harmful practices; strengthening capacity to measure population access to essential services related to sexual and reproductive health and reproductive rights; assuring core population data outputs; strengthening analysis on population, megatrends and the three transformative results; generating UNFPA-prioritized SDG data; strengthening vulnerability assessments; strengthening capacity in georeferenced data; and strengthening civil registration and vital statistics.

the EECA regional programme evaluation (RPE) determined that the megatrend strategic shift and the data and evidence accelerator are “programmatically amplifications” (rather than strategic adjustments) and have implications for UNFPA's work (rather than the way it leverages others).⁵

6. The EECA regional programme 2022-2025 commits to achieving this population change and data output through the Demographic Resilience Programme introduced in 2021:

“The regional demographic resilience programme will support countries in understanding, anticipating and responding to demographic change and its policy implications, such as prevailing population trends, including ageing, population decline and outmigration. It includes advocacy for human rights-based population policies and technical support in their formulation, deployment and monitoring and evaluation.”⁶

7. The EECA regional programme places demographic resilience under the UNFPA strategic plan Output 1 (policy and accountability). This is because demographic resilience is, at its heart, a programme which is primarily implemented through a normative, policy and advocacy mode of engagement. The regional programme regards and frames Output 4 of the UNFPA strategic plan (population change and data) as “a foundation for the other outputs and will support the use of data by country offices to advocate for effective national and subnational planning, implementation and monitoring of the three transformative results.”⁷ Indicators for demographic resilience under Output 1 are:

- Number of EECA countries and territories where the regional office supported rights-based population policies to address demographic challenges or opportunities; and
- Number of EECA countries and territories with national development policies and programmes in which ageing is mainstreamed with the support of the regional office.

C. BACKGROUND: EECA COUNTRY CONTEXT

8. Demographic resilience is relevant across all 12 EECA countries, which were included in the scope of the RPE (see above). Demographic resilience is foundational to supporting demographic change and understanding population shifts, declines, and changing ageing structures, and it applies to all contexts.
9. Diverse demographic contexts exist across the region, with a particularly visible difference between countries in Eastern Europe and those in Central Asia. Central Asian countries experience higher fertility rates and growing youth populations. In contrast, Eastern European countries are characterized by below-replacement-level fertility rates, which, coupled with high out-migration, result in population decline and ageing populations (see Table 1).

Table 1. Total fertility rates⁸

Country	Population	Total fertility rate (TFR)	Population aged 65 and over	Below replacement level?
Albania	2.8 million	1.4	18%	Yes
Armenia	2.8 million	1.6	14%	Yes
Bosnia & Herzegovina	3.2 million	1.3	19%	Yes
Belarus	9.5 million	1.5	18%	Yes
Kazakhstan	19.8 million	3.0	8%	No

⁵ See the evaluation inception report for further information.

⁶ UNFPA, UNFPA Strategic Plan 2022-2025. Annex 4. Global and Regional Programmes. Eastern Europe and Central Asia regional programme. 2021.

⁷ Ibid.

⁸ UNFPA World Population Dashboard. <https://www.unfpa.org/data/world-population-dashboard>.

Moldova	3.3 million	1.8	13%	Yes
North Macedonia	2.1 million	1.4	16%	Yes
Serbia	7.1 million	1.5	21%	Yes
Tajikistan	10.3 million	3.1	4%	No
Turkmenistan	6.6 million	2.6	6%	No
Ukraine	37.9 million	1.3	20%	Yes
Uzbekistan	35.7 million	2.7	6%	No

10. The UNFPA Demographic Resilience Programme for Europe and Central Asia was introduced in 2021.⁹ It was born out of contextual realities in Eastern Europe, where countries faced two major demographic challenges at the same time: low fertility and outmigration. Low fertility is common across high-developed countries, but low fertility combined with persistent outmigration leads to population decline, which presents a fundamental challenge to governments.
11. The Demographic Resilience Programme is grounded in the understanding that demographic change results from complex social, economic, political and cultural factors and that it can be addressed successfully only if all these factors are considered. It recognizes that the demographic shifts that countries are experiencing determine the progress they make towards their national development goals and the Agenda 2030 for Sustainable Development.
12. The Demographic Resilience Programme has four pillars:
- Science-policy link: Strengthening government capacities to integrate demographic change in policymaking processes;
 - Human capital: Building capacity to prioritize human capital development throughout the life course and strengthen inclusion;
 - “Demography-proofing”: Enhancing government capacity to adapt social policy systems, services and infrastructures to demographic change; and
 - Changing the narrative: Fostering a constructive, solution-oriented public discourse around demographic change and policy responses.¹⁰
13. The Demographic Resilience Programme is designed as an ongoing *programme*, not a specific project: it does not have particular donors or a finite timeline. It is an umbrella approach for UNFPA’s demographic and population dynamics support in the region.
14. Within the umbrella Demographic Resilience Programme, EECARO and UNFPA country offices implement areas of work and funded projects that support the concept of demographic resilience - i.e., resilience to demographic shifts and population decline. One flagship demographic and population data project in the EECA region is CISPop: Better Data for Better Policies project, launched by EECARO in 2019 and supported by the Russian Federation,¹¹ to strengthen population data collection, analysis and utilization for evidence-based policy-making in the Commonwealth of Independent States (CIS) region. CISPop is implemented in Armenia, Azerbaijan, Belarus, Kazakhstan,

⁹ <https://eeca.unfpa.org/en/demographic-resilience-programme#:~:text=UNFPA's%20Demographic%20Resilience%20programme%20assists,public%20support%20to%20manage%20them.>

¹⁰ UNFPA. Demographic Resilience Programme: <https://eeca.unfpa.org/en/demographic-resilience-programme#:~:text=UNFPA's%20Demographic%20Resilience%20programme%20assists,public%20support%20to%20manage%20them.>

¹¹ <https://eeca.unfpa.org/en/cispop.>

Kyrgyzstan, Moldova, Tajikistan, Turkmenistan and Uzbekistan and was initially a three-year project, extended until 2024, with funding for a second phase currently being discussed with the donor.¹²

15. Another specific flagship demographic regional project that contributes to the overall Demographic Resilience Programme is the Austrian Development Agency (ADA)-funded Expanding Choices project, which supports the creation of gender-responsive and family-friendly workplace policies and has been implemented across Albania, Moldova and Kosovo. This project, which was launched in 2021, supports the private sector to pilot and promote family-friendly workplaces, and supports governments to strengthen and improve gender-responsive family policies.¹³
16. Beyond regional projects the Demographic Resilience Programme is also implemented through various national initiatives, for instance in Bosnia and Herzegovina (in the area of mothers' re-employment and Healthy Ageing Centers), and Armenia (evidence-based formulation of a new population strategy focused on human capital).

D. FINDINGS

Finding 1: The UNFPA Demographic Resilience Programme for Europe and Central Asia has gone from strength to strength in the region and is considered across a number of countries to be the most relevant support UNFPA can be giving within the EECA context.	
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17. Demographic resilience has been a significant success in a region with diverse demographic trends. UNFPA has emerged as a clear leader in demographic intelligence and support to countries, which aligns with one of the highest priorities for many governments in the region. EECARO has continually increased its support to country offices for a better understanding and reflection on how to embed a demographic resilience approach in Country Programme Documents (CPDs) and through mid-term reviews (MTRs) of CPDs while simultaneously adhering to the strategic plan framework and objectives, being the transformative results.¹⁴
18. The UNFPA Demographic Resilience Programme has been, since the beginning, invaluable to low fertility and ageing settings. However, the regional office has also made strong efforts to ensure it is also recognized as valuable to currently high fertility/demographic dividend settings.
19. The Evaluation of UNFPA Support to Population Dynamics and Data (2023) found that the Demographic Resilience Programme was breathing new life into the UNFPA mandate for population and data. The evaluation found that, globally, the prioritization of this area of UNFPA work had been reduced, in contrast to the needs of increasingly middle-income regions. The UNFPA Demographic Resilience Programme was therefore found to be a way of reviving population data support in a region where this was particularly relevant. Even more nuanced than this, the evaluation found that:
 - the emergence of the demographic resilience paradigm was demonstrating promise as a powerful, comprehensive and rights-based framework for influencing national policies, particularly relevant to a context of ageing and population decline; and
 - despite some achievements, UNFPA's approach to migration, which is a clear challenge in the region and linked to population issues, is perceived as inconsistent and insufficient to address regional needs and counter the non-scientific analysis and policy responses.¹⁵

Finding 2: There are multiple country examples of the practical and effective application across different modes of engagement and unique added value of demographic resilience programming	
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¹² UNFPA EECARO KI.

¹³ https://eeca.unfpa.org/sites/default/files/pub-pdf/2023-09-11_lessons_and_results_a4_v3.pdf.

¹⁴ EECARO case study.

¹⁵ UNFPA. Evaluation of UNFPA support to population dynamics and data. Volume 3. 2023.

in both the low fertility and high outmigration contexts of Eastern European and Western Balkans and the high fertility and high outmigration contexts of Central Asia.

20. As seen in Finding 1, the Demographic Resilience Programme exhibits significant relevance to the regional context. It has also shown effectiveness in application across different countries.
21. The context of Eastern Europe, characterized by low fertility, ageing and population decline, in many contexts also exacerbated by youth outmigration, is where UNFPA started the demographic resilience programme. There are very clear examples of effectiveness across different modes of engagement.
22. Numerous examples exist of increasing normative work in the area of demographic resilience. This shift has occurred simultaneous to, but not necessarily driven by,¹⁶ the implementation of the current strategic plan and particularly connects the strategic plan shifts of addressing and integrating megatrends, particularly demographic change, and strengthening the normative role. In Eastern Europe and the Balkans, UNFPA support has been provided primarily at the normative level and, in these contexts, is often considered to be the most valuable support UNFPA provides. Across Moldova, North Macedonia, Bosnia and Herzegovina, Serbia, Belarus, Armenia and Albania, demographic resilience support to the government is considered one of UNFPA's most important comparative advantages.
23. UNFPA's demographic resilience support in Eastern Europe has built on the organization's data work (e.g., GGS; population projections), with achievements that are largely at the normative level, for instance, the mainstreaming of ageing in national development policies and programmes; population policies that address demographic challenges and opportunities; and gender-responsive family policies at work. Achievements include support for integrating demographic intelligence into policymaking, mainstreaming of ageing in national development policies, supporting the development of population policies and national demographic strategies, and strategies for active and healthy ageing. UNFPA also supported the United Nations Economic Commission for Europe (UNECE) Ministerial Conference on Ageing, which took place in Italy in June 2022, and actively supported the attendance of Ministers from across the above countries, while also managing side events, such as on "Rights, Health and Dignity, Strengthening Demographic Resilience by Harnessing the Opportunities that come with Population Ageing".¹⁷
24. In Central Asia, there is a growing recognition by governments of the relevance of demographic resilience, even in currently high fertility contexts. Even a year ago, there was a strong sense across UNFPA country offices in Central Asia that the UNFPA Demographic Resilience Programme was for Eastern Europe only. But EECARO is credited with listening to Central Asia countries and reframing the programme to make it easier for UNFPA staff in Central Asia to "sell" the concept to governments. And it has worked.¹⁸ However, regional office support to Central Asia countries can be seen to be different from that given to Eastern European countries. While normative policy work is being undertaken, there is also more practical support for demographic forecasting¹⁹ and population situation analyses.²⁰
25. The CISPop project "Better Data for Better Policies" has supported a significant proportion of the demographic resilience work in nine CIS countries.^{21,22} This is a regional UNFPA programme funded by

¹⁶ The RPE does not provide specific evidence suggesting that the strategic plan has influenced the regional focus on demographic resilience; however, there is significant evidence that this is more driven by contextual realities and governments' stated needs.

¹⁷ Moldova, North Macedonia, Bosnia and Herzegovina, Serbia, Belarus, Armenia, Albania and EECARO case studies.

¹⁸ Multiple Central Asia case studies and EECARO case study.

¹⁹ Uzbekistan case study.

²⁰ Kazakhstan case study.

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<https://eeca.unfpa.org/en/cispop#:~:text=CISPop%3A%20Better%20Data%20for%20Better%20Policies&text=The%20three%20Year%20programme%20was,in%20policy%20development%20and%20planning.>

²² Armenia, Azerbaijan, Belarus, Kazakhstan, Kyrgyzstan, Moldova, Tajikistan, Turkmenistan and Uzbekistan.

the Russian Federation to strengthen population data collection, analysis and utilization for evidence-based policy-making in the CIS region. The EECARO 2023 annual report highlights progress thanks to the CISPop project, particularly in the area of census work.

26. The Evaluation of UNFPA Support to Population Dynamics and Data found that EECARO had effectively supported capacity strengthening and enabled the collection of relevant quality disaggregated population data in different countries throughout the region in a timely manner and with a stronger emphasis on CIS countries since the introduction of the CISPop project.
27. Despite this, the CISPop project shows impactful results at the country level. It has funded starting or continuing support to national statistics agencies, which is considered critical and invaluable across different country contexts (Tajikistan, Belarus, and Uzbekistan, for example). The project has also supported significant South-South and triangular cooperation (SSTC), contributing to census processes and census data dissemination and utilization, population forecasting, development of National Transfer Accounts, geographic information systems (GIS), disaggregated open statistics, training young demographers, and establishing demographic laboratories.²³
28. The ADA-funded “Expanding Choices” project supports both the private sector and governments in embracing gender-responsive ways to understand how best to ensure that working-age populations can access choice to work. This addresses low fertility by understanding and attempting to remove the barriers to desired fertility. The project supports a number of private-sector partners across Albania, Kosovo and Moldova.²⁴ However, there is limited quantitative or qualitative evidence of the outcome-level results of this project.

<p>Finding 3: While demographic resilience can be seen as taking a different direction from focusing on the transformative results, it can also be framed as contributing directly, in a contextually appropriate manner, to the transformative results.</p>	
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29. While work on population dynamics and demographic resilience, including related to ageing populations, is within UNFPA’s mandate, EECA regional and country office programmatic support for empowering older persons (“active ageing”) does not directly contribute to the transformative results.²⁵ However, UNFPA’s evidence-based population and development work goes beyond achieving the transformative results, and is of greater relevance to governments and politicians in EECA who are facing or expecting low fertility and ageing populations.²⁶
30. In some countries, such as Bosnia and Herzegovina and Serbia, demographic resilience is considered to be “entirely attuned to the needs of the Eastern European/Western Balkans context.” Demographic resilience is believed to be the only way the UNFPA strategic plan will resonate with the Western Balkans’ priorities.²⁷
31. However, there are clear conceptual linkages between demographic resilience and UNFPA’s transformative results. The key important linkage for EECARO is how demographic resilience repackages the transformative results as part of the solution to demographic change while simultaneously recognizing and advocating for the fact that demographic change potentially threatens progress on the transformative results. If governments have a reactive response to the threat of population decline, and this has been seen in some contexts in Eastern Europe, the resulting framework tends towards pro-natalist, regressive and restrictive policies that roll back women’s choices, access to family planning, and access to workplaces.²⁸ So, for example, in Serbia, UNFPA’s

²³ Tajikistan, Belarus, and Uzbekistan case studies.

²⁴ <https://eeeca.unfpa.org/en/conferences/169002/partners#tab>.

²⁵ Belarus, Moldova & Serbia case studies.

²⁶ Albania, Belarus, Bosnia & Herzegovina, Moldova, Tajikistan, Turkmenistan & Uzbekistan case studies.

²⁷ Bosnia & Herzegovina & Serbia case studies.

²⁸ Albania, Belarus, Bosnia & Herzegovina, Moldova, Tajikistan, Turkmenistan, Uzbekistan & EECARO case studies.

support is designed to counter pro-natalist policies and short-term (expensive) incentives for birth promotion in favour of more rights-based approaches.²⁹

32. Many UNFPA respondents in the EECA region - at both regional and country levels - highlighted that if there needs to be a lot of manipulation to align regional priorities of governments with UNFPA's focus on the transformative results, particularly in the Eastern European region, then perhaps UNFPA should revisit the transformative results. However, there is also complete consensus that the transformative results will remain the priority of UNFPA, at least until 2030.³⁰ There are two reactions in relation to this, in terms of tweaking UNFPA's priorities in a manner that adds further robust rationale for UNFPA's relevance and added value in the region, in addition to the valid arguments presented above as to how demographic resilience is aligned with contributing to the transformative results. One is reframing the unmet need for family planning transformative result to allow for an understanding of "family planning" beyond access to contraceptives - i.e., the ability to "plan your family" according to desired fertility and without the currently existing well-understood barriers. The second way would be to add a fourth "O." Respondents across countries and EECARO discussed the benefit of a fourth, data-related "O" as a way to bring population data back into the overarching UNFPA strategic framework, but that is still at the foundational level.³¹

Finding 4: Demographic resilience is entirely underpinned by the accelerators of a human rights-based approach (HRBA), gender-transformative action, and leaving no one behind (LNOB). While demographic resilience operates at the societal level, it promotes a rights-based and inclusive (LNOB) national response to demographic challenges.

33. In 2023, the Evaluation of UNFPA Support for Population Dynamics and Data found that UNFPA is recognized for integrating human rights-based approaches to population dynamics and data in the EECA region. Specifically, there is wide recognition that UNFPA has supported and integrated a rights-based approach to population dynamics and data. However, despite different efforts to boost a gender-transformative approach in population and development work across the region, persistent external and internal challenges were identified at the conceptual, strategic, political and operational levels to fully develop and implement engendered population dynamics work.³² It is noted that the UNFPA Demographic Resilience Programme is entirely based on rights-based approaches to addressing demographic challenges.³³
34. Examples of specific and focused HRBA in the region, supported by EECARO, include:
- In Kazakhstan, policy briefs for active ageing which strongly support a rights-based approach to addressing challenges caused by an ageing society in the future, and promoting "dignified longevity" which takes into account the diversity of older people and promotes "intergenerational solidarity".³⁴
 - In Serbia, the CPD is based on promoting and protecting human rights as one of four implementation principles. Several references are made to human rights throughout the CPD, including in connection with other strategic plan accelerators such as LNOB, gender-transformative action, and data and evidence - e.g., "UNFPA ensures the human rights principles by engaging vulnerable populations in programme design and implementation, emphasizing the importance of disaggregated data for policies and programmes; ensuring equal recognition and

²⁹ Serbia case study.

³⁰ Multiple country case studies & EECARO case study.

³¹ Ibid.

³² UNFPA. Evaluation of UNFPA Support to Population Dynamics and Data. Volume 3. 2023.

³³ UNFPA EECA regional documents and publications on demographic resilience.

³⁴ Kazakhstan case study.

protection of rights, empowerment of women and girls, as well as universal access to gender-transformative sexual and reproductive health education and services”.³⁵

- In Belarus, the government has tended towards a less rights-based way of addressing demographic concerns, but with UNFPA’s support has integrated rights-based approaches into demographic issues. Until recently, evidence-based analysis has been used for monitoring by UNFPA, which is good practice, but less for programme and policy development and decision-taking.³⁶
- In Turkmenistan, UNFPA supports government concerns about future population decline and engages in political discussions to avert pro-natalist tendencies.³⁷

35. The UNFPA regional office clearly understands the strong linkages between LNOB and data that indicate who is most left behind. If you cannot identify those left behind, you cannot support policies to reach them. While this is the use of population data at the individual level and not population dynamics at the societal level (understanding ageing or shrinking populations, which is what demographic resilience addresses), it is still critical data.³⁸ Further, there is a clear argument that with declining populations, all people should be supported to contribute meaningfully to society.³⁹

36. However, at the country level, there is more evidence for a strong focus on people with disabilities (PwD) and disability inclusion in sexual and reproductive health (SRH) and gender-based violence (GBV) services and less evidence of a focus on:

- population situation analyses (PSAs), which can provide robust data on exactly those that are left behind, including a more nuanced understanding of intersectional vulnerabilities, and is information that multiple actors can use to design inclusive programmes,⁴⁰
- localized planning specifically to reach those furthest behind, rather than the more clunky approach to identifying traditional LNOB groups and focusing on one of the least controversial to reach, being PwD,⁴¹ and;
- data-driven arguments for the cost analysis and economic, return-on-investment arguments for how reaching those left furthest behind is beneficial in societal terms.⁴²

Finding 5: The continued evolution and progression of the UNFPA Demographic Resilience Programme in the region face both strategic and operational challenges, including integrating other megatrends, working across the humanitarian-development-peace (HDP) nexus, consistency of communication across diverse contexts, and human resources.

37. As the concept and programme of demographic resilience have evolved, additional considerations, as highlighted below, have not yet been integrated. The evidence suggested that it may not be within

³⁵ Serbia case study.

³⁶ Belarus case study.

³⁷ Ibid.

³⁸ EECARO case study.

³⁹ EECARO case study.

⁴⁰ Prior to 2020, EECARO supported eight countries in the region to conduct PSAs. In 2020 HQ initiated a revision process of the PSA manual which has not, to date, been finalized, and this has hindered any support to PSAs within the temporal scope of this evaluation.

⁴¹ In 2022, Albania was a pilot country for testing a global UNFPA LNOB assessment tool, but to date, this has not been rolled out further.

⁴² Multiple country case studies. The evaluation notes that National Transfer Accounts (NTAs) do speak to this, and EECARO KIs report results seen in Armenia, Moldova, and Serbia, but at the country level for both Armenia and Serbia, NTAs are only referenced in EECARO the Annual Report 2022, but not by country respondents or documentation, and in Moldova NTAs are referenced in the last CPE, but not by any respondents.

UNFPA's capacities or ideal for UNFPA to address the gaps below alone and without considering partnerships.

38. Strategic challenge 1. Integration of other megatrends: The main strategic challenge is the integration of other megatrends. UNFPA within the region has a clear understanding that population decline is not based on low fertility alone and how it is impacted by migration, digitalization and technology, and other megatrends of growing inequality and climate change - and the interaction between these megatrends, as both drivers and consequences.⁴³ There is also not necessarily enough linkages with the UNFPA youth portfolio, with youth out-migration being a significant part of the issue. At the country level, respondents in multiple countries raised concerns about the lack of necessary support to integrate these megatrends.⁴⁴
39. However, there is also an increasingly clear sense that this is something that UNFPA cannot address alone, and maybe should not, but that the programme currently has not established the necessary partnerships with other UN agencies to have a more comprehensive and holistic approach to demographic challenges. The Evaluation of UNFPA Support for Population Dynamics and Data in 2023 found that EECARO's partnerships for accelerating population and development issues were relatively strong. However, success in integrating population dynamics, including demographic resilience and the demographic dividend, in UN system-wide planning processes had been limited. Key informants within EECARO see a clear opportunity to elevate demographic resilience to a higher level and seek partnerships with UN and other global entities with expertise in the above-referenced megatrends, potentially the Food and Agricultural Organization (FAO), the International Organization for Migration (IOM), the International Labour Organization (ILO), the International Monetary Fund (IMF) and the World Bank. UNFPA could emerge as a convening leader in this space.⁴⁵
40. Strategic challenge 2. Humanitarian and the HDP nexus. A second strategic gap is demographic resilience in humanitarian, fragile and post-conflict contexts. For example, demographic challenges exist in Ukraine and have been exacerbated by the war in many ways. Ukraine has low fertility, and there is a clear need to invest more in demographic intelligence and forecasting, even if it is not currently the highest government priority.⁴⁶ However, data and analytics (population and non-population data) for emergency preparedness, recovery and response does not stand out as an area where UNFPA is leaving a mark. The Evaluation of UNFPA Support for Population Dynamics and Data in 2023 revealed mixed responses within EECARO as to the actual achievements of UNFPA and the role and mandate of UNFPA with regard to population data in humanitarian settings, such as Common Operational Datasets (COD), which is a critical foundation to provide demographic intelligence that can then be translated into demographic resilience. Regarding working across the HDP nexus, population data should be linked to migration and displacement data to be meaningful. Overall, this is an area EECARO recognized that "the role of UNFPA needs to be strengthened".⁴⁷
41. There are also operational challenges: Operational challenge 1. Consistency of communication across a diverse region. The diversity of the region presents a communications challenge. As reported by the MTR of the EECARO regional programme in 2024, the region's "artificial" nature remains a challenge for communications at the regional level and has been aggravated by deepening geopolitical tensions. Without a common language, cultural space or regional media, and the most influential country not being part of the region and embroiled in a highly divisive military and geopolitical conflict, opportunities for region-wide outreach efforts face severe constraints. Communications around demographic resilience are further complicated by internal pressures to communicate along regional

⁴³ Multiple country case studies and EECARO case study.

⁴⁴ Moldova, Serbia, North Macedonia, Armenia, Uzbekistan & Turkmenistan case studies.

⁴⁵ EECARO case study.

⁴⁶ Ukraine case study.

⁴⁷ Ibid.

lines, even though the demographic situations in subregions are vastly different and not relevant to each other from an audience perspective.⁴⁸

42. Operational challenge 2. Human resources. For population dynamics, there is a vast difference in the quality of the implementation of the Demographic Resilience Programme between those country offices with staff trained on population and development issues and those without.⁴⁹ Indeed, at the country level, there is a call for more expertise in population dynamics. In North Macedonia, for example, respondents report that besides qualified communications and resource mobilization staff, UNFPA needs to increase its competencies in population dynamics at the country level if it wants to continue playing a lead role in data and demography. Economists are needed in addition to demographers and statisticians.⁵⁰ Expenditure statistics⁵¹ and key informant interviews confirm that the current resource allocation system/resource distribution system (RAS/RDS), which privileges Tier I programme countries that are furthest away from achieving the transformative results, is neglecting the EECA region.⁵² In particular, the RAS does not consider the increasingly relevant work in the region in the area of data and analytics and population and development, thus ensuring that everybody is counted and that programme countries tackle the challenges and seize the opportunities of demographic change from a human rights and gender-transformative perspective.⁵³

E. CONSIDERATIONS FOR EECARO

43. The following considerations for EECARO flow from the above analysis and findings and intend to help strengthen the UNFPA Demographic Resilience Programme for Eastern Europe and Central Asia, including accelerating progress towards the transformative results. They will also feed into the RPE's conclusions and recommendations.

Considerations		Links to accelerators, strategic shifts & enablers
Strategic considerations		
1.	EECARO should explicitly define demographic resilience as a framework entirely reframed away from a 'low fertility and ageing' response and as relevant for all countries regardless of their current demographic trajectory. EECARO should update its Regional DemRes programme and its ToC by linking it to mega-trends as a clear UNFPA-mandate area, showing contribution to the three Transformative Results. This would include: <ol style="list-style-type: none"> 1. Showing clear linkages between Demographic Resilience and each of other megatrends, both in terms of cause and in terms of consequence; 2. Showing how Demographic Resilience contributes to the three Transformative Results. 	Integrating the effects of megatrends And links to three Transformative Results
2.	EECARO should use this conceptualization to: <ol style="list-style-type: none"> (a) develop an implementation plan for integrating demographic resilience in all CPDs, CCAs, and UNSCDFs. 	Communications

⁴⁸EECARO case study.

⁴⁹ Ibid.

⁵⁰ UNFPA North Macedonia KIIs.

⁵¹ UNFPA. Financial and Statistical Reports, 2019-2023.

⁵² EECARO case study; PD evaluation 2023.

⁵³ EECARO case study.

	(b) devise a regional strategy for this communication, which show how demographic resilience can support and promote all different accelerators and strategic shifts - i.e., LNOB, HDP nexus, the normative role - and also explain the contribution of demographic resilience to the transformative results.	
3.	EECARO should consider, once UNFPA has established a solid track record in demographic resilience, elevating the Demographic Resilience Programme to involve more joint programming, considering the UN partners that could add value (i.e. FAO, IOM, ILO, IMF and the World Bank).	Partnerships
4.	When developing a clear LNOB strategy for the region (see recommendation within the main report), EECARO should also include a section linking LNOB to all megatrends, specifically demographic shifts, climate change, migration, and digitalization. This section should highlight how these trends will affect who is most left behind and, to the degree possible, “future-proof” the strategy.	LNOB Integrating the effects of megatrends
Programmatic considerations		
5.	EECARO should advocate to the Population Development Branch at HQ to finalize the revised PSA manual as soon as possible, so that EECARO can support all EECA countries to undertake, at a minimum, PSAs, and population projections, to contribute to demographic intelligence.	Integrating the effects of megatrends Data & evidence
6.	EECARO should ensure that demographic resilience becomes more holistic across the nexus by developing an approach suitable for humanitarian and fragile/post-conflict contexts. This would start with the UNFPA ensuring the consistent provision of population statistics common operational datasets (COD-PS) across all relevant contexts.	Integrating the effects of megatrends Resilience, adaptation & nexus
Operational considerations		
7.	EECARO should, within the next human resources plan for 2026-2029, reconsider the human resource allocation at both regional and country office levels vis à vis the importance of demographic resilience in the region.	Integrating the effects of megatrends Human resources

DEEP DIVE: HUMANITARIAN PREPAREDNESS AND RESPONSE

Formative Evaluation of the UNFPA EECA Regional Programme 2022-2025

June 9th 2024

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Figure 1. Key for strength of evidence

Table 1: INFORM Risk Index 2021-2024

Table 2: UNFPA humanitarian response funding

Table 3: UNFPA country office programme expenses (regular resources) in millions of USD

ACRONYMS & ABBREVIATIONS

AoR	Area of Responsibility
CCA	Common country analysis
CERF	Central Emergency Response Fund
CPD	Country Programme Document
EECA	Eastern Europe and Central Asia
EECARO	Eastern Europe and Central Asia regional office
EF	Emergency Fund
GBV	Gender-based violence
GBViE	Gender-based violence in Emergencies
HRD	Humanitarian Response Division
IASC	Inter-Agency Standing Committee
IOM	International Organization for Migration
MISP	Minimum Initial Service Package for SRH in Crisis Situations
MTR	Mid-term review
RAS	Resource allocation system
RPE	Regional Programme Evaluation
SPE	Strategic Plan Evaluation
SRH	Sexual and reproductive health
SRHiE	Sexual and reproductive health in emergencies
UNFPA	United Nations Population Fund
UNSDCF	United Nations Sustainable Development Cooperation Framework

A. INTRODUCTION

1. The UNFPA regional office for Eastern Europe and Central Asia (EECARO) requested ‘deep dive’ analyses of two priority issues as part of the methodological approach to the Regional Programme Evaluation (RPE).⁵⁴ Covering one strategic plan accelerator and two strategic shifts, they are:
 - Demographic resilience; and
 - Strengthening humanitarian preparedness and response.
2. The 'deep dives' have been framed by extracting evidence collected through the overall evaluation process relating to these issues and presenting the subject matters in a more focused manner. This is intended to allow EECARO to reflect more specifically on the findings and considerations for these two issues, over and above the more comprehensive evaluation report. Importantly, to the extent that evidence is available, they also address interlinkages with other accelerators, strategic shifts and the enablers.
3. Evidence for this evaluation was collected through a comprehensive document review, country visits to Moldova and Uzbekistan, and virtual interviews with EECARO staff and regional partner organizations. Additional insights were gathered from UNFPA staff in 10 further Eastern European and Central Asia (EECA) country offices - i.e., Albania, Armenia, Belarus, Bosnia & Herzegovina, Kazakhstan, North Macedonia, Serbia, Tajikistan, Turkmenistan and Ukraine.⁵⁵ The findings are colour-coded green (indicating good-quality evidence from an adequate number of reliable sources plus source and/or method triangulation), yellow (indicating a mix of good-quality evidence and weaker evidence or evidence gaps) or red (weak evidence) (see Figure 1).

Figure 1. Key for strength of evidence

Good quality evidence from an adequate number of reliable sources plus source and/or method triangulation.	A mix of good quality evidence and weaker evidence or evidence gaps.	Weak evidence and/or major evidence gaps making triangulation impossible.
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B. BACKGROUND: HUMANITARIAN PREPAREDNESS AND RESPONSE IN THE UNFPA STRATEGIC PLAN AND REGIONAL PROGRAMME 2022-2025

4. The UNFPA strategic plan 2022-2025 reframed humanitarian action from a mainstreamed principle to a specific output area (Output 5) and a mainstreamed concept. Output 5 reads: “By 2025, strengthened the capacity of critical actors and systems in preparedness, early action and the provision of life-saving interventions that are timely, integrated, conflict- and climate-sensitive, gender-transformative and peace-responsive”. The humanitarian output is measured by eleven indicators that gauge UNFPA’s humanitarian performance.⁵⁶
5. The strategic plan also lists a humanitarian action-related accelerator and two strategic shifts, covering humanitarian preparedness (including working across the nexus) and humanitarian response - i.e.,

⁵⁴ Eastern Europe and Central Asia Regional Programme, 2022-2025 Formative Evaluation. Terms of Reference. 2024; Formative evaluation of the UNFPA Eastern Europe and Central Asia Regional Programme 2022-2025. Final Inception Note. 2024.

⁵⁵ The final RPE report provides detailed information on data sources and methods.

⁵⁶ Access to life-serving services; inter-agency coordination mechanisms; inclusion of women and young people in decision-making in humanitarian action; youth and peace; women and peace; strengthening data to support humanitarian preparedness and response; needs assessment of crisis-affected populations; availability of budgeted plans for preparedness and disaster risk reduction; anticipatory actions; complementarity between development, humanitarian and peace-related efforts; minimal initial service packages for SRH. UNFPA. Strategic Plan 2022-2025. Annex 1. Integrated Results and Resources Framework. 2021.

- *Accelerator*: Mainstreaming resilience, prevention, preparedness and early action and emphasizing the complementarity between humanitarian, development and peace-responsive interventions;
 - *Strategic shift*: Resilience and adaptation, and complementarity among development, humanitarian and peace-responsive efforts; and
 - *Strategic shift*: Expanding the humanitarian response capacity to better safeguard the lives of women, adolescents, and youth, especially adolescent girls, while also addressing mental health and psychosocial issues.
6. During their respective inception phases, the Strategic Plan Evaluation (SPE) and the RPE determined that the humanitarian preparedness accelerator and strategic shift overlap. Furthermore, the RPE categorized humanitarian preparedness as a programmatic amplification - i.e., an area where UNFPA is expected to do more of something it is already doing at the programme level (as opposed to an adjustment where a critical strategic shift is deemed necessary) and as an inward-looking shift (as opposed to a change in the way UNFPA leverages the work and resources of other development and humanitarian partners). As with humanitarian preparedness, the RPE categorized humanitarian response as a programmatic amplification and a shift in what UNFPA does.
7. The EECA regional programme 2022-2025 initially chose not to replicate Output 5 of the UNFPA strategic plan 2022-2025 but rather to mainstream humanitarian action in EECARO's regular programming - e.g., data needs for humanitarian action under the population change and data output and including young people in humanitarian action under the adolescents and youth output. However, as part of the mid-term review (MTR) of the UNFPA strategic plan in 2024, considering the drastic increase in the number of crises in the EECA region since 2022 and the steep and sharp deterioration of the context in many countries as a direct consequence of the full-scale invasion of Ukraine by the Russian armed forces since February 2022, the decision was taken to align with the strategic plan by introducing a specific humanitarian output with the following indicators:
- Number of countries with Humanitarian Response Plans or Refugee Response Plans supported by the regional programme with sustained functioning inter-agency GBV in emergencies (GBViE) and SRH in emergencies (SRHiE) coordination mechanisms⁵⁷;
 - Number of countries affected by or at risk of humanitarian crisis with strengthened preparedness capacity to implement the Minimum Initial Service Package (MISP) for SRH in crisis situations and the Minimum Standards on Gender-Based Violence in Emergencies (GBViE) through technical support from EECARO;
 - Number of partnerships established in the non-programmatic countries to sustain delivery of SRH and GBV services to Ukrainian refugees; and
 - Number of countries in the region that provide updated age and sex-disaggregated data for emergency preparedness and response (updated at least bi-annually) with the regional programme support.

C. BACKGROUND: EECA COUNTRY CONTEXT

8. Over the last four years, several countries in the region have been affected by emergencies or protracted crises. Of the 12 EECA countries included in the scope of the RPE (see above), four are considered as clearly humanitarian contexts with a response from the regional office during the evaluation temporal scope: Ukraine (Russian invasion in February 2022), Moldova (Ukraine refugee

⁵⁷ The evaluation team notes that, for humanitarian action, SRH coordination groups are not formalized under the Inter-Agency Standing Committee (IASC). Where they exist, they are usually referred to as RH coordination groups or RH working groups and are established under the health cluster, led by WHO. GBV coordination mechanisms, which are formalized under the IASC, are referred to as GBV sub-clusters.

response), Belarus (Ukraine refugee response) and Armenia (September 2023 military offensive in the Karabakh region, which led to the exodus of almost the entire Armenian population from the region).⁵⁸

9. Of the 17 programme countries in the EECA region, seven are ranked among those most at risk globally, with an INFORM Risk Index of either high or medium (2024).⁵⁹ According to the INFORM Risk Index, which UNFPA also uses to determine regular resource allocations to country offices, Ukraine is classified as having “high” vulnerability in 2024. Six other EECA countries - Azerbaijan, Georgia, Kazakhstan, Tajikistan, Türkiye and Uzbekistan - are categorized as medium vulnerability; the remaining nine are “low” or “very low” vulnerability classifications.⁶⁰ Table 1 lists the EECA countries included in the scope of the RPE. It is notable that eight of the 12 countries have faced increasing vulnerabilities since the formulation of the UNFPA strategic plan 2022-2025.

Table 1: INFORM Risk Index 2021-2024

	Indicator score				Trend 21-24	Class 2024
	2021	2022	2023	2024		
Albania	3.1	2.9	2.8	3.1	-	Low
Armenia	5.0	3.2	2.9	2.9	↘	Low
Bosnia & Herzegovina	3.0	3.1	3.1	3.1	↗	Low
Belarus	1.6	1.6	1.6	1.8	↗	Very low
Kazakhstan	2.2	2.2	3.2	3.2	↗	Medium
Moldova	2.6	2.6	2.6	3.1	↗	Low
North Macedonia	2.0	2.2	2.1	2.2	↗	Low
Serbia	2.6	2.5	2.4	2.9	↗	Low
Tajikistan	4.0	4.1	4.2	4.4	↗	Medium
Turkmenistan	2.9	2.9	2.9	2.9	-	Low
Ukraine	4.5	5.0	5.1	5.1	↗	High
Uzbekistan	3.4	3.2	3.2	3.2	↘	Medium

Source: <https://drmkc.jrc.ec.europa.eu/inform-index/INFORM-Risk/Map-Explorer>.

10. Considering the EECA countries included in the scope of the RPE, in 2022 and 2023, UNFPA received humanitarian funding for Armenia (2023), Belarus (2022-2023), Moldova (2022-2023) and Ukraine (2022-2023). In addition, it mobilized resources for three non-programme countries: Poland, Romania,

⁵⁸ Multiple countries have experienced smaller, localized humanitarian situations, such as flooding in Bosnia Herzegovina and the energy crisis in Tajikistan. Türkiye, which experienced a major earthquake in 2023, is not included in the scope of the RPE.

⁵⁹ The INFORM Risk model takes into consideration three major components: First, the hazard & exposure dimension; second, the vulnerability; and third, the lack of coping capacity dimensions. Kosovo is not included. <https://drmkc.jrc.ec.europa.eu/inform-index/INFORM-Risk/Methodology>

⁶⁰ <https://drmkc.jrc.ec.europa.eu/inform-index/INFORM-Risk/Results-and-data/moduleId/1782/id/469/controller/Admin/action/Results>.

and Slovakia (see Table 2). Additionally, EECARO benefitted from humanitarian funding in 2022, 2023 and 2024; UNFPA received a very small amount for Hungary.

Table 2: UNFPA humanitarian response funding

	2022		2023	
	Required	Received	Required	Received
Armenia	-	-	487,680	487,680 (100%)
Belarus	660,000	102,912 (16%)	660,000	189,400 (29%)
Moldova	15,700,000	11,467,435 (73%)	20,826,000	14,903,353 (72%)
Ukraine	57,750,000	31,045,410 (54%)	50,000,000	40,000,000 (80%)
Poland	300,000	388,724 (100%)	1,720,800	245,000 (14%)
Romania	300,000	529,617 (100%)	1,624,600	350,000 (22%)
Slovakia	300,000	269,924 (90%)	950,000	105,000 (11%)

Source: UNFPA Humanitarian Action Overview 2023; UNFPA Humanitarian Action Overview 2024.

11. Humanitarian funding for Armenia, Belarus, Moldova and Ukraine has been supplemented with regular resources, the level of which is influenced by the overall availability of resources and the INFORM Risk Index.⁶¹

Table 3: UNFPA country office programme expenses (regular resources) in millions of USD

	Ukraine	Moldova	Belarus	Armenia
2018	0.8	0.6	0.4	0.6
2019	0.8	0.6	0.4	0.6
2020	1.2	0.8	0.5	0.8
2021	1.1	0.8	0.4	0.7
2022	1.4	1.2	0.6	0.7
2023	1.0	0.6	0.5	1.4

Source: UNFPA. Financial and Statistical Reports, 2019-2024.

D. FINDINGS

12. This findings section is structured around three findings related to SRH, GBV and population data preparedness (Finding 1), response (Finding 2) and complementarity (Finding 3). While humanitarian

⁶¹ UNFPA strategic plan 2022-2025, Annex 1 Business Model. UNFPA. Financial and Statistical Reports, 2019-2024.

preparedness measures should ideally frontload preparatory actions before a crisis occurs, humanitarian preparedness actions during emergencies can also enhance the effectiveness of the emergency response. In this sense, readers may notice an inevitable overlap between Findings 1 and 2.

Finding 1 (Preparedness): The recent rise in political instability and vulnerabilities across the EECA region has heightened UNFPA’s awareness of the importance of investments in national resilience. However, there remains room for further attention and the development of capacities to ensure a more robust and effective response to future emergencies, especially in countries not directly affected by ongoing crises.

13. Typically, UNFPA (EECARO and country offices) has implemented and supported MISP readiness assessments, training, and integration of MISP into national frameworks to strengthen preparedness for humanitarian situations and during prolonged crisis situations, specifically in SRH.⁶² EECA is the only region where UNFPA has rolled out three MISP readiness assessments.⁶³ All UNFPA country offices that completed MISP readiness assessments in 2021 received support from EECARO.⁶⁴ However, support for improved readiness to implement the MISP could be further improved. Eighty per cent of country offices that participated in a survey conducted as part of the MTR of the UNFPA strategic plan 2022-2025 were satisfied with the support received, and 11 per cent were somewhat satisfied.⁶⁵ In particular, advisory support for implementing recommendations from the 2021 MISP Readiness Assessment and the exchange of good practices were considered weak. Looking ahead, 100 per cent of survey respondents planned to work on the MISP, of which 81 per cent anticipated a need for support from EECARO.⁶⁶
14. Leading by example to build capacities in GBV preparedness is also central to UNFPA’s prominent GBViE mandate resulting from its responsibilities as cluster lead for the GBV Area of Responsibility (AoR) under the IASC-led, managed and regulated Global Protection Cluster. However, despite the existence of UNFPA Minimum Standards for Prevention and Response to GBV in Emergencies⁶⁷, the planning and implementation of support in this area has been less institutionalized and structured than in MISP. In instances, a lack of awareness among government stakeholders about the specific risks in emergencies such as conflict-related sexual violence and human trafficking has delayed the implementation of effective prevention measures.⁶⁸
15. In terms of humanitarian data, there are also some challenges. While some activities have been implemented, data for emergency preparedness, recovery and response (both population and non-population data) do not stand out as areas where UNFPA is leaving a mark. The Evaluation of UNFPA Support to Population Dynamics and Data (2023) revealed mixed responses (across all regions) as to the actual achievements of UNFPA and its role/mandate with regard to population data linked to humanitarian crises - e.g., the availability, quality and usability of Common Operational Datasets on Population Statistics (COD-PS), for which UNFPA is the lead agency in collaboration with national statistical agencies, and which are critical foundations to provide demographic intelligence that can then be translated into demographic resilience. One clear example of UNFPA’s role in humanitarian population data is in Ukraine, where UNFPA successfully provided the 2023 Ukraine COD-PS, which supports the entire humanitarian response and was reportedly praised by the Humanitarian Country

⁶² Albania, Bosnia & Herzegovina, Kazakhstan, Moldova, North Macedonia, Tajikistan & Uzbekistan case studies.

⁶³ EECARO feedback on draft deep dive.

⁶⁴ Feedback from EECARO on draft deep dive.

⁶⁵ 56% of respondents confirmed having received support from EECARO in the form of MISP readiness assessments, financial resources, training and online sessions, technical briefs and evidence-based factsheets.

⁶⁶ PPT EECA MTR Survey Findings.

⁶⁷ <https://www.unfpa.org/featured-publication/gbvi-e-standards>.

⁶⁸ EECARO case study.

Team as one of the most credible baseline datasets for the response alongside the IOM population tracker.⁶⁹

16. Only scattered evidence was found for establishing UNFPA's role in integrating emergency preparedness into normative frameworks, especially in non-humanitarian countries of the EECA region. For instance, at the country level, the Moldova office (with EECARO support) supported the formulation of the national emergency plan, together with other UN agencies, with the main contingencies being refugees, earthquakes and the possibility of a nuclear plant catastrophe in Ukraine. In Serbia, normative work has also been part of UNFPA's efforts to strengthen national emergency preparedness. However, interviews suggest it may be time to invest more in assessing and strengthening government systems in light of earlier and current conflict-related displacements and refugee flows. In Tajikistan, UNFPA has collaborated with national authorities to embed SRH and GBV in national preparedness planning. To enhance the role of UNFPA country offices at the normative level, EECARO conducted a two-hour webinar for using the Global Compact on Young People in Humanitarian Action to collect sex, age and disability-disaggregated data to ensure the needs of young people are accounted for in preparedness and planning.⁷⁰ Although not strictly humanitarian, the regional office also organized training for using the UNFPA Disability Inclusion Strategy to influence normative frameworks.⁷¹
17. Armenia stands out as an example of proactive preparedness planning, including with EECARO support. Following the second conflict in the disputed Karabakh region and the surrounding occupied territories in 2020, UNFPA included an increasingly unstable regional security situation (together with the risk of natural and technogenic disasters) in the 2021-2025 Armenia Country Programme Document (CPD). The CPD stated that updating emergency response and preparedness plans and integrating capacities for rapid assessments in case of emergencies, along with MISP, would contribute to managing the current and potential crisis situations better. In September 2023, the Armenia-Azerbaijan border witnessed further escalations, and Armenia experienced the arrival of more than 100,000 refugees in less than a week.⁷² Thanks to considerable upfront investments in preparedness and resilience building, including the development of information materials, prepositioning of reproductive health and dignity kits, MISP training for health and rescue workers in emergency-prone areas of the country and strengthening of referral pathways, UNFPA and its partners were ready and among the first responder. This had the secondary benefit of increasing UNFPA's credibility as a humanitarian actor in Armenia. Two contributions from the UNFPA Emergency Fund (EF) for emergency preparedness (approximately USD 500,000) and for emergency response (approximately USD 500,000 alongside a CERF allocation) were very instrumental.⁷³
18. Overall, historically, UNFPA support for national emergency preparedness in the EECA region has been affected by relative stability and a corporate reflective reaction to responding to humanitarian crises rather than anticipating, preparing for and strengthening the resilience of programme countries to crisis situations.⁷⁴ The Evaluation of the UNFPA Capacity in Humanitarian Action (2012-2019) revealed that this is common across all dual-mandate organizations. Funds are easily provided for visible needs after disasters, but mobilising funding for ongoing preparedness activities is much more difficult.⁷⁵ Developments in the region over recent years and the increasing instability have enhanced awareness of the importance of preparedness at the regional and country levels for both more significant and smaller-scale crises. EECARO and several UNFPA country offices have engaged more and strengthened

⁶⁹ Ukraine case study.

⁷⁰ EECARO 2022 annual report. Albania, Moldova, Ukraine, Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, Türkiye, Uzbekistan.

⁷¹ EECARO 2023 annual report.

⁷² UNFPA Refugee Response in Armenia: Situation Report #1 - 04 October 2023.

⁷³ Armenia case study; EECARO feedback on draft deep dive.

⁷⁴ EECARO & country case studies.

⁷⁵ UNFPA. Evaluation of the UNFPA Capacity in Humanitarian Action (2012-2019). 2019

their and their partners' humanitarian capacities through a range of leadership and technical training.⁷⁶ Despite including "vulnerability to risks" in the resource allocation system (RAS) formula, UNFPA country offices consider available core funding insufficient for investing in resilience and adaptation as part of their development programmes.⁷⁷ Already limited donor funding for the region has not been forthcoming for preparedness planning.

Finding 2 (Response): The war in Ukraine has dramatically changed the setting where UNFPA operates in the EECA region. As a result, UNFPA has scaled up its capacities and successfully positioned itself as a humanitarian actor. However, this has not yet been scaled up sustainably.	
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19. Overall, in the EECA region, the organization's humanitarian response capacity has not been driven by the UNFPA strategic plan 2022-2025 and the strategic shift but by realities on the ground, especially the COVID-19 pandemic and armed conflict, especially in Ukraine, and elsewhere in more localized disputes.⁷⁸ Above all, EECARO and the UNFPA country offices in conflict-affected areas have adapted well to working in conflict settings that have generated considerable displacement and have increasingly positioned UNFPA as a credible humanitarian actor.⁷⁹
20. UNFPA in Ukraine is recognized as a strong humanitarian actor. The UNFPA country office has implemented activities that align well with the transformative results. It has tackled conflict-induced increased maternal mortality and lack of access to family planning - as well as expanded both in-person and digital services for protecting women and engaged in innovative male engagement work such as supporting male mental health to prevent GBV and domestic violence. It contributed actively to the Humanitarian Needs and Response Plan (HNRP).⁸⁰ As the MTR of the UNFPA strategic plan 2022-2025 highlighted: „As a result of the UNFPA gender-based violence response and prevention programme, the Government of Ukraine and UNFPA were able to mobilize 109 psychosocial mobile teams, 29 women-friendly spaces and 11 survival relief centres. Since March 2022, UNFPA provided over 26,000 services to women and girls. In addition, more than 42,000 women and girls benefited from psychosocial counselling by UNFPA“.
21. In Moldova, UNFPA has engaged in formulating the Moldova Refugee Response Plan, providing dignity kits, operationalizing (mobile) safe spaces for women, young people, and older persons, building technical capacity for the health and social sectors, and collaborating with the Moldova Health Insurance Company to guarantee female refugees a complete package of reproductive healthcare services.⁸¹ UNFPA also provided psychosocial support, legal services and hygiene items to over 2,500 Ukrainian refugees in Belarus, particularly women, older people and people with disabilities, through the operationalization of two UNFPA Orange safe spaces.⁸²
22. Humanitarian assistance also covered UNFPA's refugee response in three non-programme countries - i.e., Poland, Romania and Slovakia, where UNFPA, contrary to other UN agencies, could not build upon formal relationships with the host governments or a permanent physical presence or partners. With the limited bilateral funds received and the limited number of IPs, receiving monitoring data and

⁷⁶ EECARO feedback on draft deep dive.

⁷⁷ EECARO & country case studies; UNFPA strategic plan 2022-2025 Annex 3 Business Model.

⁷⁸ The evaluation team notes that, while Türkiye was not a country study, the Türkiye response to Syrian refugees for over a decade and the Türkiye earthquake in 2023 have also significantly contributed to increasing EECARO expertise and knowledge. See, for instance, successive UNFPA Syria regional response impact assessments (https://arabstates.unfpa.org/sites/default/files/pub-pdf/2022_impact_assessment_volume_i_final_draft.pdf).

⁷⁹ EECARO, Armenia, Moldova & Ukraine case studies.

⁸⁰ Ukraine case study; EECARO feedback on draft deep dive.

⁸¹ Moldova case study.

⁸² Belarus case study.

information about results has been challenging. However, UNFPA managed to position itself as a key partner relative to SRH and GBV coordination mechanisms.

23. EECARO also provided critical and valuable support for the UNFPA Armenia country office refugee response - e.g., strategic positioning, inter-agency coordination, resource mobilization and international media coverage. Thanks to solid country office preparedness interventions (see above), EECARO support and the rapid deployment of a humanitarian coordinator and two SRH and GBV humanitarian specialists, UNFPA was reportedly among the first humanitarian actors on the ground.⁸³ EECARO could not give Belarus the same attention as other countries due to political concerns and donors' reluctance to provide humanitarian funding.⁸⁴
24. Regarding partnerships, evidence collected as part of the RPE confirms a high commitment within EECARO and the UNFPA country offices in the region to coordinate in humanitarian settings. UNFPA has contributed to Humanitarian Country Teams (e.g., related to COVID-19 and the war in Ukraine). It is the lead agency for GBV coordination in Ukraine (in line with its responsibilities under the IASC to lead the GBV AoR for IDP crises). The country office co-chairs the GBV sub-sector with UNHCR in the Moldova refugee setting. EECARO also co-chairs the regional GBV sub-sector that covers all countries neighbouring Ukraine.⁸⁵
25. UNFPA's humanitarian capacities and response depend on the availability of funds. Although the RPE cannot establish attribution, it appears that the allocation and distribution of regular resources to country offices reacted to increased vulnerability to risks (one of the criteria for allocating regular resources according to the UNFPA business model). Higher levels of regular resources are visible for Ukraine, Moldova and Belarus in 2022 when Russia invaded Ukraine; regular resources for the Armenia country programme increased in 2023 when further escalations occurred (see Table 3). However, the distribution of available core funding between development and humanitarian positions and programmes is unknown.
26. Despite traditionally scarce fundraising opportunities, in 2022, UNFPA raised over USD 76 million, the highest volume of co-financing ever recorded in the entire EECA region.⁸⁶ This was due, in most part, to humanitarian funding for the Ukraine response.⁸⁷ On the contrary, UNFPA's humanitarian response to the refugee crisis in Armenia has suffered from limited external stakeholder interest and attention. To close funding gaps, UNFPA explored innovative non-traditional donor support, notably to raise donations from the often-well-off Armenian diaspora through a dedicated fundraising platform. However, the response was disappointing.⁸⁸
27. EECARO has used humanitarian funding for Ukraine to enhance and expand UNFPA's humanitarian staff capacity beyond that just for Ukraine. Significant humanitarian funding permitted the regional office, in 2023, to expand its humanitarian team from initially one Humanitarian Response Specialist to over ten personnel on limited contracts.⁸⁹ This expansion of the humanitarian unit has made a compelling difference compared with previous years in terms of support and technical assistance to country offices, especially in Ukraine, Moldova and Armenia.⁹⁰ However, these new positions depend

⁸³ Armenia case study.

⁸⁴ EECARO & Belarus case studies.

⁸⁵ EECARO, Armenia, Moldova & Ukraine case studies; EECARO feedback on draft deep dive

⁸⁶ Including the earthquake that struck south-eastern Turkey, near the Syrian border, in February 2023 (not included in the scope of the RPE).

⁸⁷ EECARO case study.

⁸⁸ Armenia case study.

⁸⁹ EECARO & Ukraine case studies.

⁹⁰ Also Türkiye which was affected by a large earthquake in February 2023, but which is outside the scope of the RPE.

on short-term resources, and there is no clear plan for how the EECARO humanitarian unit will continue its work past 2024 when current funding ends and new funding has not been secured.⁹¹

28. External communications have been essential to UNFPA's response to the crises in Ukraine, Moldova, and Armenia. Key informants commended investments in dedicated communications personnel and teamwork within and across country offices as well as with the regional office and headquarters for successful communications in emergencies, which support UNFPA's visibility and positioning as a key humanitarian actor in the region.⁹²

Finding 3: Relatively strong national systems in EECA humanitarian context countries have facilitated a smooth transition from humanitarian action to recovery and longer-term development cooperation, coupled with donor willingness to utilize humanitarian funds for systems strengthening.

29. Complementarity between humanitarian and development work is generally not on the radar of UNFPA country offices in development settings. However, the EECA region provides good examples of working across the humanitarian-development nexus, mainly in Ukraine, Moldova, and Armenia, for which information was gathered. This is thanks to
- relatively strong national systems and counterparts;
 - welcoming country contexts for refugees fleeing into surrounding countries; and
 - the willingness of donors to use humanitarian funds for strengthening systems.
30. UNFPA has built on relatively strong national systems and counterparts to respond to the needs of displaced populations and host communities instead of setting up parallel and short-term structures and mechanisms, thus linking its humanitarian action to forward-looking systems strengthening and national preparedness. Thanks to its donors' flexibility, UNFPA has been able to utilize humanitarian funding to further enhance public services, including for future emergencies. However, the short-term nature of humanitarian funding remains a limitation.
31. For instance, as part of its humanitarian response to the war in Ukraine, UNFPA has supported the establishment of gender-transformative VONA (career) hubs and women-friendly spaces that should be integrated into the Ukrainian national system for preventing or responding to GBV. UNFPA has also trained healthcare professionals across Ukraine to provide quality and life-saving reproductive health services.⁹³ In Moldova, UNFPA has provided technical capacity building for the health and social sectors; mobile safe spaces introduced as part of the refugee response have been institutionalized; and newly created colposcopy centres are providing essential services.⁹⁴
32. EECARO's demographic resilience programme has not considered humanitarian, fragile, or post-conflict contexts. For example, demographic challenges exist in Ukraine, including low fertility, which has been exacerbated by the war in many ways. Evidence suggests a clear need to develop a nexus approach by investing more in demographic intelligence and forecasting, including data linked to migration and displacement.⁹⁵

E. CONSIDERATIONS FOR EECARO

33. The following considerations for EECARO flow from the above analysis and findings and intend to help strengthen UNFPA's humanitarian action - both preparedness and response - in the EECA region,

⁹¹ EECARO, Armenia, Moldova & Ukraine case studies.

⁹² EECARO, Armenia, Moldova, Ukraine & Uzbekistan case studies.

⁹³ EECARO, Armenia, Moldova & Ukraine case studies.

⁹⁴ Moldova case study.

⁹⁵ EECARO & Ukraine case studies.

including for safeguarding progress towards the transformative results. They will also feed into the RPE's conclusions and recommendations.

Considerations		Links to accelerators, strategic shifts & enablers
Strategic considerations		
1.	<p>EECARO should realign the next human resources plan for the regional office 2026-2029 to the region's increased humanitarian needs, priorities and vulnerabilities. This includes a comprehensive humanitarian action human resources plan that</p> <ul style="list-style-type: none"> ○ reflects a clear understanding of regional and country-level vulnerabilities, thematic priorities and UNFPA's comparative advantages; ○ is based on a clear understanding of the division of labour between EECARO, the new Programme Division in Nairobi and the Humanitarian Response Division (HRD) in Geneva; ○ clarifies roles and responsibilities within EECARO for supporting resilience and adaptation and working across the nexus; ○ makes a case for increasing the institutional budget for enhancing the humanitarian capacities of EECARO and country offices for preparedness and response, programmatically and in terms of business operations; and ○ outlines how the regional office will ensure sustainability and added value of short-term humanitarian contracts and ensure that this is reflected in terms of reference and job descriptions for humanitarian contracts. 	<p>Resilience, adaptation & nexus</p> <p>Humanitarian response capacities</p> <p>Human resources</p>
Programmatic considerations		
2.	<p>Recognizing increased vulnerabilities to risks in EECA, EECARO should scale up advice and support for country offices in the area of national resilience and adaptation to emergencies by</p> <ul style="list-style-type: none"> ○ investing more time in environmental scanning, forecasting and data and evidence for use by UNFPA country offices and their national and international partners to anticipate better and prepare for crises, including at the normative level; and ○ using the Common Country Analysis (CCA)/United Nations Sustainable Development Cooperation Framework (UNSDCF) and the CPD development processes to ensure a broader-based introduction of MISP and GBVIE into national frameworks across the region in line with UNFPA's transformative results and comparative advantages, and based on data and evidence. 	<p>Resilience, adaptation & nexus</p> <p>Data & evidence</p> <p>Focus on transformative results</p>
3.	<p>The regional office should also scale up advice and support for country offices in the area of national resilience and adaptation to emergencies by</p>	<p>Resilience, adaptation & nexus</p>

	<ul style="list-style-type: none"> ○ writing up case studies and creating return-on-investment arguments for mobilizing more funding for preparedness work (e.g., Armenia); ○ working with country offices to systematically include emergency preparedness actions in donor proposals; and ○ establishing a regional-level coordination mechanism for better exchange on national resilience and adaptation among UNFPA country offices in the EECA region. 	<p>Knowledge management</p> <p>Resource mobilization</p>
4.	<p>EECARO should ensure that demographic resilience becomes more holistic across the nexus by developing an approach suitable for humanitarian and fragile/post-conflict contexts. This would start with UNFPA ensuring the provision of COD-PS datasets across all relevant contexts.</p>	<p>Resilience, adaptation & nexus</p> <p>Data & evidence</p> <p>Integrating the effects of megatrends</p>

Annex 5: Key informants

EECARO case study (26; F:16; M:10)

Name	Position	Organisation	Location (Country)	Type of Organisation	M/F
Florence Bauer	Regional Director	UNFPA	Türkiye	UN	F
Eduard Jongstra	P&D Advisor	UNFPA	Türkiye	UN	M
Tamar Khomasuridze	SRH Regional Advisor	UNFPA	Türkiye	UN	F
Teymur Seyidov	SRH Specialist	UNFPA	Türkiye	UN	M
Andrey Poshtaruk	Youth & HIV Specialist	UNFPA	Türkiye	UN	M
Emmanuel Roussier	Humanitarian Advisor	UNFPA	Türkiye	UN	M
Giulia Vallese	Deputy Regional Director	UNFPA	Türkiye	UN	F
Gabriela Alvarez Minte	Regional Gender Advisor	UNFPA	Türkiye	UN	F
Rune Brandrup	Regional Youth Advisor/Regional Programme Coordinator	UNFPA	Türkiye	UN	M
Kamila Abdullaeva	International Operations Manager	UNFPA	Türkiye	UN	F
Louise Dann	Regional Resource Mobilization and Partnership Advisor	UNFPA	Türkiye	UN	F
Marta Diavolova	Regional Partnership and Intergovernmental Relations Adviser	UNFPA	Türkiye	UN	F
Jennet Appova	M&E Advisor	UNFPA	Türkiye	UN	F
Jens-Hagen Eschenbaecher	Regional Communications Advisor	UNFPA	Türkiye	UN	M
Michael Hermann	DEMRES Coordinator and Advisor	UNFPA	Türkiye/USA	UN	M
Olga Osaulenko	Programme Manager EU4Gender Equality	UN Women	Türkiye	UN	F
Andres Vikat	Chief of Social and	UNECE	Switzerland	UN	M

	Demographic Statistics Section				
Olga Vorontsova	Senior Community-Based Protection Officer	UNHCR	Switzerland	UN	F
Mohammed Ghafour	Protection Officer	UNHCR	Switzerland	UN	M
Irina Zbarskaya	Chief of Department of Social and Demographic Statistics	Interstate Statistical Committee of the CIS	Russia	Partner	F
Ionela Horga	Regional Coordinator	East European Institute for Reproductive Health (EIRH)	Romania	Partner	F
Maaïke van Adrichem	Project Manager	OECE	Vienna	Partner	F
Guncha Annageldiyeva	International Coordinator	Y-Peer	Bulgaria	Partner	F
Johanna Marquardt	Scientific Officer	Collaborating Centre for SRH, BZgA, Ministry of Health	Köln	Partner	F
Vitaly Djuma	Executive Director	ECOM	Estonia	Partner	M
Emilie Peeters	ANSER Coordinator and ICRH Policy Officer	ANSER	Brussels	Partner	F

Albania country study (3; F:3; M:0)

Name	Position	Organisation	Location (Country)	Type of Organisation	M/F
Elsona Agolli	Gender & PD Programme Analyst	UNFPA	Albania	UN	F
Dorina Tocaj	SRH & Youth Programme Analyst	UNFPA	Albania	UN	F
Elida Nuri	Advocacy & Communications Analyst	UNFPA	Albania	UN	F

Armenia country study (2; F:1; M:1)

Name	Position	Organisation	Location (Country)	Type of Organisation	M/F
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Tsovinar Harutyunyan	Head of Office	UNFPA	Armenia	UN	F
Mher Manukyan	Communications Analyst	UNFPA	Armenia	UN	M

Belarus country study (3; F:3; M:0)

Name	Position	Organisation	Location (Country)	Type of Organisation	M/F
Olga Astroshchanka	Head of Office	UNFPA	Belarus	UN	F
Volha Lukashkova	Programme Analyst on Gender	UNFPA	Belarus	UN	F
Viktoryia Halavach	Consultant on Diversity and Inclusion	UNFPA	Belarus	UN	F

Bosnia & Herzegovina country study (3; F:1; M:2)

Name	Position	Organisation	Location (Country)	Type of Organisation	M/F
John Kennedy Mosoti	Representative & Country Director	UNFPA	Bosnia and Herzegovina	UN	M
Enida Imamovic	SRH Specialist	UNFPA	Bosnia and Herzegovina	UN	F
Zeljko Blagojevic	Programme Analyst, Population Development Strategies and Monitoring and Evaluation	UNFPA	Bosnia and Herzegovina	UN	M

Kazakhstan case study (1; F:0; M:1)

Name	Position	Organisation	Location (Country)	Type of Organisation	M/F
Ronny Lindstrom	Representative & Country Director	UNFPA	Kazakhstan	UN	M

Moldova country study (16; F:14; M:2)

Name	Position	Organisation	Location (Country)	Type of Organisation	M/F
Ludmila Sirbu	Programme Analyst on Youth	UNFPA	Moldova	UN	F
Saidkasim Sakhopov	Emergency Coordinator	UNFPA	Moldova	UN	M

Aliona Cristei	Programme Analyst on PD	UNFPA	Moldova	UN	F
Irina Lipcanu-Denuta	Communications Analyst	UNFPA	Moldova	UN	F
Ene Tuyliyeva	Communications Specialist	UNFPA	Moldova	UN	F
Diana Selaru	Operations Manager	UNFPA	Moldova	UN	F
Cornelia Vintea-Creciu	Humanitarian Programme Analyst on SRH	UNFPA	Moldova	UN	F
Natalia Plugaru	Assistant Representative	UNFPA	Moldova	UN	F
Flore Rossi	Child Protection Specialist	UNICEF	Moldova	UN	F
Viorica Culeac	Programme Officer	UN Women	Moldova	UN	F
Olga Stoler	Programme Officer	UN Women	Moldova	UN	F
Violeta Terguta	Programme Analyst on GBV	UNFPA	Moldova	UN	F
Valentina Bodrug-Lungu	Head	Gender Center	Moldova	Partner	F
Diana Valuta	Head	Cervical Screening Implementation Coordination Unit, Institute of Mother and Child	Moldova	Partner	F
Radu Danii	Senior Program Officer	SDC	Moldova	Donor	M
Natalia Cernat	NPO Social Inclusion	SDC	Moldova	Donor	F

North Macedonia country study (3; F:2; M:1)

Name	Position	Organisation	Location (Country)	Type of Organisation	M/F
Afrodita Shalja-Plavjanska	Head of Office	UNFPA	North Macedonia	UN	F
Vangel Trkaljanov	Project Coordinator	UNFPA	North Macedonia	UN	M
Irena Spirkovska	Communications and Resource Mobilization Officer	UNFPA	North Macedonia	UN	F

Serbia country study (3; F:3; M:0)

Name	Position	Organisation	Location (Country)	Type of Organisation	M/F
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Nevena Sovic	SRH and Youth Programme Analyst	UNFPA	Serbia	UN	F

Tajikistan country study (6; F:2; M:4)

Name	Position	Organisation	Location (Country)	Type of Organisation	M/F
Nargis Rakhimova	Head of Office	UNFPA	Tajikistan	UN	F
Khurshed Bahromzoda	FP and RH Commodity Security Programme Analyst	UNFPA	Tajikistan	UN	M
Ravshan Tohirov	SRH Programme Analyst	UNFPA	Tajikistan	UN	M
Anvar Aminov	Programme Analyst, PD	UNFPA	Tajikistan	UN	M
Farhodjon Nabiulloev	Communications Specialist	UNFPA	Tajikistan	UN	M
Niulfar Bahromzoda	Programme Analyst for Gender	UNFPA	Tajikistan	UN	F

Turkmenistan country study (4; F:2; M:2)

Name	Position	Organisation	Location (Country)	Type of Organisation	M/F
Kemal Goshliyev	Programme Specialist on Reproductive Health/OIC	UNFPA	Turkmenistan	UN	M
Ayna Seyitliyeva	Former Head of Office	UNFPA	Turkmenistan	UN	F
Dovran Yamatov	Programme Analyst Population Dynamics	UNFPA	Turkmenistan	UN	M
Mehri Karakulova	Gender and Youth National Programme Analyst	UNFPA	Turkmenistan	UN	F

Ukraine country study (3; F:0; M:3)

Name	Position	Organisation	Location (Country)	Type of Organisation	M/F
Mustafa Elkanzi	Deputy Representative	UNFPA	Ukraine	UN	M
Bohdan Pidverbetsky	SHR Programme Analyst	UNFPA	Ukraine	UN	M
Jaime Nadal Roig	Former Country Representative	UNFPA	Thailand	UN	M

Uzbekistan country study (28; F:16; M: 12)

Name	Position	Organisation	Location (Country)	Type of Organisation	M/F
Kamolkhon Inomkhodjayev	Assistant Representative	UNFPA	Uzbekistan	UN	M
Azam Toshpulatov	PD Analyst	UNFPA	Uzbekistan	UN	M
Shakhnoza Akramova	National Consultant on Population and Development	UNFPA	Uzbekistan	UN	F
Ngina Abaszade	Country Representative for Uzbekistan and Country Director for Tajikistan	UNFPA	Uzbekistan	UN	F
Nargiza Fuzailova	Programme Specialist for SRH	UNFPA	Uzbekistan	UN	F
Albina Sadullaeva	Programme Associate on SRH and youth issues	UNFPA	Uzbekistan	UN	F
Dilora Ganieva	Programme Specialist on gender and social norm change	UNFPA	Uzbekistan	UN	F
Shavkat Yamukhamedov	Specialist on Disability Inclusion	UNFPA	Uzbekistan	UN	M
Yu Yu	Former Country Representative	UNFPA	South Africa	UN	M
Ceren Guven Gures	Country Programme Manger	UN Women	Uzbekistan	UN	F
Egamberdieva Nodira Meliboyevna	Director	Research Institute on	Uzbekistan	Partner	F

		Family and Gender Issues			
Abduramanov Khamid Khudoybergovich	Deputy Director	Research Institute on Family and Gender Issues	Uzbekistan	Partner	M
Khonturaev Bobur Azimovich	Head of Department of Family Demographic Development	Research Institute on Family and Gender Issues	Uzbekistan	Partner	M
Zoyir Toshkanovich Yuldosehv	Head of Department	Statistics Agency	Uzbekistan	Partner	M
Odiljon Toirovich Mamadaliev	Head of Department	Statistics Agency	Uzbekistan	Partner	M
Kobil Gulamiovich Berdikulov	Head of Department	Statistics Agency	Uzbekistan	Partner	M
Shakhoboz Uktamovich Djanadilov	Head of Department	Statistics Agency	Uzbekistan	Partner	M
Mukaddam Rasulova	Director	Republican Center for Rehabilitation and Adaption of Women (shelter)	Uzbekistan	Partner	F
Umida Abdullaeva	Deputy Head of the Crime Prevention Service of the Department of Public Security, Head of the Department for Women's Issues	Ministry of Interior	Uzbekistan	Partner	F
Niulfar Urinbayeva	Director	Republican Perinatal Centre	Uzbekistan	Partner	F
Shokidan Babadjanova	Chief of Delivery Department	Republican Perinatal Centre	Uzbekistan	Partner	F
Nodira Inoyatova	National Expert	HPV based cervical cancer screening project	Uzbekistan	Partner	F
Mukhabbat Akhmedova	National Expert	HPV based cervical cancer screening project	Uzbekistan	Partner	F

Liliya Gaynutdinova	Direct of Tashkis	Ministry of Pre-schools and Education	Uzbekistan	Partner	F
Mukhabbat Rakhimova	Board Chairperson	Sharoit Plus	Uzbekistan	Partner	F
Uygun Gufurov	Rector	International Islamic Academy	Uzbekistan	Partner	M
Khujaev Bakhodir	Head of International Relations Department	International Islamic Academy	Uzbekistan	Partner	M
Yusupova Nigora	Associate Professor	International Islamic Academy	Uzbekistan	Partner	F

Annex 6: Consulted documents

Regional and global-level documents

1.	UNFPA. UNFPA Knowledge Management Strategy 2018-2021. Leveraging the Power of Knowledge to Achieve Results. 2019
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5.	UNFPA. UNFPA strategic plan 2022-2025. Annex 3 Business Model. 2021
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14.	UNFPA. Midterm Review. Strategic Plan Integrated Budget 2022-2025. Executive Committee Retreat. January 2023 (PPT)
15.	UNFPA. EECA Regional Programme Performance Analysis (Q1). May 2023 (PPT)
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34.	UNFPA. Eastern Europe and Central Asia. Summary of 2023 review of the implementation of the SP and EECA RP 2022-2025. No date (PPT)
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37.	UNFPA. Evaluation of the 4th UNFPA Country Programme for Albania (2017-2021). Evaluation Report. 2021
38.	UNFPA Country Programme Performance Summary. UNFPA Albania 2017-2021. 2021
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72.	The World Bank. Tajikistan Risk and Resilience Assessment. 2017
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93.	UNFPA. UNFPA Ukraine Humanitarian Snapshot #28 1 December 2023-31 December 2023. 2023
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113.	UNFPA. Gender equality in workplaces in Uzbekistan. 2022
114.	UNFPA. Determinants of fertility growth in the Republic of Uzbekistan after 2017. 2023
115.	Unknown. Key findings of gender assessment in Uzbekistan. <i>No date</i>
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Annex 7: Analysis of accelerators and strategic shifts

TABLE 1: CATEGORIZATION AS STRATEGIC ADJUSTMENT OR PROGRAMMATIC AMPLIFICATION AND OVERLAP BETWEEN ACCELERATORS AND STRATEGIC SHIFTS

Strategic adjustments	
Accelerators	Strategic shifts
Innovation and digitalization (as a means)	-
-	Aligning the organizational focus on achieving the three transformative results
-	Tailoring programmatic and technical assistance to better respond to local contexts through a country-office-led process within the United Nations family on the ground
-	Shifting the focus from funding the ICPD agenda to financing the ICPD agenda
Programmatic amplifications	
Accelerators	Strategic shifts
Innovation and digitalization (as a megatrend)	Integrating the effects of megatrends, such as climate change, demographic shifts, inequalities and digitalization, into programming
Leaving no one behind and reaching the furthest left behind first	Increasing the focus on “populations left behind” and emphasizing “reaching those furthest behind first
Resilience and adaptation, and complementarity among development, humanitarian and peace-responsive efforts	Mainstreaming resilience, prevention, preparedness and early action and emphasizing the complementarity between humanitarian, development and peace-responsive interventions
Human rights-based and gender-transformative approaches	Incorporating the multisectoral needs of women, adolescents and youth and addressing structural inequalities, such as discriminatory gender and social norms, that hinder the achievement of the transformative results
Partnerships, South-South and triangular cooperation, and financing	Reinvigorating and expanding partnerships, including those with the private sector, civil society organizations, international financial institutions, academia and media, as well as partnerships through South-South and triangular cooperation
Data and evidence	-
-	Scaling up the provision of high-quality comprehensive SRH information and services, as part of universal health coverage plans
-	Expanding the humanitarian response capacity to better safeguard the lives of women, adolescents and youth, especially adolescent girls, while also addressing mental health and psychosocial issues
-	Strengthening the UNFPA normative role in all countries where UNFPA is present
-	Increasing the focus on joint accountability, in line with United Nations reforms, principles and practices

Source: RPE team based on SPE inception report

TABLE 2: INWARD AND OUTWARD-LOOKING FOCUS OF UNFPA'S ACCELERATORS AND STRATEGIC SHIFTS

Implications for what UNFPA does (internal focus)	
Accelerators	Strategic shifts
Innovation and digitalization (as a megatrend)	Integrating the effects of megatrends, such as climate change, demographic shifts, inequalities and digitalization, into programming
Leaving no one behind and reaching the furthest left behind first	Increasing the focus on "populations left behind" and emphasizing "reaching those furthest behind first"
Resilience and adaptation, and complementarity among development, humanitarian and peace-responsive efforts	Mainstreaming resilience, prevention, preparedness and early action and emphasizing the complementarity between humanitarian, development and peace-responsive interventions
Human rights-based and gender-transformative approaches	Incorporating the multisectoral needs of women, adolescents and youth and addressing structural inequalities, such as discriminatory gender and social norms, that hinder the achievement of the transformative results
Innovation and digitalization (as a means)	-
Data and evidence	-
-	Aligning the organizational focus on achieving the three transformative results
-	Expanding the humanitarian response capacity to better safeguard the lives of women, adolescents and youth, especially adolescent girls, while also addressing mental health and psychosocial issues
-	Tailoring programmatic and technical assistance to better respond to local contexts through a country-office-led process within the United Nations family on the ground
Implications for the way UNFPA leverages the work and resources of others (external focus)	
Accelerators	Strategic shifts
Human rights-based and gender-transformative approaches	Incorporating the multisectoral needs of women, adolescents and youth and addressing structural inequalities, such as discriminatory gender and social norms, that hinder the achievement of the transformative results
Partnerships, South-South and triangular cooperation, and financing	Reinvigorating and expanding partnerships, including those with the private sector, civil society organizations, international financial institutions, academia and media, as well as partnerships through South-South and triangular cooperation
-	Scaling up the provision of high-quality comprehensive SRH information and services, as part of universal health coverage plans
-	Strengthening the UNFPA normative role in all countries where UNFPA is present

-	Shifting the focus from funding the ICPD agenda to financing the ICPD agenda
-	Increasing the focus on joint accountability, in line with United Nations reforms, principles and practices

Source: RPE team based on SPE inception report