

The UNFPA Strategic Plan 2022-2025 is the second in a series of three strategic plans until 2030, that intend to build a foundation for, then accelerate progress towards achievement of three transformative results – ending the unmet need for family planning, ending preventable maternal deaths and ending gender-based violence and harmful practices.

The Independent Evaluation Office assessed the organizational readiness and strategic positioning of UNFPA to accelerate progress towards the achievement of these results in time to inform the development of the next strategic plan.

## QUICK FACTS



## CONCLUSIONS AND RECOMMENDATIONS

**Conclusion 1:** Successive strategic plans aiming for the three transformative results provided continuity and focus but require adaptability, with acceleration remaining relevant yet potentially insufficient for countries facing setbacks.

**Recommendation 1:** Within the overarching framework of contributing to the progress towards the three transformative results, ICDP Programme of Action and the SDGs, focus the next strategic plan on further acceleration and ensure that efforts to protect the ICPD agenda are fully integrated into the approach.

**Conclusion 2:** The three transformative results effectively focused UNFPA resources on key priorities, but they do not fully encompass all stakeholder needs or the organization's broader contributions to the ICPD Programme of Action and SDGs.

**Recommendation 2:** The next strategic plan should clarify the UNFPA strategic positioning in population dynamics and other key areas of work (such as HIV, gender equality, youth and adolescence and ageing) and the direct contribution of these areas to the SDGs and ICPD Programme of Action.

**Conclusion 3:** The shifts in the Strategic Plan 2022-2025 demanded substantial organizational effort, with clearer guidance, and needed to consider internal capacity constraints, especially in smaller country offices.

**Recommendation 3:** Operationalize acceleration by clarifying and strengthening linkages between concepts and programming approaches well in advance of the launch of the new strategic plan.

**Conclusion 4:** A clearer approach to acceleration in the next strategic plan, and the country programmes, is needed in order to enhance coherence across UNFPA initiatives, align modes of engagement and guide human resource priorities at the country level.

**Recommendation 4:** Strengthen capacities to undertake the critical measures that will support acceleration, especially in normative work, funding to finance, knowledge management and strategic communications.

**Conclusion 5:** UNFPA has improved its humanitarian response capacity but needs clearer guidance and strategic integration to coordinate and implement resilience, humanitarian, development and peace efforts within resource constraints.

**Recommendation 5:** Promote better integration of humanitarian, development and peace-responsive interventions while taking into account the different and changing contexts within which UNFPA works.