

UNFPA Management Response to the Formative Evaluation of the UNFPA Strategic Plan 2022-2025

Evaluation Report Issue Date [DD/MM/YY]	Evaluation report tag [choose 1 from the list below]: 1. Country Programme Evaluation (CPE) 2. Regional Programme Evaluation (RPE) 3. Programme Level Evaluation (non CPE or RPE evaluations) 4. DAO (Delivering as One) Evaluation 5. UNDAF Evaluation 6. Humanitarian Evaluation 7. Meta-Evaluation 8. Evaluation Approach Paper 9. Evaluability Assessment 10. Thematic	Additional attributes [joint, impact or institutional]	UNFPA Business Units Responsible for implementation [list all]	Heads of Responsible Business Units Final approvers	Responsible Unit Managing/Coordinating Focal Point	Date of submission
TBD	Thematic	Institutional	Programme Division	Director of Programme Division	Shane Sheils, Chief of Strategic Planning Branch, Programme Division.	TBD

EVALUATION RECOMMENDATION(S) AND PROPOSED ACTION POINT(S)

[List all recommendations below as they appear in the Evaluation Report]

Recommendation No. 1	<p>Within the overarching framework of contributing to the progress towards the 3TRs, 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.</p>	Priority: High
	<p>Proposed Actions: 1.1 To address the critical need to make faster progress towards the 3TRs, ICPD PoA and SDGs, change the overall characterisation of the third in the series of SPs from “unfinished business” to “continued acceleration”. 1.2 To ensure a coherent, strategic and integrated approach to acceleration, the next strategic plan should include a specific section describing the approaches to acceleration that bring together different areas of work, such as normative work, funding to funding and financing, strategic communications and knowledge management; 1.3 To protect the UNFPA mandate and acceleration agenda against the evolving external environment, specific actions focussed on the gender-transformative and human rights based approaches as well social norms should be included; 1.4 To ensure the integrated acceleration approach is relevant in humanitarian contexts, define a range of actions that will enable countries in various stages of humanitarian crisis to return to a path of acceleration.; 1.5 To ensure a more strategic and flexible approach to acceleration at the country level, ensure that Country Offices have the space to define an integrated, country specific and evidence-based acceleration approach in their CPDs.</p>	
Management Response to Recommendation acceptance status		Accepted

<i>If recommendation is partially accepted or rejected, provide reasons:</i>		N/A			
<i>If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued</i>					
Action Point Title	Action point text	Due date (year)	Lead implementing unit [only one per action point]	Lead implementing and reporting staff Owner [specify only one per action point only]	Additional units involved in implementation (if any)
1.1 Characterisation of the 2026-2029 Strategic Plan.	1.1 UNFPA will change the overall characterisation of the third in the series of SPs from “unfinished business” to “further acceleration”. in order to address the critical need to make faster progress towards the 3TRs, ICPD PoA and SDGs,	2025	SPB(PD)	Chief of Strategic Planning Branch, Programme Division	OED
1.2 Approach to acceleration in 2026-2029 Strategic Plan	1.2 The 2026-2029 Strategic Plan will elaborate UNFPA’s approach to acceleration more clearly and better describe the approaches to acceleration that bring together different areas of work, such as normative work, funding to funding and financing, strategic communications and knowledge management.	2025	SPB (PD)	Chief of Strategic Planning Branch, Programme Division	DER & Knowledge Management Unit (PD)
1.3 Gender-transformative approaches and the human rights-based approach in the 2026-2029 Strategic Plan	1.3 The 2026-2029 Strategic Plan will look to elaborate with greater specificity the types of programming actions that are envisaged with regard to gender-transformative approaches and the human rights-based approach.	2025	SPB (PD)	Chief of Strategic Planning Branch, Programme Division	DER
1.4 Humanitarian situations and acceleration	1.4 The 2026-2029 Strategic Plan and the associated theory of change will more directly address the integrated acceleration approach as applied in humanitarian contexts.	2025	SPB (PD)	Chief of Strategic Planning Branch, Programme Division	HRD

1.5 Acceleration approaches at country level	1.5 The 2026-2029 Strategic Plan and the associated country-level guidance will clarify the space that countries have to define their own acceleration approaches in their country programmes based on the country context.	2025	QPB (PD)	Chief of Quality Programming Branch, Programme Division	ROs
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Recommendation No. 2	The next Strategic Plan should clarify UNFPA’s strategic positioning in population dynamics and other key areas of work (such as HIV, gender equality, youth/ adolescence and aging) and the direct contribution of these areas to the SDGs and ICPD PoA.	Priority: High
	Proposed Actions: 2.1 To ensure that the contribution of all elements of UNFPA’s work are understood and captured, revise the SP theory of change to include direct contributions by UNFPA to the SDGs and ICPD PoA that do not go exclusively through the 3TRs - notably, population dynamics, HIV, adolescence/youth, gender equality and aging.; 2.2 To capture the contributions of the specific work on population dynamics and other areas defined above, embed them directly in the framing and narrative of the SP, identify the pathways that contribute directly to the SDGs and ICPD PoA and establish outcome level indicators and targets to measure and assess progress.; 2.3 To allow greater alignment of work to regional contexts and demands, clarify the degree to which ROs can adapt the corporate strategy to better meet the needs of the region while remaining within the overall corporate approach and narrative.; 2.4 To strengthen efforts on population dynamics and other key areas of work, develop an external relations strategy that includes branding, communications and resource mobilisation for these areas.	

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2.1 UNFPA’s broader global contribution outside the 3TRs	2.1 The 2026-2029 Strategic Plan and the associated Theory of Change will frame UNFPA’s broader contribution to the SDGs and ICPD PoA, including in programming areas that are	2025	SPB (PD)	Chief of Strategic Planning Branch, Programme Division	PD

	not exclusively through the 3TRs, such as demographic resilience.				
2.2 Incorporation of population dynamics and other areas into the new Strategic Plan.	2.2 The 2026-2029 Strategic Plan and the associated Integrated Results and Resources Framework will embed population dynamics and other areas into their narrative and establish outcome level indicators and targets to measure and assess progress.	2025	SPB (PD)	Chief of Strategic Planning Branch, Programme Division	Population and Development Branch (PD)
2.3 Role of Regional Offices in delivering on the UNFPA Strategic Plan.	2.3 The 2026-2029 Strategic Plan and associated documents, including the Global and Regional Programme document, will clarify how UNFPA's Regional Offices align to the Strategic Plan and deliver on its commitments, while also allowing space to adapt to better meet the needs of the region.	2025	PD Directorate	Deputy Director, Programme Division	ROs
2.4 External Relations Strategy	2.4 UNFPA will develop an external relations strategy that includes branding, communications and resource mobilization for population dynamics and other key areas of work.	2025	DER	Director, Division for External Relations	PD

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Recommendation No. 3	Operationalize acceleration by clarifying and strengthening linkages between concepts and programming approaches well in advance of the launch of the new Strategic Plan.	Priority: High
	Proposed Actions: 3.1 To facilitate stronger and more coherent implementation of the strategic plan, clearly define and streamline programming approaches, accelerators and strategic shifts, and identify the linkages and differences between them; 3.2 To strengthen existing documents to operationalize the SP, enhance coherence between strategies and programme guidance, and ensure similar coherence for any new strategies; 3.3 To ensure timely and contextualized support and guidance for SP implementation, build on the current MTR "prioritization exercise", review the additional support and guidance that will be required in advance of the approval of the strategic plan.; 3.4 To ensure increased focus on acceleration at the country level, revise the modes of engagement to align with a new, integrated approach to accelerate progress towards the 3TRs, ICPD PoA and SDGs.	

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Action Point Title	Action point text	Due date (year)	Lead implementing unit [only one per action point]	Lead implementing and reporting staff Owner [specify only one per action point only]	Additional units involved in implementation (if any)
3.1 Streamlining programming approaches, accelerators and strategic shifts	3.1 The 2026-2029 Strategic Plan will more clearly define and streamline programming approaches, accelerators and strategic shifts, and identify the linkages and differences between them in the associated Theory of Change.	2025	SPB (PD)	Chief of Strategic Planning Branch, Programme Division	DER, HRD
3.2 Programme Guidance	3.2 UNFPA will review and strengthen guidance to operationalize the new Strategic Plan in order to enhance coherence.	2025	QPB (PD)	Chief of Quality Programming Branch, Programming Division	SPB (PD), HRD
3.3 Prioritization	3.3 UNFPA will build on the current MTR “prioritization exercise” in order to further sharpen the organization’s operational focus and facilitate more timely and contextualized support and guidance for SP implementation.	2025	SPB (PD)	Chief of Strategic Planning Branch, Programme Division	QPB (PD) & ROs
3.4 Modes of engagement	3.4 In developing the new Strategic Plan 2026-2029, UNFPA will review the modes of engagement to ensure alignment with efforts to accelerate progress towards the 3TRs, ICPD PoA and SDGs .	2025	SPB (PD)	Chief of Strategic Planning Branch, Programme Division	ROs-

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Recommendation No. 4	Strengthen capacities to undertake the critical measures that will support acceleration, especially in normative work, funding to finance, knowledge management, and strategic communications.	Priority: High			
	Proposed actions: 4.1 To strengthen implementation of an integrated approach to acceleration, develop and roll-out staff capacity strengthening initiatives for the critical areas related to acceleration: normative work, funding to finance, knowledge management, and strategic communications; 4.2 To ensure guidance and capacity building efforts are tailored to different contexts, technical leads should work with ROs to adapt guidance, as appropriate; 4.3 To promote the most appropriate human resource configurations especially in small offices with limited capacity, facilitate the staffing alignment exercise to ensure the right balance of staff between those with specialization in technical areas and those with expertise in specific modes of engagement. In addition, explore the opportunity to leverage existing resources by making best use of technical resources within regional or sub-regional technical hubs, or other country offices; 4.4 To further enhance UNFPA capacity with limited resources, enhance partnerships with providers of relevant knowledge and expertise, including the private sector, civil society and academia; 4.5 To ensure a more efficient and coherent approach to specific aspects of UNFPA's work, strengthen staff capacity to articulate UNFPA's contribution to and engagement with UN wide efforts (such as gender norms, youth/adolescents, etc), particularly as it relates to leveraging and advocating for change.				
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4.1 Staff capacity	4.1 UNFPA will develop and roll-out capacity strengthening initiatives for its staff on critical areas related to acceleration such as normative work, funding to funding and financing, knowledge management, strategic communications, and working in crises.	2026	DHR	Director, Division of Human Resources	Knowledge Management Unit and Quality Programming Branch in PD; DER; HRD

4.2 Regional office engagement in capacity building	4.2 UNFPA divisions will engage with Regional Offices in the design of capacity building initiative and programming guidance.	2026	DHR	Director, Division of Human Resources	PD & ROs, HRD.
4.3 Staffing alignment	4.3 UNFPA will undertake country-level staffing realignment exercises alongside CPD development to ensure the right balance of staff between those with specialization in technical areas and those with expertise in specific modes of engagement, including through making best use of technical resources within regional or sub-regional offices, or country offices.	2026	DHR	Director, Division of Human Resources	PD & ROs
4.4 Enhancing partnerships	4.4 UNFPA will continue to enhance partnerships with providers of relevant knowledge and expertise, including the private sector, civil society and academia.	2025	DER	Director, Division of External Relations	ROs & PD
4.5 Staff engagement in UN wide efforts	4.5 Corporate efforts at strengthening staff capacity will build on ongoing work, and look to incorporate capacity to articulate UNFPA's contribution to and engagement with UN wide efforts.	2025	DHR	Director, Division of Human Resources	DER & ROs

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Recommendation No. 5

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

Priority: High

Proposed Actions: 5.1 To support better integration of humanitarian, development and peace-responsive programming at the country level, develop a clear conceptual and operational framework in this area and ensure flexibility to allow for context-specific approaches in the different settings.; 5.2 To increase the support for and visibility of UNFPA work in humanitarian contexts, clearly articulate UNFPA's humanitarian programmatic offer, which should continue to be done within a broader UN response; 5.3 To ensure system coherence, adapt programming and financial processes and procedures to support continuity between

	development and humanitarian efforts.; 5.4 To reduce the risk of reversing progress towards UNFPA goals, increase efforts aimed at identifying what works in mainstreaming resilience, prevention and early action.; 5.5 To ensure a strong UNFPA response to crises and in keeping with recommendations of the evaluation of UNFPA Humanitarian capacities and the evaluation of the organizational resilience, strengthen skills and competencies for all UNFPA staff to flexibly engage with varying types and phases of crises.				
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5.1 Integration of humanitarian, development and peace-responsive programming	5.1 UNFPA will strengthen guidance on programming that integrates humanitarian, development and peace-responsive work, including through developing a conceptual and operational framework in this area	2025	QPB (PD)	Chief of Quality Programming Branch, Programming Division	HRD & ROs
5.2 UNFPA programmatic offer in humanitarian contexts	5.2 The 2026-2029 Strategic Plan will more clearly articulate UNFPA's humanitarian programmatic offer and frame it as part of a broader UN response.	2025	SPB (PD)	Chief of Strategic Planning Branch, Programme Division.	HRD & DER
5.3 Process and procedures	5.3 UNFPA will review and adapt, as appropriate, programming and financial processes and procedures to support continuity between development and humanitarian efforts.	2025	QPB (PD)	Chief of Quality Programming Branch, Programming Division	DMS & DHR

5.4 Resilience, prevention and early action	5.4 UNFPA will increase efforts aimed at identifying what works in mainstreaming resilience, prevention and early action.	2025	HRD	Director, Humanitarian Response Division.	PD & ROs
5.5 Skills and capacity working in crisis contexts	<i>Please see Action 4.1 where this proposed action has been combined with the related proposed action on staff skills and capacity.</i>	N/A	N/A	N/A	N/A