EVALUATION REPORT

Independent evaluation of the UNFPA Strategic Plan 2022-2025

Volume 2

UNFPA Independent Evaluation Office

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UNFPA INDEPENDENT EVALUATION OFFICE

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Acronyms

3TRs	Three Transformative Results
AAP	Accountability to Affected Populations
AI	Artificial Intelligence
APRO	Asia and Pacific Regional Office
ASRO	Arab States Regional Office
CCA	Common Country Assessment
CO	Country Office
CPD	Country Programme Document
CPE	Country Programme Evaluation
CSO	Civil Society Organization
DCS	Division of Communications and Strategic Partnerships
DED(P)	Deputy Executive Director (Programme)
DHR	Division of Human Resources
DMS	Division of Management Services
EB	Executive Board
EECARO	Eastern Europe and Central Asia Regional Office
EQ	Evaluation Question
EQAA	Evaluation Quality Assurance and Assessment
ESARO	East and Southern Africa Regional Office
FGM	Female Genital Mutilation
GBV	Gender-Based Violence
GBViE	Gender-Based Violence in Emergencies
HIC	High-Income Country
HQ	Headquarters
ICPD	International Conference on Population and Development
IDWG	Inter-Divisional Working Group
IEO	Independent Evaluation Office (of UNICEF)
IFI	International Financial Institution
IOM	International Organization for Migration
IRRF	Integrated Results and Resources Framework
KII	Key Informant Interview
KM	Knowledge Management
LACRO	Latin America and Caribbean Regional Office
LIC	Low-Income Country
LDCs	Least Developed Countries
LLDCs	Landlocked Developing Countries
LMIC	Lower-Middle Income Country
LNOB	Leaving No One Behind
M&E	Monitoring and Evaluation
MIC	Middle-Income Country
MICS	Multiple Indicator Cluster Surveys
MNHTF	Maternal and Newborn Health Thematic Fund
MoU	Memorandum of Understanding
MTR	Mid-Term Review
ODA	Official Development Assistance

OED	Office of the Executive Director
OEE	Organizational Effectiveness and Efficiency
OEV	Office of Evaluation (of WFP)
OSQAB	Operational Support and Quality Assurance Branch
PAHO	Pan American Health Organization
PD	Programme Division (new division formed after data collection)
PSD	Policy and Strategy Division
QCPR	Quadrennial Comprehensive Policy Review
RBM	Results-Based Management
RC	Resident Coordinator
RCO	Resident Coordinator's Office
RHCS	Reproductive Health Commodity Security
RMEA	Regional Monitoring and Evaluation Advisor
RO	Regional Office
RPE	Regional Programme Evaluation
RR	Regular Resources
SDGs	Sustainable Development Goals
SFD	Structured Funding Dialogue
SIDS	Small Island Developing States
SOGI	Sexual Orientation and Gender Identity
SP	Strategic Plan
SPE	Strategic Plan Evaluation
SRH	Sexual and Reproductive Health
SRHR	Sexual and Reproductive Health and Rights
SSTC	South-South and Triangular Cooperation
SWOP	State of World Population
TD	Technical Division
TFR	Total Fertility Rate
ToC	Theory of Change
ToR	Terms of Reference
UMIC	Upper Middle-Income Country
UN	United Nations
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNSDCF	United Nations Sustainable Development Cooperation Framework
UNV	United Nations Volunteer
UN-SWAP	United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women
WCARO	West and Central Africa Regional Office
WFP	World Food Programme

Annex 1: Summary Terms of Reference

Subject of the evaluation

The Evaluation Office will conduct a formative evaluation of UNFPA's organizational readiness and strategic positioning to accelerate progress towards the achievement of the three transformative results as articulated in the Strategic Plan 2022-2025. Effort will be taken to ensure complementary and synergy with the on-going mid-term review of the Strategic Plan 2022-2025.

Purpose

The purpose of this evaluation is to provide evidence to support UNFPA's learning related to what works (and what does not) to accelerate progress towards achievement of the transformative results and inform the design of the next Strategic Plan and its stated intent to focus on "unfinished business". This formative evaluation is a milestone within an 'evaluative evidence package', which is composed of several thematic and institutional centralized evaluations implemented under the last two Quadrennial Budgeted Evaluation Plans, a summative evaluation of the Strategic Plan scheduled in 2028, and this formative evaluation.

Objectives

The objective of this evaluation is to assess UNFPA's **organizational readiness and strategic positioning to accelerate the progress towards the achievement of the three transformative results and catalyse a discussion on the design of the next Strategic Plan given the state of progress on the SDGs**. New elements introduced in this Strategic Plan will be the focus – namely, the six accelerators for change - and the strategic shifts that were proposed, including flexibility and agility in programming, financing, innovation and partnerships.
Scope

The evaluation will focus on the current Strategic Plan period starting in 2022 until the end of data collection in early-2024. A forward-looking perspective will be maintained so that the evaluation results will benefit both the remainder of the current Strategic Plan and the development of the subsequent one.

Users

The primary intended users of the evaluation are: (i) UNFPA senior management; (ii) the UNFPA Policy and Strategy Division; (iii) the UNFPA Technical Division; (iii) the UNFPA Humanitarian Office; (iv) UNFPA business units at headquarters; and (v) UNFPA Regional and Country Offices. The results of the evaluation should also be of interest to a wider group of stakeholders, such as UNFPA Executive Board members and other UN organizations.

Methodological approach

The evaluation will be theory-based with aspects of an adaptive/developmental approach and will undertake the following data collection:

- Desk review of key documents related to the previous and current Strategic Plan, and strategic, corporate and programmatic documents
- Review of MTR survey data and evidence from audits

- Synthesis of evaluative evidence from corporate, regional and country evaluations
- Nested evaluations of the Regional Programmes, including visits to all six ROs
- Missions to selected country offices
- Interviews with UNFPA key informants across divisions, units and offices at global, regional and country levels
- Interviews with EB members
- Interviews with "comparator" agencies – primarily UN
- Deep-dive analyses on priority challenges for the organization and/or areas where the existing evaluative evidence base is particularly weak (see Annex 2).

Evaluation questions

The proposed evaluation questions will be prioritized and reduced during the inception phase following discussions with key stakeholders and based on areas identified through the MTR as key challenges.

Evaluation questions		Evaluation Criteria			
		Relevance	Coherence	Effectivene	Efficiency
Forward-looking perspective					
i.	To what extent should UNFPA reconceptualize the next Strategic Plan given the state of progress towards the SDGs and 3TRs?	X			
Accelerators					
ii.	To what extent is each of the six accelerators relevant to the achievement of the 3TRs (HRBA & gender transformative approaches; innovation and digitalization; partnerships/SSTC/financing; data and evidence; LNOB; resilience and adaptation)?	X			
iii.	To what extent have each of the six accelerators been clearly defined and operationalized – individually and in an integrated manner?		X	X	
iv.	To what extent is each of the accelerators enhancing programming at regional and country-levels? What have been the enabling and inhibiting factors?			X	
Strategic Shifts					
v.	To what extent is there alignment in the organizational focus on achieving the 3TRs?		X		
vi.	To what extent are the effects of megatrends being incorporated?		X		

vii.	To what extent is UNFPA's programming focusing on "populations left behind" and emphasizing "reaching those furthest behind first"?			X	
viii.	To what extent has UNFPA scaled up the provision of high-quality, comprehensive sexual and reproductive health information and services?			X	
ix.	To what extent has UNFPA expanded its humanitarian response capacity?			X	
x.	To what extent has resilience, prevention, preparedness and early action been mainstreamed into programme interventions?		X		
xi.	To what extent are the multisectoral needs of women, adolescents and youth, as well as structural inequalities, being addressed?			X	
xii.	To what extent is there increased flexibility in programming at the country level? Has this enabled increased coherence with other UN agencies on the ground?		X	X	
xiii.	To what extent has UNFPA's normative role been strengthened?	X		X	
xiv.	To what extent has the focus shifted from funding to funding and financing the ICPD agenda?				X
xv.	To what extent have UNFPA's partnerships expanded?	X		X	
xvi.	To what extent has UNFPA's coordination and collaboration with the UN Development System supported increased joint accountability and acceleration towards the 3TRs?			X	
Enablers					
	To what extent has strategic communication facilitated the acceleration and strategic shifts foreseen in the Strategic Plan?				
	To what extent has human resource strategies and management facilitated the acceleration and strategic shifts foreseen in the Strategic Plan?				

Governance

The evaluation manager. The evaluation manager will have overall responsibility for the management of the evaluation process, including hiring and managing the (team of) external consultant(s). The evaluation manager is responsible for ensuring the quality and independence of the evaluation (in line with UNEG Norms, Standards and Ethical Guidelines).

The *Director of the Evaluation Office* will approve the selection of the Evaluation team, as well as the inception and evaluation reports.

The *Regional Monitoring and Evaluation Advisors* will co-manage the regional evaluation component of this evaluation. They will assist in the selection and hiring of a regional consultant, facilitate the work of the regional consultant and evaluation team members carrying out regional and country missions/desk reviews, and quality assure regional deliverables.

The evaluation reference group. The conduct of the evaluation will be followed closely by an evaluation reference group consisting of staff members of UNFPA and select external members. The internal evaluation reference group will play a key role in ensuring access to information and individuals, as well as reviewing draft deliverables.

Evaluation Timeline

	Evaluation Phase	Strategic Plan Evaluation Timeline	Mid-term Review of the SP Timeline
1	Inception phase Inception workshop Draft inception report Pilot country mission Final inception report	October – December 2023	
2	Data collection phase	January – April 2024	February – October 2023
3	Analysis	May 2024	November 2023 – January 2024
4	Reporting and review Draft final report Final report Executive Board paper to the Executive Board secretariat	June – September 2024	February – March 2024
5	Management response and dissemination Presentation to the Executive Board Dissemination of the report	February 2025	June 2024

Evaluation Team - Bio

Michael Reynolds (Team Leader) is a development economist with thirty years' experience working in international development. Formerly, a senior evaluator for the United Nations Development Programme and the World Food Programme, Michael has led, conducted, managed and supported independent evaluations at all levels and across over thirty countries. He has a PhD in Development Studies from SOAS, University of London.

Faith Tempest (Senior Evaluator) is an international development professional with over thirty years' experience focusing on social development, strategic planning, UN coherence and evaluation. Faith has participated in evaluations for several UN organizations and has worked with UNICEF and WFP evaluation offices in the enhancement of the evaluation function. She holds an MSc in Environmental Planning for Developing Countries from the University of Nottingham, UK.

Annex 2: Evaluation Reference Group and Management Group

Evaluation Reference Group

Name	*Business Unit*	*Position*
Charles Katende	PSD, Strategic Information and Planning Branch	Chief
Tharanga Godallage		RBM Advisor
Vivienne Wang		Strategic Planning and KM Advisor
Branka Djurkovic		Research Associate
Galanne Deressa	Operational Support and Quality Assurance, PSD	Global Programme Coordinator
Samuel Choritz	OED (ex-Executive Board Branch)	Chief of Staff
Francoise Ghorayeb	Humanitarian Response Division	Programme Advisor, Humanitarian
Abbas Omaar	Technical Division	Special Assistant
Johannes Hemker	Finance Division	Resource Planning Specialist, Policy & Analytics
Bobby Olarte	PSD, Inter-country Cooperation	Senior Adviser
Alexander Pak	PSD, Inter-agency Affairs	Coordinator
Elena Pirondini	Corporate Performance and Foresight Unit	Chief
Mariarosa Cutillo	Strategic Partnership Branch	Chief
Klaus Simoni Pederson	Resource Mobilization Branch	Chief
Nigina Muntean	Innovation Unit, OED	Head
Selinde Dulckeit	Media and Communications Branch	Chief
Hicham Daoudi	Evaluation Office	Evaluation Advisor
Sasha Bodiroza	APRO	DRD
Karina Nersesyan	ASRO	DRD
Gabriela Alvarez Minte	EECARO	Regional Gender Advisor
Chinwe Ogbonna	ESARO	DRD
Fabrizia Falcone	WCARO	DRD
Veronica Siman	LACRO	DRD

External Reference Group

Name	*Organization/Business Unit*	*Position*
Erica Mattellone	UNICEF IEO	Senior Evaluation Officer
Judith Friedman	WFP OEV, Global Evaluation and Synthesis Unit	Senior Evaluation Officer
Ana Rosa Soares	UNDP IEO, Evaluation Synthesis and Lessons Unit	Chief
Shane Sheils	UNICEF, Strategic Planning and Corporate Analysis	Chief

Evaluation Management Group

Name	*Business Unit*	*Position*
Deborah McWhinney	Evaluation office	Evaluation Advisor
Oyuntsetseg Chuluundorj	APRO	RMEA
Jennet Appova	EECARO	RMEA
Thi Kieu Oanh Nguyen	ASRO	RMEA
Loveena Dookhony	WCARO	RMEA
Reginald Chima	ESARO	RMEA
Laura Gonzalez	LACRO	RMEA

Annex 3: Strategic Planning in UNFPA

1. This annex complements Chapter 2 of the evaluation report with more information on strategic planning in UNFPA, including details of the 2018-2021 Strategic Plan and implementation of the Strategic Plan 2022-2025. It also provides more detail including an analysis of the changes between recent and ongoing strategic plans.

7.1 The Strategic Plan 2018-2021

2. The highest-level strategic plan goal has remained largely the same over the past three strategic plans, starting with 2014-2017. However, the three transformative results (3TRs) were first identified in the UNFPA Strategic Plan 2018-2021.

3. **Common Chapter**. The UNFPA Strategic Plan, 2018-2021, introduced for the first time a common chapter, shared with UNDP, UNICEF and UN Women in line with General Assembly resolution 71/243, as well as the Secretary-General's repositioning report. The four organizations committed to working better together for the achievement of the SDGs, with a view to achieving greater coherence in support of results and specifically to strengthen how they work together in six areas where their collaborative advantages complement each other.[1]

4. **Principles**. The 2018-2021 strategic plan identified key principles, including:
   - Protection and promotion of human rights
   - 'Leave no one behind' and 'reaching the furthest behind first'
   - Cooperation and complementarity in the development, humanitarian and peace-informed contexts
   - Reducing risks and vulnerabilities while strengthening resilience of populations
   - Gender-responsive approaches to programming at all levels
   - Improve accountability, transparency and efficiency.

5. **Integrated Results and Resources Framework**. The 2018-2021 IRRF identifies 4 outcomes:
   - Every woman, adolescent and youth everywhere, especially those furthest behind, has utilized integrated sexual and reproductive health services and exercised reproductive rights, free of coercion, discrimination and violence
   - Every adolescent and youth, in particular adolescent girls, is empowered to have access to sexual and reproductive health and reproductive rights, in all contexts
   - Gender equality, the empowerment of all women and girls, and reproductive rights are advanced in development and humanitarian settings
   - Everyone, everywhere, is counted, and accounted for, in the pursuit of sustainable development

6. **Business Model.** Modes of engagement for Country Offices defined in the strategic plan 2018-2021 included: advocacy and policy dialogue, capacity development, knowledge management to improve programming, partnerships and coordination, and service delivery.

7. A core component of the Strategic Plan 2018-2021 that carried over from the previous plan was the country classification system based on need and ability to finance the Country Programme. This system established 'quadrants' that were then color-coded and assigned different resource allocations based on the intersection of 'need' and 'ability to finance'. Countries in the 'red' quadrant received 50-60 per cent of UNFPA's regular resources while those in the 'yellow'

[1] Eradicating poverty; gender equality and women's empowerment of; strengthening data for sustainable development; coherence, complementarity, cooperation, and coordination within and between development and humanitarian activities; climate change; adolescent and maternal health and HIV

quadrant received 7-11 per cent. The Strategic Plan 2018-2021 also mapped out the modes of engagement by quadrant as a means of supporting Country Offices in their programme prioritization.

8. **Additional Annexes**. In addition to the standard annexes listed in Section 2.1, the SP also included three additional annexes on:
    - Alignment to the QCPR
    - Programme Accountability Framework
    - Working together to support implementation of the 2030 Agenda

7.2 Developing the Strategic Plan 2022-2025

9. As already noted, the process of developing the strategic plan 2022-2025 took into account the QCPR resolution. Also important for the programming and strategic positioning of UNFPA was the reform of the UN development system that started with two reports by the Secretary General in 2017[2] and formalized in General Assembly resolution 72/279[3] in 2018.

10. The UNFPA SP would also need to consider an influential paper on Megatrends which set out details of these trends[4] and was a precursor to the UN Secretary-General's report, Our Common Agenda.[5] This was an agenda of action, designed to strengthen and accelerate multilateral agreements – particularly the 2030 Agenda – and make a tangible difference in people's lives. Our Common Agenda presents the Secretary-General's vision on the future of global cooperation through an inclusive, networked, and effective multilateralism. It sets out key proposals across the 12 commitments from the Declaration on the Commemoration of the 75th anniversary of the United Nations. Driven by the Secretary-General's "Common Agenda", a "Quintet of Change"[6] aims to accelerate the UN family's transformation over five years from 2021-2026 focused on stronger capabilities for data, innovation, strategic foresight, behavioural science, and results.

11. The SP would also have to take into account lessons from the MTR of the Strategic Plan 2018-2021, evaluations of the regional programmes as well as the body of independent evaluations conducted by the UNFPA Evaluation Office.

12. Within this evolving context, UNFPA established an inter-divisional Working Group (IDWG) on the strategic plan and integrated budget in August 2020. In October 2020, it established twelve Task Teams to support the development of the next Strategic Plan (2022-2025) [7], through identifying:

    (a) ambitious but realistic targets
    (b) pathways and drivers/enablers for reaching the targets
    (c) innovative and collaborative strategies and approaches for driving the acceleration and leveraging scale-up of interventions
    (d) capacities, structure and culture necessary to transform UNFPA into an agile, innovative and resilient organization for delivering the strategic results and ensuring to leave no one behind.

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[2] United Nations. *Report of the Secretary-General on repositioning the United Nations development system to deliver on the 2030 Agenda: ensuring a better future for all* (A/72/124–E/2018/3). 11 July 2017; United Nations. *Report of the Secretary-General on repositioning the United Nations development system to deliver on the 2030 Agenda: our promise for dignity, prosperity and peace on a healthy planet* (A/72/684–E/2018/7). 21 December 2017.

[3] United Nations. *Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system*. Resolution adopted by the General Assembly on 31 May 2018 A/RES/72/279. 2018

[4] UN Economist Network. *Shaping the Trends of Our Time: Report of the UN Economist Network for the UN 75th Anniversary*. September 2020.

[5] United Nations. *Our Common Agenda – Report of the Secretary-General*. 2021.

[6] United Nations. *UN 2.0 Quintet of Change*. Version 1. September 2021.

[7] UNFPA. *Strategic Plan 20-22-20025 Development. Concept Note*. 16 July 2020

13. The strategic plan development aimed to leverage and build on the work of existing groups/initiatives e.g. Humanitarian Action (Humanitarian Office[8]), Leaving No One Behind (Technical Division), South-South and Triangular Cooperation (Policy and Strategy Division), Change Management (Office of the Executive Director), People Strategy (Division of Human Resources), results-based management (PSD), Information and Communication Technology (IT Division), Global and Regional Interventions (PSD) and Integrated Budget (Division of Management Services). The Task Teams focused on areas that were both strategically important and require consultation but had not been fully covered by existing groups or initiatives. Table 1 lists the complete set of key activities undertaken as part of the strategic plan preparation process.

Table A.7.1: Key steps in the development of the Strategic Plan 2022-2025

2020	July	Concept Note on the Strategic Plan 2022-2025
	17 August	EB informal Briefing on the roadmap to the Strategic Plan 2022-2025
	August	SP/IB Inter-divisional Working Group (IDWG) established
	14 October	SP vision[9] endorsed by the EC
	15 October	**DED(P) attended the SP/IB IDWG meeting**. [10]
	20 October	**Strategic Plan Brainstorming Session** held by **ASRO**[11]
	By 21 October	Twelve Strategic Plan task teams established
	8 December	UNFPA **Workshop with the EB** on the Strategic Plan
	15 December	UNFPA joint workshop with EBs of UNDP, UNICEF and UN Women
2021	20 January	Join Consultation with RCs with UNDP, UNICEF and UN Women
	26 February	EB workshop- SP Development Pathway
	29 March	EB workshop on Business Model and OEE
	13 April	Joint Consultation with RCs with UNDP, UNICEF and UN Women
	30 April	EB workshop on change story and Business model
	25 May	EB workshop on SP/IB
	26 August	EB workshop on SP/IB

14. A review of the alignment of UNFPA programming and operations to the transformative results under Strategic Plan 2018-2021 was commissioned by the Policy and Strategy Division in 2021. [12] The review examined the extent to which UNFPA's programmes and operations are aligned to the 3TRs, what had facilitated and challenged UNFPA's alignment under that Strategic Plan and what emerging opportunities, as well as potential threats, there were to strengthening alignment to the 3TRs in the Strategic Plan 2022-2025. While not an evaluation, the review was carried out by two evaluators and many conclusions are visible in the current Strategic Plan.

[8] Now Humanitarian Response Division
[9] focusing on the 'how' - acceleration, adaptation and accountability for the new SP -
[10] She pointed out that the SP 2022-2025 is the time to be bold and act with passion, to do more and better in advancing the ICPD Plan of Action.
[11] With participation of the ASRO Regional Director, Deputy Regional Director, advisors, specialists and Country Office Reps
[12] UNFPA. External Review: Alignment of UNFPA Programming and Operations to the Transformative Results under the UNFPA Strategic Plan 2018-2021.

7.3 Implementation of the Strategic Plan 2022-2025

15. To ensure a systematic rollout of the strategic plan, 2022-2025, and equip all organization units with the necessary guidance, tools and systems, and capacities to implement the strategic plan, UNFPA prepared a 100-day plan of critical actions for the rollout[13] (representing the time between the approval of the SP on 31 August 2021 and the start of its implementation 1 January 2022). The key actions fall under four broad areas:

    i. Programmatic support
        - SP implementation toolkit
        - Policy, guidance, tools
        - Resource Allocation System/Resource Distribution System

    ii. Technical support
        - Strategy guidance
        - Tools

    iii. OEE support
        - resource management (financial and human resource, ICT)
        - partnership and resource mobilization
        - strategic communication

    iv. Evaluation

16. The 100-day plan was monitored by PSD and according to a report dated Q1 2022[14], of the 67 pieces of work listed in the 100 day plan, 49 had been completed, a completion rate of 73 per cent.

7.4 The Mid-Term Review of the Strategic Plan 2022-2025

17. In early 2023, UNFPA embarked on an internal MTR of the Strategic Plan 2022-2025, led by the Policy and Strategy Division.[15] The process is due to be completed in June 2024 when the MTR report will be presented to the Executive Board. The objectives of the review are to:
    - Assess the progress towards achieving the SP results to accelerate the progress towards the three transformative results
    - Assess the implementation (alignment and execution including the strategic shifts) that was stipulated to improve the organizational readiness to accelerate
    - Make necessary adjustments to the SP/IB 2022-2025 and its implementation in light of emerging opportunities and challenges
    - Document major changes that may be considered for the Strategic plan 2026-2029.

18. The review included a survey of country offices, desk review, data analysis and consultations. These outputs are examined in the evaluability assessment (Annex 9). The process has led to some emerging findings that have been used in designing the Strategic Plan evaluation (see Table 2).

[13] UNFPA. *100-Day plan for support the implementation of the SP 2022-2025*. Undated
[14] It is unclear if it was at the beginning or the end of the quarter.
[15] MTR Concept Note dated 9 January 2023

Table A.7.2: Designing the new Strategic Plan 2022-2025

Narrative on 3 TRs and link to sustainable development.

- COs struggle with anchoring the 3 TRs in the changing development contexts, particularly in M/HICs characterized by low fertility and rapid ageing, and the impacts of megatrends.

Quality programming.

- Lack of overall long term corporate vision of development challenges/pathways
- Output/intervention driven instead of outcome/impact driven
- Limited data/evidence on immediate or intermediate outcomes and quality improvements

Data & Analytics, and Strategic Intelligence

- Inability to generate, analyze, and use data in areas where there are significant data gaps
- Organizational capacity gaps for long-term strategic foresight and scenario planning to inform corporate strategies/plans and future-ready programmes
- Lacking thought leadership/leading roles in population data

Social Norms

- Lack of capacity on Behavioural Change Communication in the organization
- Lack of proper operational guidelines and knowledge on social norm changes
- Weak measurement/monitoring

Focusing on accelerating the 3TRs

- Need for better understanding on 'acceleration'
- Limited understanding why some countries have not moved the needle on the 3TRs for decades
- How to use UNFPA's growing humanitarian presence to further accelerate towards the 3 TRs

Normative Role

- Lack of understanding in-house of what we mean by a normative role
- Donors and partners are looking for much needed thought leadership of UNFPA in tackling difficult challenges and emerging issues
- Not enough emphasis on high-level political dialogue and advocacy

Funding to Financing

- Lack of internal capacity at all levels about development financing
- Limited practical guidance, models and tools for funding to financing
- Insufficient harnessing of existing development funds

Complementarity

- Lack of common understanding what HDP programming is and agreed approach
- Growing siloed approach between development and humanitarian interventions
- Separate sets of guidance, tool and platform

Integration of Megatrends

- Lack of clarity on who leads on the issue of megatrends
- Limited technical support and capacity on the integration
- Insufficient data/evidence and knowledge on megatrends, and lack of analysis and national research

Knowledge Management

- Need for timely and easily accessible guidance and documented successful interventions
- Need to strengthen data analytics, documentary evidence, and knowledge for advocacy
- Need to learn from and share with countries with similar contexts, and with partners for thought leadership

Business Model

- Office typologies do not respond to the different country contexts and our tier system
- Heavily leaning towards service delivery, including using core resources
- Perceived inflexibility to change HR structures and profiles of country offices

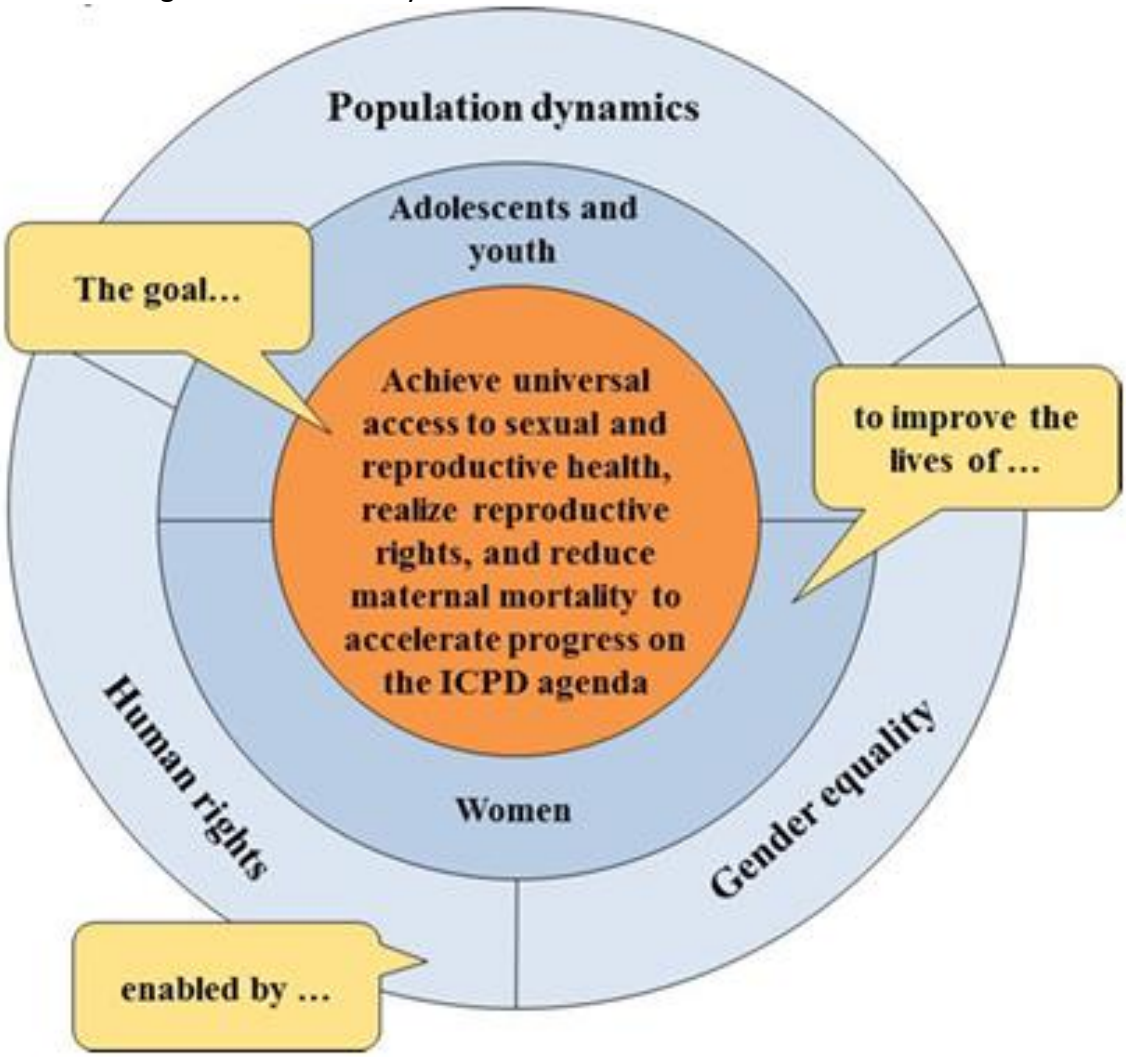
OEE and Accountability

- Lack of needed staff profiles and capacity to implement shifts (acceleration, F2F, megatrends, etc)
- Lack of accountability in delivering results
- Tools often insufficient not sophisticated enough to make COs more self-reliant
- Risk averse and weak risk management

7.5 Differences between the ongoing and previous two strategic plans

7.5.1 The Bull's Eye

SP 2014-2017: Figure 1. The Bull's Eye



SP 2018-2021: Figure 1. Alignment of the “bull’s eye”–the goal of the UNFPA strategic plan– to the goals and indicators of the 2030 Agenda for Sustainable Development

SP 2022-2025: Demoted to the ToC Annex 2 Figure 1

Updated bull's eye with the UNFPA strategic vision and alignment to the Sustainable Development Goals

7.5.2 Modes of Engagement

Strategic Plan 2014-2017	Stratgeic Plan 2018-2021	Strategic Plan 2022-2025
Advocacy and policy dialogue/advice	Advocacy and policy dialogue.	Advocacy and policy dialogue.
Capacity development	Capacity development.	Capacity development.
Knowledge management	Knowledge management.	Knowledge management.
	Coordination, partnership and South-South and triangular cooperation.	Coordination, partnership and South-South and triangular cooperation.
Service delivery	Service delivery.	Service delivery.

2.5.3 Principles/accelerators

Strategic Plan 2014-2017	Stratgeic Plan 2018-2021	Strategic Plan 2022-2025
Principles: no list of specific principles	**Principles:**	**Accelerators:**
	Protecting and promoting human rights	Human rights-based and gender transformative approaches
	Ensuring gender responsiveness	
	Prioritizing “leaving no one behind” and “reaching the furthest behind first”	“Leaving no one behind” and “reaching the furthest left behind first”
	Reducing risk and vulnerabilities and building resilience	Resilience and adaptation, and complementarity among development, humanitarian and peace-responsive efforts
	Strengthening cooperation and complementarity among development, humanitarian action and sustaining peace	
	Improving accountability, transparency and efficiency	
		Innovation and digitalization
		Partnership, South-South and triangular cooperation, and financing
		Data and evidence

7.5.4 Outcomes

Strategic Plan 2014-2017	Stratgeic Plan 2018-2021	Strategic Plan 2022-2025
1. Increased availability and use of integrated sexual and reproductive health services (including family planning, maternal health and HIV) that are gender-responsive and meet human rights standards for quality of care and equity in access	1. Every woman, adolescent and youth everywhere, especially those furthest behind, has utilized integrated sexual and reproductive health services and exercised reproductive rights, free of coercion, discrimination and violence	1. Accelerated the reduction of unmet needs for family planning

2. Increased priority on adolescents, especially on very young adolescent girls, in national development policies and programmes, particularly increased availability of comprehensive sexuality education and sexual and reproductive health services	2. Every adolescent and youth, in particular adolescent girls, is empowered to have access to sexual and reproductive health and reproductive rights, in all contexts	2. Accelerated the reduction of preventable maternal deaths
3. Advanced gender equality, women's and girls' empowerment, and reproductive rights, including for the most vulnerable and marginalized women, adolescents and youth	3. Gender equality, the empowerment of all women and girls, and reproductive rights are advanced in development and humanitarian settings	3. Accelerated the reduction of gender-based violence and harmful practices.
4. Strengthened national policies and international development agendas through integration of evidence-based analysis on population dynamics and their links to sustainable development, sexual and reproductive health and reproductive rights, HIV and gender equality	4. Everyone, everywhere, is counted, and accounted for, in the pursuit of sustainable development	

Annex 4: Detailed methodology

19. This Annex complements Chapter 3 of the main report with additional information on the methodology, approach and process of the evaluation.

6.1 Evaluation Questions

20. This section looks at the evaluation questions and sub-questions as well as the analytical framework that was be used to answer them. The evaluation team took the proposed evaluation questions in the ToR and adjusted them according to the conceptual framework in Chapter 2 of the main report.

The Analytical framework

21. The analytical framework was used by the evaluation to better understand and learn from the shifts, their relevance, operationalization and use to enhance programming. It specifically relates to EQ1 and EQ2 that assess the effective operationalization of the strategic shifts and accelerators. Overall, the framework sets out three lines of inquiry (derived from the questions on accelerators found in the evaluation ToR) that was applied to the assessment of the accelerators and strategic shifts:

22. **Relevance of Strategic Shifts and Accelerators.** When assessing the relevance of the strategic shifts and accelerators, the following lines of inquiry were followed: (a) Whether the strategic shifts and accelerators are the right approaches to achieve the 3TRs and other goals of the SP (b) If some accelerators and strategic shifts are more relevant than others, (c) If the strategic shifts and accelerators set out in the Strategic Plan are enough, and (d) If some potential shifts and accelerators been left out.

23. **Operationalization of Strategic Shifts and Accelerators.** Three dimensions of operationalization that were examined :

    i. Readiness for change and implementation (including timing)
       - Enabling environment including resources, leadership, etc
       - Institutional capacity put in place including guidance, knowledge, processes, mechanisms, systems, etc.
       - Individual capabilities and incentives

    ii. Efficiency of the process of operationalising the strategic shifts and accelerators

    iii. Integration and coherence across strategic shifts /accelerators (internal coherence); Integration and coherence of strategic shifts/accelerators with UN system wide approaches (external coherence).

24. **Enhanced programming through implementation of strategic shifts and accelerators:** In this evaluation the assumption was that simply incorporating strategic shifts or accelerators is enhanced programming that strengthened UNFPA's contribution to the 3TRs. The evaluation did not examine if enhanced programming led to better results or a greater contribution to the 3TRs. This will be the role of the summative evaluation that the IEO will conduct at the end of the Strategic Plan.

25. **Enablers of the above:** EQ 3 focused on the extent to which the enablers identified in the ToR and subsequently during the inception mission are facilitating the operationalisation of the accelerators and shifts.

26. Although the forward-looking perspective was proposed as the first evaluation question in the ToR, it became EQ4; a full response to it was only possible once a clear picture had been formed on the other three EQs.

The evaluation questions and sub-questions

27. Table 4 sets out the revised evaluation questions that were used in the evaluation. They form the basis of an evaluation matrix (Annex 5) that links each sub-question to areas of investigation, lines of inquiry, indicators, sources of data and data collection methods. The evaluation questions also determined the structure of the evaluation report.

Table 4: Evaluation Questions

Accelerators
EQ 1: To what extent have the accelerators been relevant, operationalized, and supported enhanced programming at global, regional and country levels?
1.1 To what extent is each of the six accelerators relevant to the acceleration towards and then achievement of the 3TRs and other goals of the SP?
1.2 To what extent have each of the six accelerators been clearly defined and operationalized – individually and in an integrated manner?
1.3 To what extent is each of the accelerators being implemented to enhance programming at regional and country-levels? What have been the enabling and inhibiting factors?
Strategic Shifts
EQ 2: To what extent have the strategic shifts[16] made under the strategic plan supported enhanced programming at global, regional and country levels?
2.1 To what extent is each of the strategic shifts relevant to the achievement of the 3TRs and other goals of the SP?
2.2 To what extent have each of the strategic shifts been clearly defined and operationalized – individually and in an integrated manner?
2.3 To what extent is each of the strategic shifts being implemented to enhance programming at regional and country-levels? What have been the enabling and inhibiting factors?
Enablers
EQ 3: What are the enablers of SP implementation and to what extent have they facilitated the acceleration and strategic shifts foreseen in the Strategic Plan?
3.1 To what extent has strategic communication facilitated the effective, efficient and coherent implementation of the accelerators and strategic shifts foreseen in the Strategic Plan?
3.2 To what extent has human resource strategies and management facilitated the effective, efficient and coherent implementation of the accelerators and strategic shifts foreseen in the Strategic Plan?
3.3 To what extent has knowledge management facilitated the effective, efficient and coherent implementation of the accelerators and strategic shifts foreseen in the Strategic Plan?
3.4 To what extent has the UNFPA business model facilitated the effective, efficient and coherent implementation of the accelerators and strategic shifts foreseen in the Strategic Plan?
3.5 What other enablers can be identified and to what extent have they facilitated the acceleration and strategic shifts foreseen in the Strategic Plan?
Forward Looking Perspective
EQ 4: To what extent is the conceptualization of the next Strategic Plan as 'unfinished business' still relevant, given the state of progress towards the SDGs and 3TRs?
4.1 To what extent are the goals and targets of the Strategic Plan 2022-2025 still achievable?
4.2 To what extent does the strategy of the SP 2022-2025 to accelerate progress towards the 3TRs remain relevant?
4.3 To what extent is the logic of the series of three SPs leading up to 2030 still appropriate?

[16] Of the 12 strategic shifts, there are four that fully overlap with the accelerators (see Box 2). This evaluation question will assess the remaining eight strategic shifts .

6.2 Methodology and Approach

28. This section sets out the overall approach to design of the evaluation based on the evaluability assessment. It also sets out the data collection and analysis strategy and how the evidence was synthesised across different streams.

Summary of the evaluability assessment

29. **Stakeholder demand and utility of the evaluation**. The evaluation is included in the UNFPA quadrennial Budgeted Evaluation Plan 2022-2025 at the request of both UNFPA management and the Executive Board. The main interest was to provide evidence to influence the design of the next UNFPA strategic plan 2026 - 2029. Discussions at UNFPA HQ and the inception mission indicated a clear understanding that the evaluation could offer additional value to the ongoing MTR, not least because of its independent, external nature but also because it would have the opportunity to go deeper into critical issues identified in the MTR. The timing of the evaluation fits well into the standard approach to designing the next strategic plan.

30. **Assessment of SP design**. The list of strategic shifts is a mixed bag of issues many of which are not strategic or shifts. There is also a degree of incoherence between the use of some of the shifts in different parts of the Strategic Plan 2022-2025 and its annexes. To address this issue the conceptual framework was developed. Efforts were made to ensure a consistent understanding of the concepts is used in the evaluation.

31. **Quality and availability of data**. The evaluation is building on the body of evidence gathered for the MTR which acted as the foundation for further data collection. Important documents, such as the CPDs are publicly available and any changes, for examples to results frameworks, can be found on internal UNFPA systems. The major challenge was to obtain budgetary and human resource data at a sufficiently granular level to enable the identification of patterns and assess the extent to which they affect the implementation of the strategic shifts.

Overall approach to evaluation design

32. The overall approach to the design of the evaluation stems from the evaluation questions set out in the previous section and builds includes the inputs from the evaluability assessment as well as the stakeholder mapping. The process of developing the approach was not a linear one but rather an iterative one that builds on evidence collected during the inception phase to develop an evaluation design that is possible within the time and resource constraints. To the extent possible the design was aligned with the ToR but where any amendments were made these were done with the agreement of the IEO and are explained in this report.

33. The design of the evaluation follows United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation in the United Nations system[17] and abides by UNEG Ethical Guidelines and Code of Conduct[18] and any other relevant ethical codes. To meet the requirements of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP), the

[17] UNEG Norms and Standards for evaluation (2016) http://www.unevaluation.org/document/detail/1914
[18] UNEG Ethical Guidelines for Evaluation (2020) http://www.uneval.org/document/detail/2866

evaluation adhered to the UNEG gender-related norms and standards (Norm 8[19] and Standard 4.7[20]). More specifically, it is aligned with the standards set out in the UNFPA Evaluation Quality Assurance and Assessment (EQAA) system (see section 6.7 for more information on quality assurance). The EQAA is aligned with the UN Disability Inclusion Strategy and includes related guidance on disability inclusion in UNFPA evaluations.[21]

34. Overall, the evaluation examines the organizational readiness or capacity of UNFPA to undertake the series of strategic and programmatic shifts that are intended to increase its contribution to the 3TRs as well as that of other stakeholders and ultimately accelerate progress towards them and relevant SDGs. The evaluation did not assess this contribution nor use a theory of change and test the associated assumptions in a model to results. Rather it is based on the macro-level assumption that the strategic and programmatic shifts resulted in an increased contribution of UNFPA while recognising (and assessing) that some may be more relevant than others. As its title suggests, it is taking a formative approach, focused on learning and aimed at supporting the development of the new SP.

35. The evaluation has a number of characteristics that influence this overall approach:

- **Aspects of a developmental approach**. The implementation of the strategic shifts including the accelerators, is taking place in a fluid environment, including from the changes envisaged as a result of the MTR. The evaluation design therefore included strong engagement with stakeholders throughout the process and share evidence in real-time, when appropriate. Specifically, selected outputs from the data collection and analysis phase would be discussed with relevant stakeholders during the data collection and analysis phase. Examples include the deep dives and the analysis of the Country Programme Documents that were undertaken as part of the evaluation (see section 5.3 for more details). Within the developmental approach, the evaluation would also be adaptive, responding to the changing context and needs of the organization, feedback from stakeholders and new issues identified in an inductive manner during the data collection and analysis phase.

- **Drawing on existing evidence, specifically building on the ongoing MTR of the SP**. As noted in Chapter 2, the MTR is a comprehensive and participatory exercise that has already provided extensive feedback on SP implementation through surveys, desk reviews and focus group discussions. By the time of the start of the data collection phase for this evaluation, most of MTR data collection was concluded. The final MTR report was ready in time for the synthesis phase of the SPE in May 2024 and was presented to the Executive Board at the Annual Session in June 2024. The evaluation also took advantage of evidence from the MTR on key challenges and use it to identify areas for deep dives.

- **Coordinated Regional Programmes Evaluations**. As noted in Section 2.1, Regional Programmes are evaluated within the programme cycle to inform the development of the subsequent programme.[22] Early in the inception phase, agreement was reached with the Regional Offices that efforts would be made to jointly undertake the SP evaluation and the Regional Programme Evaluations (RPEs). The independent SPE and RPEs worked in a coordinated manner but with separate evaluation teams. The RPEs build their ToRs by adapting the SPE TOR to include regional

[19] "The universally recognized values and principles of human rights and gender equality need to be integrated into all stages of an evaluation. It is the responsibility of evaluators and evaluation managers to ensure that these values are respected, addressed and promoted, underpinning the commitment to the principle of 'no-one left behind'."
[20] "The evaluation design should include considerations of the extent to which the United Nations system's commitment to the human-rights based approach and gender mainstreaming strategy was incorporated in the design of the evaluation subject."
[21] Guidance on disability inclusion in UNFPA evaluations https://www.unfpa.org/admin-resource/guidance-disability-inclusion-unfpa-evaluations
[22] For the previous SP cycle regional programme evaluations were conducted by ASRO, EECARO, ESARO and WCARO. LACRO conducted an evaluation of the Caribbean and APRO, an evaluation of the Pacific States.

specificities, including evaluation questions adjusted to regional priorities/contexts. This approach aims to avoid duplication and create synergies and efficiencies.

- **Exploring opportunities to leverage AI.** The evaluation utilized AI to the extent possible, especially in terms of content analysis of the large body of UNFPA programmes. Opportunities to use AI in relation to data analysis, data visualization and synthesis across bodies of evidence were also explored. All utilization of AI was undertaken in accordance with UNFPA, UN and UNEG rules and regulation concerning AI as well as collecting, analysing and storing data.

6.3 Categories of strategic shifts

36. The evaluation team divided the strategic shifts into three categories: shifts that were also accelerators; shifts that were *adjustments*, where an important strategic change was necessary; and, shifts as *amplifications*, where UNFPA was expected to do more of something it was already doing at the programme level. Table 3 illustrates this categorization of strategic shifts, setting out the adjustments and amplifications.

Table 3: Categories of strategic shifts – adjustments and amplifications

Strategic Adjustments.	Strategic Amplifications.
a) Aligning the organizational focus on achieving the three transformative results h) 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" j) Shifting the focus from *funding* the ICPD agenda to *financing* the ICPD agenda l) Increasing the focus on joint accountability, in line with United Nations reforms, principles and practices	b) Integrating the effects of megatrends, such as climate change, demographic shifts, inequalities and digitalization, into programming d) Scaling up the provision of high-quality comprehensive sexual and reproductive health information and services, as part of universal health coverage plans e) 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 i) Strengthening the UNFPA normative role in all countries where UNFPA is present

37. The evaluation team also examined the strategic shifts from a second perspective that focuses on the difference between (a) shifts in what UNFPA does and (b) shifts in the way it leverages the work and resources of others. In the first category, there is a group of shifts that changes the focus on what UNFPA does. Inception meetings found that the stronger focus on 3TRs has implications for the role of areas such as population dynamics, gender, youth and HIV. At the same time, programmes are expected to engage with the megatrends while also tailoring the work to needs at the country level.

38. The second category has implications for acceleration to the 3TRs as leveraging the work and resources of others is an essential strategy to make significant progress in a short time. At the core of this groups is UNFPA's normative role, working with governments and other partners to ensure services/ programmes are delivered by them. This is linked in the concept of moving from funding to financing, and ensuring that resources are available from whatever source to financing the required work, and especially scaling up of SRH services as emphasised in the strategic plan 2022-2025. The shift towards more joint accountability is also important in this respect.

39. These categories of shifts were used by the evaluation team when examining the evidence and identifying patterns of operationalization of the strategic shift and accelerators. They were also be useful when answering evaluation question 4[23] which examined the extent to which UNFPA should reconceptualize the next Strategic Plan given the state of progress towards the SDGs and 3TRs.

6.4 Data collection strategy

40. The initial set of qualitative and quantitative data collection and analysis tools was developed from the ToR and informed by the evaluability assessment. It also builds on the evidence collected for the MTR. The evaluation matrix was used to identify the specific tools for answering each evaluation sub-question. Figure 4 indicates the four clusters of evidence.

Figure 4: Four clusters of evidence

(A) Desk reviews	•Key documents related to the Strategic Plan 2022-2025 •Other corporate, strategic and programmatic documents •Administrative data •Evaluations and Audits •MTR data •Documentation from comparator egencies
(B) Key informant interviews	•UNFPA key informants at Headquarters •UNFPA key informants at the regional level •Executive Board Members •Key informants in comparator UN entities •Interviews with other strategic external stakeholders
(C) Deep Dives	•4 subjects that are critical, identified by the MTR as challenges and/or have not been covered to a large degree by other sources of evidence (such as evaluations)
(D) Country level studies	•6 country missions •6 desk reviews with some interviews •Additional country level evidence gathered from RPEs

41. **(A) Desk reviews.** Desk reviews started in the inception phase and continued in the data collection phase. The following sets of documents were reviewed:

- Desk review of key documents related to the previous and current Strategic Plan. Strategic plan and annexes, annual reports, implementation guidance.
- Desk review of UNFPA's strategic, corporate and programmatic documents. At the centre of this was a comprehensive review of CPDs. This was undertaken using generative AI tools in line with the guidance provided by the Digital and Technology Network of the Chief Executives

[23] "To what extent is the conceptualization of the next Strategic Plan as 'unfinished business' still relevant, given the state of progress towards the SDGs and 3TRs?" See Table 4.

Board for Coordination[24] and UNFPA. The evaluation team was supported by an AI specialist on contract with the UNFPA Evaluation Office, specifically on preparing the appropriate questions.

Table 5: CPD approval

CPD approval	Relevance to the evaluation	No.
2022 EB.A - 2024 EB.1	These are CPDs that were approved more than six months after the start of the SP should be designed in alignment with the SP and should have used the guidance to do so	37
2021 EB.A - 2022 EB.1	These are CPDs that were developed in parallel with the SP and/or the corresponding implementation guidance while the SP.	22
2021 EB1 and earlier	These are CPD that were and remain ongoing and would have to be aligned to the extent possible within the existing CPD.	58

- Review of Administrative data. The review included data on human and financial resources since the start of the SP 2018 - 2021.
- Review of MTR data**.** The MTR included a survey of 20 questions (15 close-ended questions and 5 open-end) covering knowledge, alignment, strategic shifts as well as strengths, weaknesses, opportunities and threats. Offices replied non-anonymously and the response rate (COs, SROs and ROs) was 95% (121 out of 128). Data was collected from 22 March to 20 April 2023. In addition to analysis of the survey, the SPE team also examined other outputs from the MTR process including summaries of stakeholder consultations.[25]
- Review of evaluative evidence from corporate, regional and country evaluations[26]**.** Key thematic evaluation and Country Programme Evaluations were reviewed (as well as management responses).
- Review of strategies from "comparator" UN entities. Other UN entities have followed the same strategic plan cycle and face similar challenges to UNFPA. Reviews of strategic plans and related documents were undertaken for other entities: UNDP, UNICEF, and UN Women.

42. **(B) Key informant interviews and group discussions.** A series of internal and external interviews was conducted and used, as a starting point, a list of questions set out in Annex 14. Interviewees were identified in the process of stakeholder mapping (see Annex 5).

- Interviews with UNFPA key HQ informants across divisions, units and offices at global level building on the interviews conducted during the inception phase.
- Interviews with regional offices. The evaluation team engaged with all 6 regional offices in a series of interviews.[27] To the extent possible these were with a member of the RPE team.
- Survey EB members**.** A survey was sent to members of the EB but only two responses were received
- Interviews with "comparator" UN entities**.** Interviews were held with other entities including UNDP, UNICEF, and UN Women. The interviews built on a review of the strategic plans of

[24] Chief Executives Board for Coordination Digital and Technology Network (2023) *Guidance on the Use of Generative AI Tools in the UN System*. CEB/2023/HLCM/DTN/14

[25] Where available, the evaluation team will also review MTRs undertaken separately by the regional offices.

[26] There is also a regional audit of LACRO that provides evidence directly related to programme alignment to the SP.

[27] EECARO was covered in the inception phase.

these organizations and specifically how they address some of the key challenges facing UNFPA.

43. **(C) Deep Dives into key issues.** The evaluation team identified four areas from across the accelerators and strategic shifts that represent priority challenges for UNFPA and/or where there is limited evaluative evidence (more detail on the selection process in Annex 10):
    - Gender and social norms (strategic shift)
    - UNFPA normative role (strategic shift)
    - Move from funding to financing the ICPD Agenda (strategic shift)
    - Megatrends (strategic shift)
    - Knowledge management (enabler)

44. The two elements of the Innovation and digitalization accelerator were captured in the knowledge management and megatrends deep dives respectively.

45. **(D) Country level studies.** A selection of 12 countries was studied in more detail and complement other data collection methods that cover the entire set of UNFPA COs. This was not meant to be a representative sample; rather, it looks at countries in different contexts where lessons can be learned about how the strategic shifts are relevant and operationalized and the factors that can explain what is found. Full details on selection can be found in Section 6.5 of this annex.

Table 6: Selected countries for missions and desk reviews

	Country Missions	Desk Reviews	RPE Country Missions[28]
APRO	Nepal	Thailand	tbd
ASRO	Morocco	Djibouti	tbd
EECARO	Türkiye	Kyrgyzstan	2-3
ESARO	Botswana	South Sudan	tbd
LACRO	Bolivia	El Salvador	2-3
WCARO	Nigeria	Burkina Faso	2

46. Country study evidence tables that align with the evaluation matrix were prepared for each study. Two types of studies were undertaken by the core evaluation team for the SPE.

    - Missions to six country offices**.** The evaluation team visited 6 country offices including the one visited during the inception phase, covering one office per region. These one week missions were conducted by one evaluation team member. Interviewees included UNFPA CO, national government partners, national NGO partners, international organization and specifically the UNCT. Where possible, a member of the relevant RPE team also participated in the mission.

    - Desk reviews of six country programmes. These relied on reviews of documentation as well as selected interviews at the country level. They were conducted after the country missions to allow the evaluators to probe into significant issues found in the missions.

47. *RPE Country missions*. In addition to the country data collection by the SPE team, RPE teams carried out country studies that included one or two key questions related to the SPE. The SPE team received evidence from at least X additional countries that fed into the synthesis process for this evaluation.

6.5 Lesson learned from using AI

The AI-generated analysis: scope, objectives and methodology

[28] Country selection for RPEs will be finalized during the inception phase for the evaluations

The SPE utilized an externally commissioned AI-tool (Ailyze) to compare 76 CPDs across two CP cycles. This CPD sample consists of documents that either were developed in parallel with or after SP 2022-2025 (refer to the table 1 in the annex).

For each country, the AI tool generated a comparison of the previous and current CPDs for each of the six accelerators and eight shifts defined in the UNFPA 2022-25 Strategic Plan. Some shifts/ accelerators consisted of multiple facets, so they were broken down into 30 sub-variables (see table 2). The SPE team provided definitions for the 14 accelerators and shifts, along with textual descriptions of the facets of each variable over the period of the last two Strategic Plans, to guide the identification of the 30 sub-variables on the documents for analysis.

The questions for the AI-generated analysis were:

- Has this accelerator or shift been operationalised in each of the CPDs?
- Is there a change in emphasis/focus/effort applied to this accelerator or shift between the two different documents?

The company undertaking the analysis uses its own proprietary approach and so we do not know specifically how these two questions were turned into prompts for the AI analysis.

The final output consists of an excel table where, for each country and each sub-variable, the AI tool identified:

1. Whether the sub-variable was operationalized in the previous CPD, offering a Yes/No answer, accompanied by a rationale and supported by two quotes as justification.

2. Whether the sub-variable was operationalized in the current CPD, offering a Yes/No answer, accompanied by a rationale and supported by two quotes as justification.

3. Any changes in the operationalization of the sub-variable between the current and previous CPDs: categorized as Increase, Decrease, or No Change, with reasoning to support the assessment.

Following the initial AI-generated output, three additional iterations were undertaken to “train” the AI tool's understanding of the sub-variables. During these iterative processes, the SPE team cross-checked the AI-generated analyses for the 12 countries selected for country-level studies within the SPE framework, providing additional inputs to train the tool.

Finally, to facilitate the identification and analysis of trends and patterns, a database with relevant information regarding each country contexts was created by the SPE team.

Utility and caveats

While we believe that the AI-generated analysis was helpful in identifying broad patterns, particularly when combined with the variables related to the programming context, we note several limitations in its application. The SPE team does not think that the AI-generated analysis can be taken at face value and purposeful triangulation was needed when using its outputs.

Key limitations identified in the AI-generated analysis include:

- **The accuracy of the analysis varies across sub variables**. While the AI effectively captures the operationalization and changes in some sub-variables, it struggles with

more nuanced definitions. For example, while climate change or urbanization are relatively straightforward, aspects like UNFPA's normative role or shifting from funding to funding and financing were not as easily captured.

- As the AI relies on language modelling, it has **difficulty capturing nuances** of how accelerators and shifts are portrayed in the CPDs.
- Some **errors in the analysis,** such as sub-variables being swapped within the same category or the current CPD being used for analysing the previous CPD, have also been identified.

Table 1. SP Evaluation 2023: Country Programme Documents for AILYSE analysis (25/1/2024)

CPD approval	Relevance to the evaluation	N	# of documents to be reviewed	Countries		
2022 EB.A - 2024 EB.1	CPDs approved more than six months after the start of the SP which should be designed in alignment with the SP and should have used the guidance to do so.	55	110 CPD ie ongoing and previous CPDs	Algeria Angola Benin Bhutan Bolivia Brazil Burundi Cambodia Cape Verde Central African Republic Chad Costa Rica Dominican Republic Ecuador Egypt Equatorial Guinea Gabon Gambia Ghana	Guinea Haiti India Iran Lesotho Libya Jordan Kenya Kyrgyzstan Lebanon Madagascar Malawi Mauritania Moldova Mongolia Morocco Nepal Nicaragua Niger Nigeria Pacific Island Countries & Territories	Pakistan Palestine Papua New Guinea Philippines Sao Tome and Principe Senegal South Sudan Sri Lanka Syrian Arab Republic Tajikistan Tanzania Togo Venezuela Yemen Zambia
2021 EB.A - 2022 EB.1	CPDs developed in parallel with the SP and/or the corresponding implementation guidance.	21	42 CPDs ie ongoing and previous CPDs	Albania Argentina Armenia Bangladesh Botswana Cameroon Caribbean SRO	Comoros El Salvador Eritrea Guatemala Guinea-Bissau Honduras Lao PDR	Malaysia Maldives Mozambique Peru Thailand Vietnam Zimbabwe

Table 2. Breakdown of variables

SP Accelerators	Sub-variables analyzed by the AI
A1 Human- rights based and Gender transformative approaches	1a. Human rights-based approaches
	1b. Gender transformation approaches
A2 Innovation and Digitalization	2a. Innovation
	2b. Digitalization
A3 Partnership, South-South and triangular cooperation, and financing	3a. Financing
	3b. South-South and triangular cooperation
	3c. Strategic Partnerships
A4 Data and evidence	4a. Data
	4b. Evidence
A5 “Leaving no one behind” and “reaching the furthest left behind first”	5a. Leaving no one behind
	5b. Reaching the furthest behind first
A6 Resilience and adaptation, and complementarity among development, humanitarian and peace-responsive efforts	6a. Complementarity among development, humanitarian and peace-responsive efforts
	6b. Resilience and adaptation
SP Strategic Shifts	**Sub-variables analyzed by the AI**
SS1 Aligning the organizational focus on achieving the three transformative results	1. Aligning organisational focus on the 3 TRs
SS2 Integrating the effects of megatrends, such as climate change, demographic shifts, inequalities and digitalization, into programming	2a. Climate Change
	2b. Demographic shifts
	2c. Digitalization
	2d. Inequalities
	2e. Urbanization
SS3 Scaling up the provision of high-quality comprehensive sexual and reproductive health information and services, as part of universal health coverage plans	3. Scaling up the provision of high-quality comprehensive sexual and reproductive health information and services, as part of universal health coverage plans
SS4 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	4. Expanding humanitarian response capacity
SS5 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”	5. 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
SS6 Strengthening the UNFPA normative role in all countries where UNFPA is present	6a. Advocacy
	6b. Data
	6c. Evidence
	6d. Policy advice
	6e. South-South and triangular cooperation
	6f. Strategic Partnerships

SS7 Shifting the focus from funding the ICPD agenda to financing the ICPD agenda	7. Shifting the focus from funding the ICPD agenda to financing the ICPD agenda
SS8 Increasing the focus on joint accountability, in line with United Nations reforms, principles and practices.	8. Joint accountability, in line with United Nations reforms, principles and practices

6.6 Basic country office documents

Basic documents submitted to Executive Board (available on EB website)

- Ongoing CPD
- comments from member states on draft
- Previous CPD (if a new one since the start of the
- Costed Evaluation Plan
- CPE (if there is one)

Documents submitted to Programme Review Committee (available from country office)

- Country programme theory of change
- Integrated partnership and resource mobilization plan
- Human resource overview
- Strategic dialogue white paper and outcome document
- CPD political checklist
- Any investment cases
- Country Programme Performance Summary (CPPS)

Other

- CO annual reports
- Audits (if recent)
- Flagship Programme reports (including evaluations)
- Internal strategies (E.g. communication, innovation, others)

UNCT documents

- UNSDCF
- CCA
- UNCT annual reports

6.5 Country Selection Process

The core criteria for country selection are regional balance and the timing of country programme development: CPs which started before the 2022 Strategic Plan was being developed, CPs developed alongside the SP, and those developed after the 2022-25 Strategic Plan came into effect.

To ensure a balance of different country contexts several other status criteria were identified:

- Priority based on Tiers
- Humanitarian context (humanitarian spending in 2022)
- Demographic context (Total Fertility Rate above or below replacement level)
- Programme expenditure (RR levels 2022)

Countries which were the subject of country case studies for other strategic evaluations in 2023 or were audited in the last quarter of 2023 have been included in the analysis, but excluded from selection at this stage.

CPD approval: It is assumed that CPDs developed alongside the SP development process will reflect the priorities and approaches as outlined in the SP, which went to the Executive Board in September 2021.

Tiers: The SP classifies the 119 programme countries into three tiers to prioritize the countries furthest from achieving the three transformative results. Tier I comprises programme countries that have not achieved any of the three transformative results; tier II comprises programme countries that have not attained two of the three transformative results; and tier III comprises programme countries that have not attained one of the three transformative results. Thus we would expect to see variation in the use of accelerators and strategic shifts in the different tiers. Note that multi-country offices are excluded from the tier classification.

Humanitarian programming: This categorisation reflects any humanitarian spending in 2022, based on UNFPA's Humanitarian Action Report.

Programme expenditure: This is the indicative RR allocation at the time of CP approval. The resource allocation and resource distribution systems were adjusted with the introduction of the 2022 Strategic Plan. This set the minimum regular resource allocation to $500,000 per office per year, meaning an allocation of at least $2m over the strategic plan period. Additional regular resources are allocated applying a formula which factors in (a) the distance from the three transformative results thresholds; (b) the country vulnerability to risks; and (c) inequalities arising from communicable, maternal and prenatal conditions. In addition, the formula factors in country population size and the gross national income per capita.

Total Fertility Rate: TFR are drawn from the State of the World's Population Report 2022. Replacement rate is 2.1.

Office type: Offices with a Head of Office rather than a Country Representative.

Table A.6.5 Countries selected according to the selection criteria

Legend: Green – in-person country missions; Yellow – desk reviews + selective interviews

		APR	ASR	EECAR	ESAR	LAC	WCAR
CPD design	**Pre-2021**		Djibouti	Turkiye			Burkina Faso
	2021-early 2022	Thailand			Botswana, South Sudan	El Salvador,	
	Late 2022 and later	Nepal	Morocco	Kyrgyzstan		Bolivia	Nigeria
TIER	**I**	Nepal	Djibouti		South Sudan	Bolivia	Nigeria, Burkina Faso
	II		Morocco	Turkiye Kyrgyzstan	Botswana		
	III	Thailand				El Salvador	
Humanitarian programming	**Protracted**			Turkiye	South Sudan		Nigeria Burkina Faso
	Acute						
Programme size	**Small**		Djibouti		Botswana		
	Medium	Thailand	Morocco	Turkiye Kyrgyzstan		Bolivia El Salvador	Burkina Faso
	Large	Nepal			South Sudan		Nigeria
TFR	**High**		Morocco Djibouti	Kyrgyzstan	Botswana, South Sudan	Bolivia,	Nigeria Burkina Faso
	Low	Nepal, Thailand		Turkiye		El Salvador	
National Income	**LIC**				South Sudan,		Burkina Faso
	LMIC	Nepal	Morocco Djibouti	Kyrgyzstan		Bolivia El Salvador,	Nigeria
	UMIC	Thailand		Turkiye	Botswana		
	HIC						
Office type	**HoO**				Botswana		

Annex 5: Evaluation Matrix

EQ1: To what extent have the accelerators identified in the strategic plan supported enhanced programming at global, regional and country levels?			
Sub-questions	**Areas of investigation**	**Main lines of inquiry**	**Sources/methods/tools**
1.1 To what extent is each of the six accelerators relevant to the achievement of the 3TRs and other goals of the SP ?	• HRB and gender transformative approaches • Innovation and digitalization • Partnership, SSTC, and financing • Data and evidence • LNOB and "reaching the furthest left behind first" • Resilience, adaptation, and H-D-P	Are the accelerators the right things to achieve the 3TRs and other goals of the SP?	(A) Desk reviews (B) KIIs: HQ staff, RO staff (C) Deep dives: innovation and digitalization; gender and social norms (D) Country level studies
		Are some more relevant than others?	(A) Desk reviews (B) KIIs: HQ staff, RO staff (C) Deep dives: innovation and digitalization; gender and social norms (D) Country level studies
		Are they sufficient?	(A) Desk reviews: 3TR costing study (B) KIIs: HQ staff, RO staff (C) Deep dives: innovation and digitalization; gender and social norms (D) Country level studies
		Have some potential accelerators been left out?	(A) Desk reviews (B) KIIs: HQ staff, RO staff (C) Deep dives: innovation and digitalization; gender and social norms (D) Country level studies
1.2 To what extent have each of the six accelerators been clearly defined and operationalized – individually and in an integrated manner?	• HRB and gender transformative approaches • Innovation and digitalization • Partnership, SSTC, and financing	Is the enabling environment in place including resources, strategic direction and leadership?	(A) Desk reviews (B) KIIs: HQ staff, RO staff (C) Deep dives: innovation and digitalization; gender and social norms (D) Country level studies

	• Data and evidence • LNOB and "reaching the furthest left behind first" • Resilience, adaptation, and H-D-P	Is the institutional capacity in place including guidance, knowledge and processes.	(A) Desk reviews (B) KIIs: PSD, TD (C) Deep dives: innovation and digitalization; gender and social norms (D) Country level studies
		Do staff members have the appropriate capabilities and incentives?	(A) Desk reviews (B) KIIs: HR staff (C) Deep dives: innovation and digitalization; gender and social norms (D) Country level studies
		How efficient is the process of operationalising the accelerators?	(A) Desk reviews (B) KIIs (C) Deep dives: innovation and digitalization; gender and social norms (D) Country level studies
		What is the level of integration and coherence across accelerators?	(A) Desk reviews (B) KIIs (C) Deep dives: innovation and digitalization; gender and social norms (D) Country level studies
		What is the level of integration and coherence with UN system wide approaches?	(A) Desk reviews (B) KIIs (C) Deep dives: innovation and digitalization; gender and social norms (D) Country level studies: RC/RCO, other UN entities
1.3 To what extent is each of the accelerators being implemented to enhance programming at regional and country-levels? What have been the enabling and inhibiting factors?	• HRB and gender transformative approaches • Innovation and digitalization • Partnership, SSTC, and financing • Data and evidence • LNOB and "reaching the furthest left behind first" • Resilience, adaptation, and H-D-P	Have the accelerators been implemented at the regional and country level to enhance programming?	(A) Desk reviews (B) KIIs (C) Deep dives: innovation and digitalization; gender and social norms (D) Country level studies
		If not, why?	(A) Desk reviews (B) KIIs (C) Deep dives: innovation and digitalization; gender and social norms (D) Country level studies

EQ2: To what extent have the strategic shifts made under the strategic plan supported enhanced programming at regional and country levels?			
Sub-questions	**Areas of investigation**	**Main lines of inquiry**	**Sources/methods/tools**
2.1 To what extent is each of the eight strategic shifts relevant to the achievement of the 3TRs and other goals of the SP?	• Aligning the organizational focus on achieving the three transformative results • Integrating the effects of megatrends into programming • Scaling up the provision of high-quality comprehensive SRH information and services • Expanding the humanitarian response capacity • Tailoring programmatic and technical assistance to better respond to local contexts • Strengthening the UNFPA normative role • Funding the ICPD agenda to financing the ICPD agenda • Increasing the focus on joint accountability	Are the strategic shifts the right things to achieve the 3TRs and other goals of the SP?	(A) Desk reviews including MTR (B) KIIs (C) Deep dives: normative role, funding to financing (D) Country level studies
		Are some more relevant than others? Which ones?	(A) Desk reviews including MTR (B) KIIs (C) Deep dives: normative role, funding to financing (D) Country level studies
		Are they sufficient?	(A) Desk reviews (B) KIIs (C) Deep dives: normative role, funding to financing (D) Country level studies
		Have some potential strategic shifts been left out?	(A) Desk reviews (B) KIIs (C) Deep dives: normative role, funding to financing (D) Country level studies
2.2 To what extent have each of the eight strategic shifts been clearly defined and operationalized – individually and in an integrated manner?	• Aligning the organizational focus on achieving the three transformative results • Integrating the effects of megatrends into programming • Scaling up the provision of high-quality comprehensive SRH information and services	Is the enabling environment in place including resources, strategic direction and leadership?	(A) Desk reviews (B) KIIs (C) Deep dives: normative role, funding to financing (D) Country level studies
		Is the institutional capacity in place including guidance, knowledge and processes.	(A) Desk reviews (B) KIIs (C) Deep dives: normative role, funding to financing (D) Country level studies

	• Expanding the humanitarian response capacity • Tailoring programmatic and technical assistance to better respond to local contexts • Strengthening the UNFPA normative role • Funding the ICPD agenda to financing the ICPD agenda • Increasing the focus on joint accountability	Do staff members have the appropriate capabilities and incentives?	(A) Desk reviews (B) KIIs: HR (C) Deep dives: normative role, funding to financing (D) Country level studies
		How efficient is the process of operationalising the shifts and partnerships	(A) Desk reviews (B) KIIs (C) Deep dives: normative role, funding to financing (D) Country level studies
		What is the level of integration and coherence across strategic shifts?	(A) Desk reviews (B) KIIs (C) Deep dives: normative role, funding to financing (D) Country level studies
		What is the level of integration and coherence with UN system wide approaches?	(A) Desk reviews (B) KIIs: RCO/RC, other UN entities (C) Deep dives: normative role, funding to financing (D) Country level studies
2.3 To what extent is each of the strategic shifts being implemented to enhance programming at regional and country-levels? What have been the enabling and inhibiting factors?	• Aligning the organizational focus on achieving the three transformative results • Integrating the effects of megatrends into programming • Scaling up the provision of high-quality comprehensive SRH information and services • Expanding the humanitarian response capacity • Tailoring programmatic and technical assistance to better respond to local contexts • Strengthening the UNFPA normative role	Have the shifts been implemented at the regional and country level to enhance programming?	(A) Desk reviews including MTR (B) KIIs (C) Deep dives: normative role, funding to financing (D) Country level studies
		If not, why?	(A) Desk reviews including MTR (B) KIIs (C) Deep dives: normative role, funding to financing (D) Country level studies

	• Funding the ICPD agenda to financing the ICPD agenda • Increasing the focus on joint accountability		

EQ3: What are the enablers of SP implementation and to what extent have they facilitated the acceleration and strategic shifts foreseen in the Strategic Plan?			
Sub-questions	**Areas of investigation**	**Main lines of inquiry**	**Sources/methods/tools**
3.1 To what extent has strategic communication facilitated the acceleration and strategic shifts foreseen in the Strategic Plan?	All accelerators and strategic shifts	Have the strategic plan including its strategic shifts and accelerators been adequately communicated to staff, partners and other stakeholders?	(A) Desk reviews (B) KIIs: Comms (C) Deep dives (D) Country level studies
		Has strategic communication been used effectively for leveraging UNFPA's work in areas such as normative agenda or moving from funding to financing?	(A) Desk reviews (B) KIIs: Comms (C) Deep dives (D) Country level studies
3.2 To what extent has human resource strategies and management facilitated the acceleration and strategic shifts foreseen in the Strategic Plan?	All accelerators and strategic shifts	Are there adequate staff in place to operationalize the accelerators and shifts across all levels?	(A) Desk reviews (B) KIIs: HR (C) Deep dives (D) Country level studies
		Does the performance management system provide the right incentives?	(A) Desk reviews (B) KIIs: HR (C) Deep dives (D) Country level studies
		Are the onboarding and orientation process adequate and timely to ensure adequate understanding of the accelerators and shifts?	(A) Desk reviews (B) KIIs: HR (C) Deep dives (D) Country level studies
		Are relevant and effective ongoing learning opportunities about the SP provided?	(A) Desk reviews (B) KIIs: HR (C) Deep dives (D) Country level studies
3.3 To what extent has knowledge management facilitated the acceleration and strategic shifts foreseen in the Strategic Plan?	All accelerators and strategic shifts	Is there an appropriate strategy in place for KM?	(A) Desk reviews (B) KIIs: PSD (C) Deep dives (D) Country level studies
		Is relevant knowledge being generated and made easily accessible?	(A) Desk reviews (B) KIIs: PSD

			(C) Deep dives (D) Country level studies
		Is relevant tacit knowledge captured, shared and used?	(A) Desk reviews (B) KIIs: PSD (C) Deep dives (D) Country level studies
		Is KM operationalized in a coherent manner with SSTC, innovation and other related areas?	(A) Desk reviews (B) KIIs: PSD (C) Deep dives (D) Country level studies
3.4 To what extent has the business model facilitated the acceleration and strategic shifts foreseen in the Strategic Plan?	All accelerators and strategic shifts	Is the resource allocation system appropriate?	(A) Desk reviews (B) KIIs: PSD (C) Deep dives (D) Country level studies
		Are models of country presence appropriate?	(A) Desk reviews (B) KIIs: PSD (C) Deep dives (D) Country level studies
3.5 What other enablers can be identified and to what extent have they facilitated the acceleration and strategic shifts foreseen in the Strategic Plan?	All accelerators and strategic shifts	All	(A) Desk reviews (B) KIIs (C) Deep dives (D) Country level studies

EQ4: To what extent should UNFPA reconceptualize the next Strategic Plan given the state of progress towards the SDGs and 3TRs?			
Sub-questions	**Areas of investigation**	**Main lines of inquiry**	**Sources/methods/tools**
4.1 To what extent are the goals and targets of the Strategic Plan 2022-2025 still achievable?	• 3TRs • SP goal targets • SP outcome targets	How far from the end-of-SP quantitative targets are we?	(A) Desk reviews: Review of IRRF reporting in the annual report of the ED (B) KIIs: PSD, TD
		Has there been an acceleration/deceleration towards the targets over the period since the start of the SP?	(A) Desk reviews: Review and Analysis of IRRF reporting data (B) KIIs: PSD, TD
		How much acceleration is required to achieve these targets?	(A) Desk reviews: Review of UNFPA research into the extent of acceleration needed (B) KIIs: PSD, TD
4.2 To what extent does the strategy of the SP 2022-2025 to accelerate progress towards the 3TRs remain relevant?	• Country presence models • Resource allocation • Strategic Shifts	Are the country presence models appropriate?	(A) Desk reviews: Review and Analysis of IRRF reporting data (B) KIIs: PSD, TD
		Are resource allocation systems appropriate?	(A) Desk reviews: Review and Analysis of IRRF reporting data (B) KIIs: PSD, TD
		What have we learned about the strategic shifts, including accelerators?	(A) Desk reviews: Review and Analysis of IRRF reporting data (B) KIIs: PSD, TD
4.3 To what extent is the logic of the series of three SPs leading up to 2030 still appropriate?	• The proposed focus of the new SP 2026-2029 • The external environment • The findings from EQs 1-3	How far from the 2030 quantitative targets are we?	(A) Desk reviews: Review of IRRF reporting in the annual report of the ED (B) KIIs (C) Deep dives
		How much acceleration is required to achieve the 2030 targets?	(A) Desk reviews: Review of UNFPA research into the extent of acceleration needed (B) KIIs: PSD, TD

Annex 6: Documents Reviewed

This annex does not include regional level documents reviewed as they are included in the six regional programme evaluations conducted jointly with this evaluation . The standard list of documents collected for each of the 12 country studies is found in annex 6 on detailed methodology.

3.1 internal UNFPA Documents related to Strategic Planning

UNFPA Strategic Plan 2018-2021

UNFPA. *Strategic Plan, 2018-2021* (DP/FPA/2017/9). 2017

Annex 1: Integrated results and resources framework

Annex 2: Theory of change

Annex 3: Alignment with General Assembly resolution 71/243 of 21 December 2016

Annex 4: Business model

Annex 5: UNFPA programme accountability framework

Annex 6: Global and regional interventions

Annex 6.1: Regional interventions action plan for Asia and the Pacific, 2018-2021
Annex 6.2: Regional interventions action plan for Arab States, 2018-2021

Annex 6.3: Regional interventions action plan for Eastern Europe and Central Asia, 2018- 2021

Annex 6.4: Regional interventions action plan for East and Southern Africa, 2018-2021

Annex 6.5: Regional interventions action plan for Latin America and the Caribbean, 2018– 2021

Annex 6.6: Regional interventions action plan for West and Central Africa, 2018–2021

Annex 6.7: Global interventions action plan, 2018-2021

Annex 7: Working together to support implementation of the 2030 Agenda

UNFPA Reports of the ED on the SP 2018-2021

UNFPA. *Implementation of the UNFPA strategic plan, 2018-2021. Report of the Executive Director*. DP/FPA/2019/4 (Part I). 2019

UNFPA. *Integrated midterm review and progress report on implementation of the UNFPA strategic plan, 2018-2021. Report of the Executive Director*. DP/FPA/2020/4 (Part I). 17 April 2020. here

UNFPA. *Implementation of the UNFPA strategic plan, 2018-2021. Report of the Executive Director*. DP/FPA/2021/4 (Part I). 2021. here

UNFPA. *Implementation of the UNFPA strategic plan, 2018-2021*. Report of the Executive Director. DP/FPA/2022/4 (Part I). 2022

Design of the UNFPA Strategic Plan 2022-2025

EB Workshops

- EB workshop on SP/IB, August 2021

▪ EB workshop SP/IB, 25 May 2021, Presentation

▪ EB workshop on change story and Business model, 30 April 2021, Presentation

▪ EB workshop on Business Model and OEE, 29 March 2021, Presentation

▪ EB workshop- SP Development Pathway, 26 Feb, 2021, Presentation

▪ UNFPA Workshop with the EB on the Strategic Plan (8 December 2020), presentation**, and key feedback**

▪ UNFPA joint workshop with EBs of UNDP, UNICEF and UN Women (15 December 2020).

Joint discussions with RCs

▪ Joint Consultation with RCs with UNDP, UNICEF and UN Women, 13 April, **Presentation**

▪ Join Consultation with RCs with UNDP, UNICEF and UN Women (20 January 2021)

Other

▪ Ms. Diene Keita, DED(P) attended the SP/IB IDWG meeting on 15 October 2020. She pointed out that the SP 2022-2025 is the time to be bold and act with passion, to do more and better in advancing the ICPD PoA.

▪ The EC has endorsed the SP vision focusing on the 'how' - acceleration, adaptation and accountability for the new SP, on 14 October 2020,

▪ ASRO held a Strategic Plan Brainstorming Session on 20 October 2020, with participation of the ASRO Regional Director, Deputy Regional Director, advisors, specialists and Country office Reps, read more

SP-IDWG

- SP/IB IDWG : Terms of Reference
- Members of the SP/IB IDWG

Meetings in 2020

- 1st SP/IB IDWG meeting in (9 September 2020)- starting the process: Agenda, Meeting minutes, Background Documents
- 2nd & 3rd SP/IB IDWG meeting (23/30, September 2020) - forming the task teams: Agenda, Meeting minutes, Background Documents
- 4th SP/IB IDWG meeting (15 October 2020)- Confirming the vision: Agenda, Meeting minutes, Background Document
- 5th SP/IB IDWG meeting (21 October 2020)- IB timeline: Agenda, Meeting minutes, Background Document
- 6th SP/IB IDWG meeting (4 November 2020)- Consultation Plan: Agenda, Meeting minutes, Background Document
- 7th SP/IB IDWG meeting (25 November 2020): Cross-cutting areas: Agenda, Meeting minutes, Background Documents
- 8th SP/IB IDWG meeting (9 December 2020): update from all TTs: Agenda, Meeting minutes, Background Document
- 9th SP/IB IDWG meeting (16 December 2020): Cross-cutting areas: Agenda, Meeting minutes, Background Document

Meetings in 2021

- 1st SP/IB IDWG meeting (13 January 2021)- Reading from the submissions -Track I: Agenda, Background Documents**,** Meeting Notes

- 2nd SP/IB IDWG meeting (27 January 2021)- Reading from the submissions -Track II: Agenda, Background Documents, Meeting Notes
- 3rd SP/IB IDWG meeting (7 April 2021) - SP update: Agenda, Background document, Meeting Notes
- 4rd SP/IB IDWG meeting)7 April 2021) - SP update: Agenda, Background document, Meeting Notes
- 5rd SP/IB IDWG meeting)7 April 2021) - SP update: Agenda, Background document, Meeting Notes

Task Team reports

ToR of the Task Teams

Report Template

Shared by the cross-cutting teams

- Embedding the Principle of Leaving No One Behind (LNOB) in UNFPA Strategic Plan, 2022-2025
- Harnessing South - South Cooperation for acceleration in UNFPA Strategic Plan, 2022-2025
- An Agile, Integrated & Innovative UNFPA: Strengthening Country Focus for High Quality Results - HQ-RO-CO Alignment Report, August 2020

Feedback from external consultation

- Feedback from the EB workshop (26 Feb 2021)
- Feedback from EB workshop (8 Dec 20202)
- Feedback from UN Regional Group Dialogues

Regional planning meetings:

- WCARO
- ESARO

Trac 1: Results Pathways

- SRH Ending preventable Maternal deaths (TD/APRO), work plan, draft report, final report
- Sub-Group Adolescence and youth (TD), workplan, draft report, final report
- Ending unmet need for family planning (TD, ESARO & WACRO), work plan, draft report, final report
- Gender Equality: Ending gender-Based violence (TD, WACRO & LACRO): workplan, draft report, final report
- Population Data & Data Capacity (TD & APRO), work plan, draft report, final report
- Population Diversity and Dividends (APRO, TD & EECARO), work plan, draft report, final report
- Climate change (ESARO, HO & TD) , work plan, Final report

Trac 2: Business Model and Organizational Effectiveness and Efficiency

- Business Mode (PSD & LACRO) , work plan, draft report, final report
- Tailored Approach (LLDCs/LDCS,SIDS, MICs) (LACRO/PDS/ ESARO), work plan, draft report, final report
- Partnerships, Financing & communication for development (DCS/TD/PSD), work plan, report partnership , report (Financing)

- System Resilience in development, humanitarian & peace nexus (ASRO/HO), work plan**,** report
- Innovation (TD & ESARO), work plan**,** draft report**,** final report
- South-South and Triangular Cooperation (PSD), Final report, SSTC Position Paper
- OEE (PSD,DCS, DMS & DHR), work plan, draft report**,** final report √

Global and regional Interventions

- Global and Regional interventions (PSD), draft report, final report √

UNFPA Strategic Plan 2022-2025

UNFPA. *Strategic Plan 2022-2025*. DP/FPA/2021/8. 2021

Annex 1: Integrated results and resources framework

Annex 2: "change stories" to accelerate the achievement of the three transformative results.

Annex 3: Business Model

Annex 4: Global and Regional Programmes

Annex 4.1: Rationale

Annex 4.2: global programme (2022-2025)

Annex 4.3: Arab States regional programme (2022-2025)

Annex 4.4: Asia Pacific regional programme (2022-2025)

Annex 4.5: Eastern Europe and Central Asia regional programme (2022-2025)

Annex 4.6: Eastern and Southern Africa regional programme (2022-2025)

Annex 4.7: Western and Central Africa regional programme (2022-2025)

Annex 4.8: Latin America and the Caribbean regional programme (2022-2025)

UNFPA. *Selection of indicators of the UNFPA resource allocation system 2022 -2025*. 2021

Report of the ED 2022

UNFPA. *Report of the Executive Director* (DP/FPA/2023/4(Part I). 2023

Annex 1 : Output scorecard and indicator updates, 2022

Annex 2 : UNFPA humanitarian update, 2022

Annex 3 : Results achieved at the country level

Annex 4 : Implementation of global and regional interventions, 2022

Annex 5 : Implementation, in 2022, of General Assembly resolution 75/233 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system

Annex 6 : Summary of oversight functions in UNFPA Statistical and financial review, 2022 (DP/FPA/2023/4 (Part I/Add.1) Annexes: 1-3 : Statistical and financial review, 2022

Report on the recommendations of the Joint Inspection Unit in 2022 (DP/FPA/2023/4 (Part II)

Review of management and administration in UNFPA : Report of the Joint Inspection Unit (JIU/REP/2023/1)

Management response to the Joint Inspection Unit review of management and administration (DP/FPA/2023/CRP.4)

MTR of the Strategic Plan and Integrated Budget 2022-2025

UNFPA. *Midterm Review of UNFPA Strategic Plan and Integrated Budget 2022-2025 Concept Note*. January 2023 here

- Terms of Reference
- the SP/MTR reference group , March 2023
- SP Implementation Survey Results, global and by Region , April 2023
- Consolidated insights from the Focus Group Discussion on Strategic Priorities , July 2023
- Proposed Strategic Priorities , Aug, 2023

Presentations on findings from MTR Survey:

- Global here
- Arab States: here
- Asia and the Pacific: here
- Eastern Europe and Central Asia: here
- East and Southern Africa: here
- Latin America and the Caribbean: here
- West and Central Africa: here

Text Analysis from MTR Survey

- Key challenges identified here
- Lessons Learned here
- Good Practices here

Integrated Budget and Structured Funding Dialogue

Integrated Budgets

UNFPA. *UNFPA integrated budget, 2018-2021*. DP/FPA/2017/10. 29 June 2017

UNFPA. *UNFPA integrated budget, 2022-2025*. DP/FPA/2021/9. 14 June 2021

Reports on structured funding dialogue

UNFPA. *Report on the structured funding dialogue 2018-2019*. DP/FPA/2019/8. 5 July 2019

UNFPA. *Report on the structured funding dialogue 2021-2022*. DP/FPA/2022/10. 20 June 2022

Corrigendum here

Anne 1: Funding Compact – UNFPA agency-specific reporting 2021 here

Annex 2: UNFPA Funding Architecture

Informal presentation 26 August 2022 here

3.2 Other Corporate level internal UNFPA Documents

UNFPA evaluations

Thematic Evaluations

UNFPA. *Mid-Term Evaluation of the UNFPA Supplies Programme (2013-2020).* 2018

UNFPA. *Joint Evaluation of UNFPA-UNICEF Global Programme to Accelerate Action to End Child Marriage.* 2019

UNFPA. *Developmental evaluation of results-based management at UNFPA.* 2019

UNFPA. *Formative evaluation of UNFPA approach to South-South and triangular cooperation.* 2020

UNFPA. *Evaluation of Phase III of the JP to Eliminate FGM.* 2021

UNFPA. *Evaluation of UNFPA support to gender equality and women's empowerment (2012-2020).* 2021

UNFPA. *Evaluation of the MNHTF – Phase III.* 2022

UNFPA. *Inter-agency humanitarian evaluation of the COVID-19 response.* 2022

UNFPA. *Evaluation of UNFPA support to population dynamics and data.* 2023

UNFPA. Formative evaluation of UNFPA support to adolescents and youth. 2023

UNFPA. *Formative evaluation of the organizational resilience of UNFPA in light of its response to the COVID-19 pandemic.* 2023

UNFPA. *Formative evaluation of the UNFPA engagement in the reform of the United Nations development system*. 2023

Inter-Agency Evaluations

UNFPA etc. Inter-agency humanitarian evaluation of the COVID-19 response. 2022

Strategic Plan 2022-2025 Implementation

Programming Guidance

UNFPA. Strategic Plan 2022-2025 Implementation Toolkit. December 2021

Strategies aligned with the SP 2022-2025

Partnership Strategy 2022-2025

Evaluation Strategy 2022-2025

RBM strategy 2022-2025

People Strategy 2022-2030??

Resource Mobilization Strategy 2022-2025

Other UNFPA

UNFPA. *Connect, transform, deliver: The journey towards technical excellence*. Report of the UNFPA. Global Technical Meeting 2023 6–10 February 2023 Istanbul, Türkiye. 2023. here

3.3 UN External Documents

International Conference on Population and Development

https://www.unfpa.org/icpd

United Nations. *International Conference on Population and Development Programme of Action.* UNFPA Twentieth Anniversary Edition. 1 Sep 2014. here

UNFPA. *Accelerating the Promise*. *The Report on the Nairobi Summit on ICPD25*. 2019 here

Joint Inspection Unit

JIU. *Review of management and administration in the United Nations Population Fund*. JIU/REP/2023/1. 2023

JIU. *Strategic Planning in the United Nations System*. JIU/REP/2012/12. 2012

QCPR

United Nations, 2016. *Quadrennial comprehensive policy review of operational activities for development of the United Nations system.* New York: United Nations.

United Nations. 2021. *Implementation of General Assembly resolution 75/233 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system.* A/76/75–E/2021/57. New York: United Nations.

Other United Nations

United Nations. *UN 2.0 Quintet of Change*. Version 1. September 2021.

United Nations. *Our Common Agenda – Report of the Secretary-General*. 2021.

UN Economist Network. *Shaping the Trends of Our Time: Report of the UN Economist Network for the UN 75th Anniversary*. September 2020.

3.4 Other External Documents

MOPAN

MOPAN. *UNFPA 2017-18 Performance Assessment*. 2019

Annex 7: Leveraging ethical and responsible use of AI

A combination of human expertise from the UNFPA Independent Evaluation Office (IEO) and artificial intelligence (AI) was used to analyse whether the Country Programme Document (CPDs) had put various strategic shifts and accelerators into practice, and to determine if the current CPDs showed an increased focus on these strategic shifts and accelerators compared to the previous CPD.

The evaluation officers from IEO provided in-depth understanding, critical judgement, and contextual analysis, ensuring that the strategic elements were interpreted with a level of insight that AI alone cannot achieve. At the same time, AI helped by quickly processing large amounts of text, providing fast, consistent, and scalable analysis, thus complementing the human experts at IEO.

To ensure data privacy, all trained AI models and data were deleted once the project had finished. This ensured all data related to this project stays confidential and cannot be used or accessed by others. The reports analysed also did not contain sensitive personal information and were publicly available. Furthermore, to ensure transparency and explainability, the AI model provided explanations and verbatim quotes to support its assessments. This approach ensures that the decision-making process is clear and comprehensible to stakeholders, thereby enhancing trust in the analysis.

To ensure accuracy and reliability, direct oversight was provided by IEO human experts, who made ultimate decisions on data inclusion and interpretation. They defined key terms and continuously reviewed and refined the AI model's interpretations of these terms to ensure nuanced understanding necessary for accurate analysis. Multiple rounds of manual review were conducted to mitigate risks of hallucination and bias. Quotes from the AI models were also checked against the reports via an automated system, to prevent hallucination.

The analysis began with training 14 AI models using definitions of strategic shifts and accelerators from the IEO. Each model focused on a specific strategic shift or accelerator. Initially, the AI assessments were inaccurate because the concepts were complex and the provided definitions lacked clear, quantifiable criteria for determining whether a CPD had operationalized a strategic shift or accelerator. To address this issue, the IEO supplied additional training data, which comprised human assessments across ten CPDs for each strategic shift and accelerator. This helped the AI models infer the implicit criteria used by the IEO, allowing them to more accurately determine whether a CPD had effectively implemented a strategic shift or accelerator, despite the absence of an explicit framework for this.

To generate the analysis, the trained AI models were instructed to examine the current and previous CPDs to assess the implementation of the respective strategic shift or accelerator. This involved finding relevant quotes from each document and creating an analysis on whether the element was put into practice, along with determining any increase or decrease in effort from the previous to the current CPD. This analysis was done separately for each country and its specific strategic shift or accelerator, focusing on just the current and previous documents for that country at any one time. An automated check was also done to make sure all the quotes taken from the CPDs were accurate and not hallucinated. Other AI models were used to double-check the accuracy of the assessments made by the trained AI models.

The analysis process was highly iterative, with humans closely involved in every stage, providing oversight and guidance. In particular, as each iteration progressed, the IEO played a crucial role in providing even more precise definitions of accelerators and strategic shifts. This refinement was particularly important for complex concepts such as "strategic partnerships". Initially, strategic partnerships had a broad definition, encompassing reinvigorating and expanding partnerships with both new partners (e.g., private sector, academia) and traditional partners (e.g., civil society

organizations, government organizations). Consequently, as long as a CPD mentioned partnerships, even if briefly, the AI model assessed that it had adopted the strategic partnerships accelerator. At times, potential differences of interpretation were discussed by the humans as well at different stages, and for various concepts. This dialogue further ensured that the human and AI team assessed the shifts and accelerators in a uniform manner.

Further, given that CPDs were very brief and hence often mentioned strategic shifts or accelerators only in passing, without providing detailed context or explanations, it left considerable room for interpretation, leading to the identification of numerous subjective edge cases that required careful examination and deliberation to ensure consistency and accuracy in the analysis. In addition, the AI analysis's focus on 14 multi-faceted accelerators and shifts, encompassing over 30 sub-variable components, added a layer of complexity to the exercise. Through this iterative process of refinement and collaboration between human experts and AI in the sample analysis stage, given that the accuracy level was sufficiently high, a decision was taken to scale up the model to the remaining 65 CPDs.

After reviewing the final analysis provided by AILYZE, the evaluation team identified the following key limitations in the AI-generated analysis:

- The accuracy of the analysis varies across sub variables**.** While the AI generated analysis effectively captures the operationalization and changes in some sub-variables, it struggles with more nuanced definitions. For example, while climate change or urbanisation are relatively straightforward, aspects like UNFPA's normative role or shifting from funding to 'funding and financing' were not as easily captured.
- As the AI relies on language modelling, it has difficulty capturing nuances of how accelerators and shifts are portrayed in the CPDs.
- Some errors in the analysis, such as sub-variables being swapped within the same category or the current CPD being used for analysing the previous CPD, were also identified.

Overall, while AI models can offer more definitive analyses when definitions, criteria, and frameworks are clearly defined, in this exercise, the AI-generated assessments served primarily as a starting point, especially for the more abstract variables analysed. Given the complexity and variability in assessing strategic shifts and accelerators, the AI's role was to process large volumes of data and identify general trends across countries. These initial insights were then refined and validated through human expertise and interpretation, underscoring the complementary nature of AI and human analysis in handling nuanced evaluations.

Lessons learned from the IEO/evaluation team perspective:

- The conceptual framework should provide clear, detailed definitions for all 'variables' and 'sub-variables' at the outset
- Ensure human review and validation in every round of the AI analysis
- Plan for the time that will be needed to receive, review, analyse and validate various rounds of analysis
- Clarify the degree of confidence in the AI-generated analysis and need for further triangulation
- Consider using the analysis to identify patterns across different country contexts
- Provide a clear reference in the evaluation report to the use of the AI-generated analysis
- Explain the use of AI clearly in the methodology, including how ethical standards were adhered to.

Annex 8: Interviews

A. UNFPA HQ STAKEHOLDERS

Branch/Unit	Title
Policy and Strategy Division [29]	
Policy and Strategy Division (PSD)	Director
Policy and Strategic Information and Planning Branch, PSD	Chief
	RBM Advisor
	Strategic Planning and KM Advisor
Operational Support and Quality Assurance Branch (OSQAB), PSD	Global Programme Coordinator
	Programme Specialist
Intergovernmental Interagency and Policy Dialogue Branch	Inter-Agency Affairs Coordinator
ICPD30 Secretariat	Senior Adviser
Technical Division[29]	
Population and Development Branch, Technical Division (TD)	Chief
Family Planning Branch, Technical Division	Chief
Commodity Security Branch	Technical Advisor
Gender and Human Rights Branch	Technical Advisor on Gender
Population and Development Branch	Technical Specialist, Census and Demographic Data
Population and Development Branch	Technical Specialist, SDG Data and Research
Gender and Human Rights Branch	Human Rights Technical Advisor
Population and Development Branch	Senior Technical Adviser
Population and Development Branch	Senior Adviser, Economics and Demography
Programme Division [29]	
	Director
	Deputy-director
Communication and Strategic Partnerships Division	
Communication and Strategic Partnerships Division	Director
Strategic Partnerships Branch	Chief
Strategic Partnerships Branch	Strategic Partnerships Specialist
Strategic Partnerships Branch	Strategic Partnerships Specialist/Individual Giving Programme Manager
Media and Communications Branch	Chief
Resource Mobilization Branch	Chief
Human Resources Division	
Human Resources Division	Director
Humanitarian Response Division	
Humanitarian Response Division	Director
Humanitarian Response Division	Programme Advisor
Programme Support Unit	Global Humanitarian SRH Adviser (acting Head, PSU)

[29] From 1 August 2024 after the completion of data collection, the Policy and Strategy Division and Technical Division became the Programme Division.

Management Services Division	
Strategic Resource Planning Branch	Chief
Office of the Executive Director	
Office of the Executive Director	Deputy Executive Director, Programme
Office of the Executive Director	Deputy Executive Director, Management
Office of the Executive Director	Chief of Staff
Innovation Unit	Head
Evaluation Office	
Evaluation Office	Director

B. REGIONAL STAKEHOLDERS

Division/Unit	Title
Asia and the Pacific	
APRO	Regional Director
APRO	Deputy Regional Director
APRO	RMEA
Arab States	
ASRO	Regional Director
ASRO	RMEA
Eastern Europe and Central Asia (inception mission)	
EECARO	Regional Director
EECARO	Deputy Regional Director
EECARO	Gender Adviser
EECARO	RMEA
EECARO	Programme Specialist, Youth
EECARO/Population and Development Branch, TD	Senior Adviser, Economics and Demography
EECARO	Population and Development Adviser
EECARO	Regional Adviser, Gender
EECARO	SRH, Regional Advisor
EECARO	Regional Communications Advisor
EECARO	Humanitarian Response Specialist
EECARO	RM and Partnership Advisor
EECARO	International Operations Manager
Academic Network for Sexual and Reproductive Health and Rights Policy (ANSER), Ghanet University	Coordinator
Eastern and Southern Africa	
	Regional Director
ESARO	Deputy Regional Director
ESARO	RMEA
Latin America and the Caribbean	
LACRO	Regional Director
LACRO	Deputy Regional Director
LACRO	RMEA

West and Central Africa	
WCARO	Deputy Regional Director
WCARO	RMEA

C. COUNTRY STUDIES

Division/Unit	Title
Botswana	
UNFPA Botswana CO	Head of office
UNFPA Botswana CO	Programme Specialist – Youth and Gender
UNFPA Botswana CO	Consultant – Disability/Youth
UNFPA Botswana CO	Resource Mobilization and Communications Analyst
UNFPA Botswana CO	SRH/HIV Linkages coordinator
UNFPA Botswana CO	Strategic Information Specialist
UNFPA Botswana CO	Operations Manager
Ministry of Education	Director, Department of Learner Support Services
Ministry of Health	Deputy Permanent Secretary
Statistics Botswana	Deputy National Census Coordinator
Ministry of Labour and Home Affairs	Department of Civil and National Registration
National Planning Commission (under Office of the President)	Population and Development Unit
Botswana Council for Non-Governmental Organizations [BOCONGO]	Executive Director
University of Botswana	Senior lecturer and Head of the Department of Population Studies
RCO	Resident Coordinator
RCO	Head of Office a.i.
RCO	Economist
UNICEF	Representative
Bolivia	
UNFPA Bolivia CO	Representative
UNFPA Bolivia CO	Assistant Representative
UNFPA Bolivia CO	Responsible for Data and Knowledge Management
UNFPA Bolivia CO	Departamental Responsible in SSR Chuquisaca/Potosi
UNFPA Bolivia CO	Responsible for Maternal Health
UNFPA Bolivia CO	Responsible in Active Citizenship and Harmful Practices
UNFPA Bolivia CO	Quality of Care & Services Programme Analyst
UNFPA Bolivia CO	Responsible for Integral Sexual Education
UNFPA Bolivia CO	Project Officer Cochabamba
UNFPA Bolivia CO	Social and Gender Norms Programme Analyst
UNFPA Bolivia CO	Consultant for Strengthening Programme Supplies Logistics Chain
UNFPA Bolivia CO	Communication and Advocacy Programme Analyst

UNFPA Bolivia CO	Project Officer Chuquisaca and Potosí
UNFPA Bolivia CO	Project Administrator KOICA funds
UNFPA Bolivia CO	M&E Programme Analyst
UNFPA Bolivia CO	Programme & Management Assistant
UNFPA Bolivia CO	Admin/Finance Associate
UNFPA Bolivia CO	Responsible SRH, RHCS & Youth Health
UN Resident Coordinator Office Bolivia	Head of Office
UN Resident Coordinator Office Bolivia	Coordination Officer
PAHO Bolivia	National Consultant - Life Course
PAHO Bolivia	Advisor - Family, Health Promotion and Life Course
PAHO Bolivia	National Consultant - Data systems and Maternal Mortality
UN Women Bolivia	Project Manager
UN Women Bolivia	National Specialist -UNV Legal Technical Assistant
UN Women Bolivia	Natioanl Specialist
UNICEF Bolivia	Chief of Social Policy
UNICEF Bolivia	Chief of Child Survival and Development
UNICEF Bolivia	Advocacy and Policy officer
Ministerio de Salud y Deportes	Director General of Health Services
Ministry of Education. Specialized unit for continuous training (UNEFCO)	Coordinator
Ministry of Education. Specialized unit for continuous training (UNEFCO)	Coordinator
Observatorio de la Calidad Educativa	Director
KOICA Bolivia	Deputy Director
KOICA Bolivia	Health Expert
KOICA Bolivia	Intern
Ministry of foreign Affairs Sweden	Programme Officer Human Rights, Gender and social sectors.
CIES Salud Sexual Salud Reproductiva	Project Coordinator
CIES Salud Sexual Salud Reproductiva	National Program Manager
Marie Stopes	Country Director
Medicos del Mundo	Project coordinator
Medicos del Mundo	Country Coordinator

Fiscalia General del Estado / Ministério Publico	Director of the Specialized Prosecutor's Office for Gender-Related Crimes and Juvenile Justice
Fiscalia General del Estado / Ministério Publico	Director of the School of State Prosecutors
Center for Population Studies - Universidad Mayor de San Andrés	Director
Observatório de Población y Desarrollo	Coordinator
Universidad Mayor de San Andrés	Director Director del Instituto de Investigaciones Sociologicas
Universidad Mayor de San Andrés	Observatorio de Políticas Públicas y Sociales de la carrera de Trabajo Social
Universidad Mayor de San Andrés	Professor
Universidad San Simon	Coordinator of the Population and Development Observatory and Research Professor at the Center for Population Studies at Saint Simon University.
Chad (Desk Review)	
UNFPA Chad CO	Country Representative
UNFPA Chad CO	Deputy Representative
UNFPA Chad CO	Assistant Representative/ Population and Data
UNFPA Chad CO	Humanitarian Coordinator
UNFPA Chad CO	Reproductive Health Technical Specialist
UNFPA Chad CO	RHCS Technical Specialist
UNFPA Chad CO	Youth Programme Specialist
UNFPA Chad CO	Family Planning Programme Officer
UNFPA Chad CO	GBC Coordinator
UNFPA Chad CO	International Operations Manager
UNICEF Chad CO	Country Representative
UN Resident Coordinator's Office	Head of RC Office
Djibouti (Desk Review)	
UNFPA Djibouti	Head of Office, Assistant Representative
UNFPA Djibouti	Gender and Youth National Programme Officer
UNFPA Djibouti	Programme Assistant FGM Joint Programme
UNFPA Djibouti	Programme Analyst M&E
El Salvador	
UNFPA El Salvador CO	Representative
UNFPA El Salvador CO	Deputy Representative
UNFPA El Salvador CO	GBV subsector coordinator

UNFPA El Salvador CO	Programme Assistant
UNFPA El Salvador CO	Project Coordinator
UNFPA El Salvador CO	Administrative Assistant
UNFPA El Salvador CO	PD Programme Officer
UNFPA El Salvador CO	Finance Associate
UNFPA El Salvador CO	Sexual and Reproductive Health Officer
UNFPA El Salvador CO	Finance Assistant
UNFPA El Salvador CO	Administrative Support
UNFPA El Salvador CO	Procurement Assistant
UNFPA El Salvador CO	Project Finance Assistant
UNFPA El Salvador CO	National Project Coordinator
UNFPA El Salvador CO	CSE officer
UNFPA El Salvador CO	Gender and Youth Officer
UNFPA El Salvador CO	Resources Mobilization Support
UNFPA El Salvador CO	Communications Coordinator
UNFPA El Salvador CO	Partnerships and Resource Mobilization Specialist
UNFPA El Salvador CO	Assistant to the Representative Human Resources Focal Point
OIM	Deputy Chief of Mission
UNRCO	Head of Office
El Salvador Agency for International Cooperation.	Cooperation Strategy Coordinator
El Salvador Agency for International Cooperation.	Economic Counsellor
Ministry of Health	Policy and Management Director
EDUCO	Project Coordinator
Embassy of Canada	Development Officer
Medicos del Mundo	Gender and SRH Programme Coordinator
Medicos del Mundo	Country coordinator
Ayuda en Acción	Director
Ayuda en Acción	Coordinator Children and Youth Comprehensive Protection
Kyrgyzstan (Desk Study)	
Kyrgyzstan CO	Head of Office
Kyrgyzstan CO	National Programme Analyst on M&E

Kyrgyzstan CO	National Programme Analyst on Gender
Kyrgyzstan CO	SRH Specialist
Kyrgyzstan CO	National Programme Officer on Communication and Innovation
Morocco	
Morocco Country Office	Representative
Morocco Country Office	Assistant Representative /Programme Coordinator
Morocco Country Office	Partnerships/SSC & Innovation Manager
Nepal	
Nepal Country Office	Representative
Nepal Country Office	Deputy Representative
Nepal Country Office	International Operations Manager
Nepal Country Office	Programme Analyst, SRH
Nepal Country Office	SRHR Adviser
Nepal Country Office	Programme Analyst, FP/RHCS
Nepal Country Office	Gender Equality and Human Rights Specialist
Nepal Country Office	Project Coordination Specialist
Nepal Country Office	Harmful Practices Specialist
Nepal Country Office	Programme Analyst Youth
Nepal Country Office	CSE Project Coordinator
Nepal Country Office	Census Coordinator
Nepal Country Office	Programme Analyst-Census
Nepal Country Office	Communication and Knowledge Management Specialist
Nepal Country Office	Policy Advocacy and Partnership
Nepal Country Office	Humanitarian Specialist
Nepal Country Office	Monitoring and Evaluation Specialist
National Planning Commission, Economic Management Division	Under-Secretary (UN Desk)
Ministry of Women Children and Senior Citizens (MoWCSC)	Joint Secretary
National Disaster Risk Reduction and Management Authority (NDRRMA), Ministry of Home Affairs (MoHA)	Chief Executive/Dhruba Khadka, Under-secretary, and spokesperson of NDRRMA
Ministry of Finance	Under-Secretary (UN Desk)
MoHP	Health Secretary
National Statistics Office (NSO), Nepal Social Statistics Division	Deputy Chief Statistician
Population Section	Director
National Human Rights Commission	Acting Secretary
Ministry of Social Development, Sudurpaschim Province	Secretary/Acting Secretary
	Health Department Chief
Provincial Health Directorate, Sudurpaschim Province	

Royal Norwegian Embassy	Second Secretary, Education & Gender
RCO	UN Resident Coordinator
UNICEF CO Nepal	Representative
UNICEF CO Nepal	Chief of Social Policy, Governance and Evidence
UNICEF CO Nepal	Chief, Child Protection
Nigeria	
UNFPA Nigeria CO	Deputy Representative
UNFPA Namibia CO (previously Nigeria CO)	Deputy Representative Nigeria CO 2019-2023)
UNFPA Nigeria CO	Population and Development Specialist
UNFPA Nigeria CO	Data for Development Analyst
UNFPA Nigeria CO	Gender Data Associate
UNFPA Nigeria CO	FP/ RH Commodity Security Specialist
UNFPA Nigeria CO	Family Planning Analyst
UNFPA Nigeria CO	Family Planning Supply Chain Consultant
UNFPA Nigeria CO	Technical Specialist Maternal and Reproductive Health
UNFPA Nigeria CO	Gender/ Reproductive Health Specialist
UNFPA Nigeria Kaduna sub-office	Reproductive Health Specialist
UNFPA Nigeria Cross River sub-office	Reproductive Health Specialist
UNFPA Nigeria Kaduna sub-office	ASRH/HIV Analyst
UNFPA Nigeria Lagos sub-office	Acting Head
UNFPA Nigeria Cross River sub-office	ASRH/HIV Analyst
UNFPA Nigeria CO	ASRH/HIV and Youth Development Analyst
UNFPA Nigeria CO	Gender Analyst
UNFPA Nigeria CO	SRHR Analyst
UNFPA Nigeria CO	FGM Analyst
UNFPA Nigeria CO	Communication Analyst
UNFPA Nigeria Cross River sub-office	M&E Analyst
UNFPA Nigeria Maidugiri Sub-Office	M&E Analyst
UNFPA Nigeria Kaduna sub-office	M&E Analyst
UNFPA Nigeria Lagos sub-office	M&E Analyst
UNFPA Nigeria CO	Humanitarian/RH Analyst
UNFPA Nigeria Maidugiri Sub-Office	Humanitarian Analyst
UNFPA Nigeria Maidugiri Sub-Office	Humanitarian Analyst
UNFPA Nigeria CO	International Operations Manager
UNFPA Nigeria CO	International Operations Manager (Consultant)
UN Resident Coordinator's Office	Acting Head
Unicef Nigeria CO	Acting Deputy Representative
Department of International Cooperation, Federal Ministry of Budget and National Planning	Project Coordination
Population Management and Development Department, National Population Commission	Director
Women's Health National Research Centre	Founder
South Sudan (desk study)	
UNFPA South Sudan CO	Deputy Representative

UNFPA South Sudan CO	Gender Specialist/GBV Coordinator
UNFPA South Sudan CO	Adolescent Youth SRH specialist
UNFPA South Sudan CO	Program Advisor SRH
UNFPA South Sudan CO	RHCS Specialist
UNFPA South Sudan CO	Midwifery Specialist
UNFPA South Sudan CO	International Operations Manager
UNFPA South Sudan CO	Finance Analyst
UNFPA South Sudan CO	M&E Specialist
UNFPA South Sudan CO	GBVIMS Specialist
UNFPA South Sudan CO	Humanitarian Coordinator
Unicef South Sudan CO	Deputy Representative
UNWomen South Sudan CO	Deputy Representative
UNWomen South Sudan CO	Programme Specialist GBV
Thailand (desk review)	
Thailand CO	Head of Office
Thailand CO	Programme Coordinator, Population Change, Data and Innovation
Thailand CO	National Programme Officer
Thailand CO	Communication Specialist
Türkiye (Inception mission)	
Türkiye Country Office	Country Representative
Türkiye Country Office	Assistant Representative
Türkiye Country Office	Programme Specialist SRH
Türkiye Country Office	Prog. Specialist Gender
Türkiye Country Office	Programme Specialist PD
Türkiye Country Office	Prog. Spec. Humanitarian
Türkiye Country Office	Prog. Analyst Humanitarian
Türkiye Country Office	Prog. Analyst Humanitarian
Türkiye Country Office	Operations Manager
Türkiye Country Office	M&E Specialist
Türkiye Country Office	Partnership and RM Analyst
Türkiye Country Office	Programme Analyst GBViE
Türkiye Country Office	Humanitarian Protection Associate
Türkiye Country Office	Programme Analyst Communications
Violence Against Women Department, Ministry of Interior	Head
KAMER	General Coordinator
Turkish Family Health and Planning Foundation (TAPV)	General Coordinator
Ministry of Health	Head of Department
Y-PEER Türkiye	General Coordinator

D. OTHER EXTERNAL STAKEHOLDERS

Division/Unit	Title
UNDP	
Effectiveness Group, Bureau for Policy and Programme Support	Director/Chief
Strategy and Futures Team	Strategy Lead
UNICEF	
Strategic Planning and Corporate Analysis	Chief
UN WOMEN	
Strategic Planning Unit. Strategy, Planning and Resources and Effectiveness Division	Chief

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