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Statement by Marco Segone

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on

Item on evaluation

Independent evaluation of the UNFPA Strategic Plan 2022-2025

UNFPA/UNDP/UNOPS Executive Board

First Session 2025

30 January 2025

Mr. President,

Distinguished Members of the Executive Board,

It is my pleasure to present the main results of the independent evaluation of the UNFPA Strategic Plan 2022-2025.

The evaluation incorporated innovative elements, including coordinating with the six concurrent regional programme evaluations to avoid duplication, create synergies and increase efficiency; and leveraging ethical and responsible Artificial Intelligence in data collection.

Mr. President, Distinguished Delegates,

Please allow me to present the key highlights and recommendations from the evaluation.

First, **successive strategic plans aiming for the three transformative results provided continuity and focus but require adaptability, with acceleration remaining relevant yet potentially insufficient for countries facing setbacks.** Despite some long-term improvements, recent data reveal uneven progress. Many countries require significant acceleration, while others need to prevent backsliding.

The evaluation recommends, within the overarching framework of the three transformative results, ICDP Programme of Action and the SDGs, to focus the next strategic plan on further acceleration – rather than ‘unfinished business’ - and ensure that efforts to protect the ICPD agenda are fully integrated into the approach.

Second, **the three transformative results effectively focused UNFPA resources on key priorities, but they do not fully encompass all stakeholder needs or the organization's broader contributions to the SDGs and the ICPD Programme of Action,** particularly in areas such as population dynamics, gender equality, HIV, and youth. The strategic plan’s theory of change doesn’t capture these direct contributions. Instead it shows them flowing solely through the three transformative results, without recognizing the diverse pathways UNFPA utilizes to achieve these results.

The evaluation recommends the next strategic plan to clarify UNFPA's strategic positioning in population dynamics and other key areas such as HIV, gender equality, youth and adolescence, and aging and their direct contribution to the ICPD and SDGs.

Third, the Strategic Plan's shifts demanded substantial organizational effort, requiring clearer guidance and consideration of internal capacity constraints, especially in smaller country offices. While largely achieved, some areas lacked coherence or clarity. Though considerable effort went into the plan's development, implementation inevitably takes time and advanced planning.

The evaluation recommends UNFPA to operationalize acceleration by clarifying and strengthening linkages between concepts and programming approaches well before the next strategic plan's launch.

Fourth, a clearer approach to acceleration in the next strategic plan and the country programmes is needed to enhance coherence across UNFPA initiatives, align modes of engagement and guide human resource priorities at the country level. While all strategic shifts are relevant, some like leveraging and influencing normative work and ICPD financing require new or improved strategies and capacity building due to their shift in emphasis and direction.

The evaluation recommends strengthening capacities to support acceleration, especially in normative work, funding to finance, knowledge management and strategic communications.

Lastly, UNFPA has improved its humanitarian response capacity but needs clearer guidance and strategic integration to implement resilience, humanitarian, development and peace efforts within resource constraints. UNFPA also needs to review its skill sets to ensure a capacity for both normative and advocacy work, and humanitarian crises response.

The evaluation recommends better integration of humanitarian, development and peace-responsive interventions, considering UNFPA's diverse and evolving operating contexts.

Mr President, Distinguished Delegates,

I trust that this evaluation's evidence and insights will guide UNFPA in adjusting the current Strategic Plan and developing the new one, accelerating the achievement of the three transformative results.

This concludes my presentation, Mr President. I thank the Executive Board for its support, and welcome any questions.