



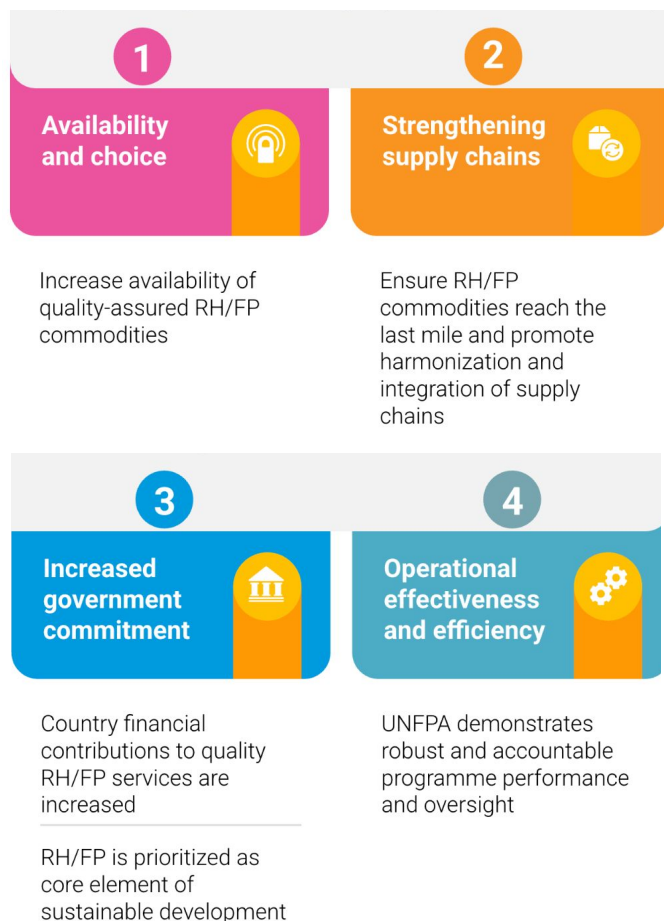
Independent mid-term evaluation of the UNFPA Supplies Partnership 2021-2030

Key highlights



Model of the Partnership

Four strategic objectives



Aligned with

UNFPA Strategic Plan (2022-2025) and its six accelerators, UNFPA Family Planning Strategy (2022-2030), SDGs, United Nations Decade of Action and the Lusaka Agenda

Supports

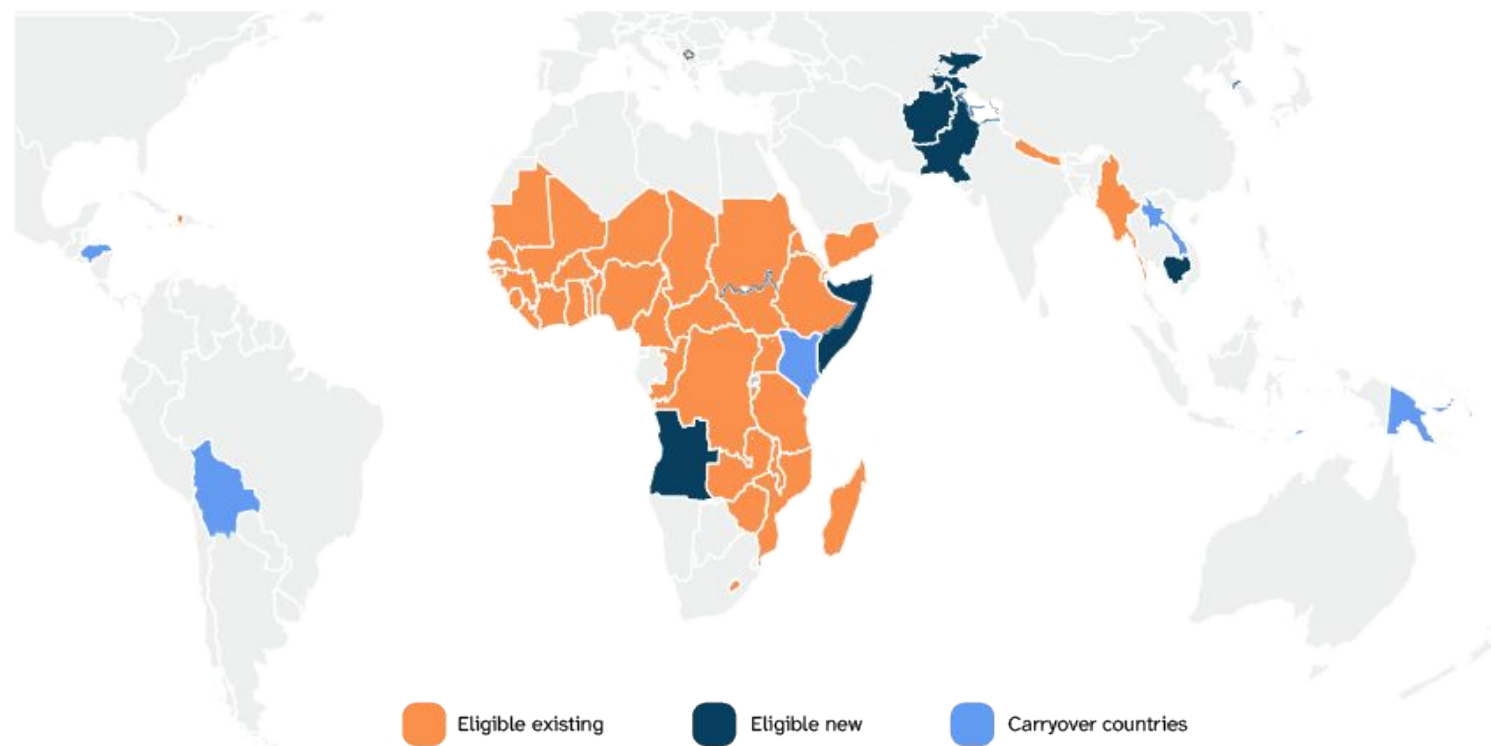
3 transformative results through expanding availability and access ensuring sustainability and integration of family planning into health policy and planning and incorporates a humanitarian response component

Strengthens

policy analysis, budgeting, and procurement to support long-term domestic investment in family planning

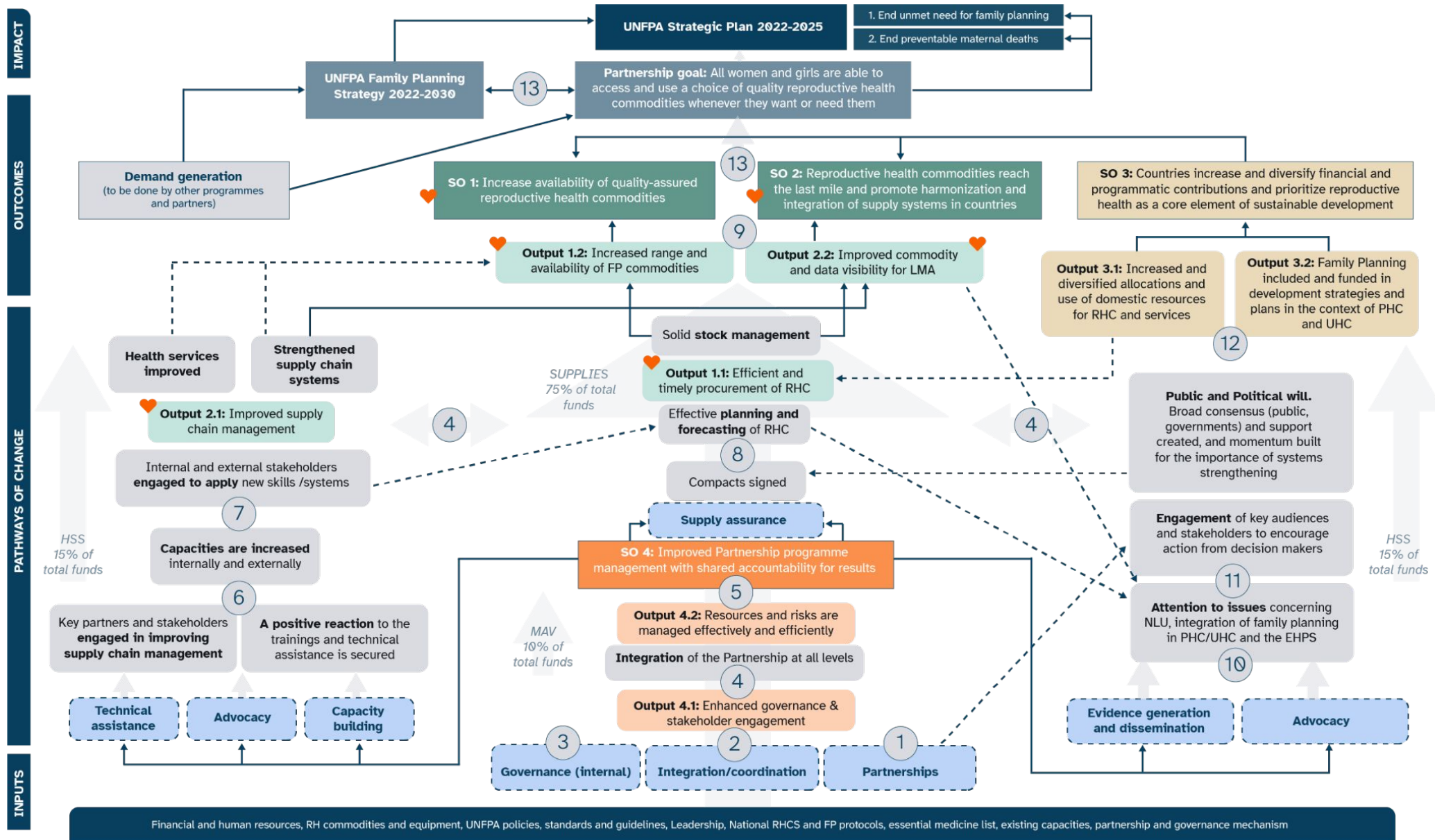
Evaluation purpose and approach

- **Goal:** Assess progress, facilitate learning and capture good practices to inform the current phase of the Partnership through 2030
- **Case studies** in four countries (Cameroon, Democratic Republic of the Congo, Honduras, Kenya), desk studies in 3 countries (Pakistan, Yemen, Zambia)
- **Online survey:** 241 respondents (40.2% response rate) from a range of technical and public and private sector informants from 54 countries
- **Document review** (194), 258 **interviews** and 18 **group discussions** with implementing partners, country collaborators, community health promoters, peer educators and end-users



The designations employed and the presentation of material on the map do not imply the expression of any opinion whatsoever on the part of UNFPA concerning the legal status of any country, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries.

Reconstructed theory of change



Conclusions and supporting findings



Overview of conclusions (1/3)



1. Strategic focus and value add: Phase III of the Partnership marks a strategic shift toward reinforcing government ownership, mutual accountability, and sustainable financing



2. Country eligibility and classification: The eligibility and classification criteria developed in phase III are robust and contextually grounded



3. Humanitarian action across the continuum: The Partnership currently places limited emphasis on humanitarian action, as evidenced by the modest funding allocated to these activities



4. Governance and agility: The governance reforms introduced in phase III, including the redefinition of the scope of the Steering Committee to strengthen its strategic leadership and oversight authority, as well as the establishment of its sub-committees, have enhanced transparency, inclusivity, and stakeholder engagement

Overview of conclusions (2/3)



5. Partnerships and country coordination: While the Partnership has made significant strides in engaging with governments, particularly through mechanisms such as the Compact and the Match Fund, its approach to collaboration with other in-country strategic and implementing partners especially local advocates for domestic resource mobilization (DRM), remains limited



6. Adaptability and programme responsiveness: The Partnership's ability to adapt to changing contexts is a key strength, supported by tools such as the Compact, Match Fund, Third Party Procurement Bridge Fund, country risk assessments, and the Sustainability Readiness Assessment Tool (SRAT) advocates for DRM, remains limited



7. Securing financing commitments: The Compact and Match Fund have proven effective in catalysing national commitments to SRHR financing

Overview of conclusions (3/3)



8. Financing tools and resource optimization: The Match Fund has proven effective in incentivizing results by linking funding to progress



9. Convening power and advocacy: UNFPA strategic position enables it to serve as a powerful advocate and convener in the SRHR space



10. Funding gaps and opportunities: The slight decline in donor contributions since 2021 and the context of overall funding cuts experienced since the beginning of 2025 pose a risk to the Partnership's sustainability



11. Resource allocation and technical capacity: Human resource constraints, especially in sustainable financing, supply chain management, and advocacy, continue to limit the Partnership's implementation capacity

1

Phase III of the Partnership marks a strategic shift toward reinforcing government ownership, mutual accountability, and sustainable financing.

Overall, Phase III reflects a **clearer strategic direction and stronger sustainability focus**, though additional clarity and support are required to address systemic access barriers and ensure coherence across all strategic objectives

The introduction of tools such as the **Compacts, Match Fund, and Sustainability Readiness Assessment Tool (SRAT)** demonstrates intent to operationalize this focus, but their use has also **created mixed signals** about whether the Partnership's primary role is strategic or operational

Cross-cutting principles such as human rights, gender equality, and leaving no one behind are referenced rhetorically but **remain weakly embedded and misaligned** with the Partnership's commodity-centered model, reducing their transformative potential

While practical linkages between **strategic objectives** exist, they **are not systematically embedded in the theory of change** or measurement framework, limiting the Partnership's ability to demonstrate coherence, added value, and its catalytic role in health systems strengthening

Supporting findings

- Phase III marked a **deliberate transition** from a centrally managed programme to a partnership model that emphasizes shared accountability among governments, UNFPA, and donors, reinforcing its positioning as a catalytic global actor
- **New financing tools** such as the Compacts, Match Fund, and SRAT were introduced to operationalize the strategy's focus on sustainable domestic financing and more tailored country engagement, although their uptake and effectiveness have been uneven
- The design has **strengthened synergies** between supply availability and access (SO1–SO2) and improved efficiency through SO4, but integration of systemic factors such as quality of care, social norms, health workforce capacity, and consistent attention to human rights and equity remains limited

2

The eligibility and classification criteria developed in phase III are robust and contextually grounded

Despite improvement over previous phases, support has continued for countries that no longer meet the criteria, which has **diluted the Partnership's overall financial and technical impact**

Assumptions made in Phase II that **domestic financing would automatically increase** following reduced donor support **proved unrealistic**, particularly in fragile or resource-constrained settings

The **transition approach has often been misaligned with political and financial realities**, limiting the Partnership's ability to allocate resources strategically and undermining its credibility with stakeholders

The **absence of a dynamic transition strategy** that accounts for evolving financing environments and national capacity remains a critical gap, though the Partnership plans to address this in 2025

Supporting findings

- Phase III introduced a **more structured and transparent approach to country eligibility**, using quantifiable indicators such as GNI per capita, mCPR, and MMR, which improved clarity and predictability compared to earlier phases
- The creation of the **“carryover” group** was intended as a transitional measure but has been **poorly understood, inconsistently applied**, and left countries uncertain about their status and future support, particularly after the planned exit strategy could not be implemented
- The inclusion of 54 countries broadened **geographic reach** and equity but stretched the Partnership's capacity, raising concerns that **breadth has come at the expense of depth**, especially in fragile or complex settings
- The reliance on national averages to determine eligibility and progress **masks important sub-national disparities**, reducing the Partnership's ability to target resources effectively where they are most needed

3

The Partnership currently places limited emphasis on humanitarian action, as evidenced by the modest funding allocated to these activities

The Partnership has maintained **operational relevance** in humanitarian settings, but this has been achieved with minimal designated funding and **without a clear strategic emphasis on humanitarian action**

Its **role within the humanitarian–development–peace (HDP) continuum remains undefined**, and stakeholders are divided on whether humanitarian response should fall within the Partnership’s mandate

The absence of a joint operational framework and coordination structure with UNFPA’s Humanitarian Response Division (HRD) **limits agility, supply chain responsiveness, and clarity on positioning of supplies in crises**

Rigid and inflexible funding allocations constrain procurement and last-mile delivery, while financial flows often neglect local distribution systems, reducing access to SRH commodities in fragile and crisis-affected contexts

Supporting findings

- The current design of the Partnership **does not adequately integrate humanitarian and development efforts**, which limits its effectiveness in fragile and crisis-affected contexts
- UNFPA is regarded as a trusted partner for delivering emergency reproductive health kits, but **only around half of crisis-affected countries received support**, and kits were often mismatched to actual needs
- **Operational challenges persist**, including procurement delays, lack of agility, and unclear roles and guidance for country offices in sudden-onset crises
- **Coordination gaps between the Partnership and the HRD**, combined with a lack of a joint strategic plan, have weakened alignment and effectiveness of crisis response
- **Chronic underfunding of humanitarian action** relative to development priorities has further constrained the Partnership’s capacity to respond flexibly and strategically in emergency settings

4

The governance reforms introduced in phase III, including the redefinition of the scope of the Steering Committee to strengthen its strategic leadership and oversight authority, as well as the establishment of its sub-committees, have enhanced transparency, inclusivity, and stakeholder engagement

The governance reforms introduced in Phase III, including the strengthened mandates have **improved transparency, inclusivity, and accountability**

A persistent challenge is achieving the right **balance between participatory decision-making and the need for agility**, particularly during crises or moments of rapid change

Civil society and country-level participation remains uneven, limiting the representativeness of governance structures and their connection to local realities

Weak coordination across sub-committees and insufficient country office representation have constrained coherence and the ability to translate decisions into effective action

The **Steering Committee has not fully realized its potential as a convening platform** to align implementing partners and foster synergies across initiatives

Integrity risks remain, requiring stronger safeguards to manage conflicts of interest among members who are also recipients of Partnership funds, in order to maintain trust in governance processes

Supporting findings

- **Governance reforms introduced more inclusive and participatory structures**, such as the Steering Committee and sub-committees, which strengthened transparency, legitimacy, and donor confidence
- **Representation** across donors, civil society, and programme countries **has improved**, reinforcing broad engagement and alignment with UNFPA's strategic priorities
- However, **HQ-dominated governance** continues to limit the voice of country stakeholders and slows responsiveness, creating challenges in balancing inclusivity with timely decision-making
- **Gaps remain in the information flow** from Steering Committee decisions to field-level actors, and civil society engagement and country-level participation are inconsistently embedded in practice
- While internal **alignment with UNFPA's strategic plan is strong**, **integration with other areas** such as GBV, maternal health, youth, and external global health initiatives **is limited** and ad hoc, reducing opportunities for synergy
- **Operational inefficiencies** — including overlapping roles, constrained agendas, and limited clarity around tools such as the Match Fund and Compacts — have constrained effectiveness of governance mechanisms

5

While the Partnership has made significant strides in engaging with governments, particularly through mechanisms such as the Compact and the Match Fund, its approach to collaboration with other in-country strategic and implementing partners especially local advocates for domestic resource mobilization (DRM), remains limited

Phase III of the Partnership has successfully shifted toward **stronger government engagement and alignment with global movements** on sustainable financing, marking an important step in reinforcing country ownership

Financing tools such as the Compact and Match Fund provide valuable entry points for co-investment, but their uneven uptake highlights the **need for clearer strategies to support countries with limited fiscal or institutional capacity**

While governance structures are more inclusive, the **limited and ad hoc involvement of civil society and NGOs** constrains accountability and the embedding of rights-based approaches

Strategic alignment with UNFPA priorities is evident, but **the Partnership's value-add** within the broader SRHR and health systems strengthening landscape **remains insufficiently defined**

Informal collaboration with global health initiatives (e.g., GFF, Global Fund, Gavi) represents a **missed opportunity to leverage synergies and position the Partnership as a catalytic global actor**

Supporting findings

- The Partnership has **strengthened government engagement**, with Ministries of Health and Finance leading Compact processes
- A **broad array of actors** (NGOs, CSOs, government agencies, collaborating partners) **complement UNFPA's technical role in SRH and family planning**
- **Specialized expertise is leveraged** through partners in analytics, youth, and investment cases
- **Strategic alliances are reinforced via coordination platforms** (FP2030), technical working groups, and collaboration with global actors (Global Fund, EU, USAID, etc.).The Partnership is well aligned with UNFPA's strategic priorities and broader GHIs
- However, there is **limited focus on HSS and demand-side interventions**
- Stakeholders **call for greater clarity on the Partnership's unique role** and value-add in SRHR and HSS

6

The Partnership's ability to adapt to changing contexts is a key strength, supported by tools such as the Compact, Match Fund, Bridge Fund, country risk assessments, and the SRAT

The Partnership has demonstrated **strong adaptability to evolving contexts**, with tools such as the Compact, Match Fund, Bridge Fund, and SRAT enabling more flexible and responsive programming

Despite this adaptability, the reliance on **frequent data reporting and administrative requirements** has **strained country offices**, diverting capacity away from strategic engagement

The short-term responsiveness of these tools contrasts with the **longer-term planning and continuity required for effective HSS**

Ambiguities in roles and responsibilities across HQ, regional, and country offices have limited coherence and **undermined the ability to fully leverage regional structures for localized implementation**

Supporting findings

- The introduction of financing and diagnostic tools such as the Compacts, Match Fund, and the SRAT, alongside risk analyses and Last Mile Assurance (LMA), has enabled **more tailored engagement and improved supply chain visibility and responsiveness**
- Investments in eLMIS platforms, inventory management, and capacity building have **strengthened supply chains, improving data visibility, forecasting, and stock management**
- Despite these advancements, the **uptake and effective use of these tools remain inconsistent across countries**, with reporting burdensome for country and regional offices and repeated assessments often lacking follow-through
- Weak forecasting, fragmented data systems, and limited alignment with national digital health strategies continue to **undermine reliability and sustainability**
- While the tools provide flexibility and adaptability, their effectiveness is constrained by **heavy administrative processes, institutional capacity gaps, and insufficient integration** with broader health system strategies
- The **LMA framework has improved accountability** and delivery tracking, **but implementation is uneven** and UNFPA's role in LMA remains ambiguous.



The Compact and Match Fund have proven effective in catalysing national commitments to SRHR financing

The **Compact** and **Match Fund** have served as important entry points for **mobilizing domestic financing and securing government buy-in** for SRHR

Sustaining these commitments is uncertain without stronger accountability mechanisms and reliable systems to track government procurement

The **long-term value of contingency mechanisms has not yet been demonstrated**, leaving their effectiveness in ensuring consistent financing unclear

Supporting findings

- The Partnership's focus on domestic resource mobilization has **catalyzed co-investment, strengthened political dialogue**, and encouraged the **alignment of national strategies with reproductive health financing**
- Tools such as the Compact, Match Fund, and Bridge Fund have been effective in **mobilizing significant resources and incentivizing government commitments**, though their sustainability depends on stronger enforcement and monitoring mechanisms
- While progress has been achieved in increasing national allocations in some contexts, **reliance on donor contributions remains high**, and **weak financial systems and limited fiscal space pose structural barriers to sustainability**
- A lack of transparency, limited data on government expenditures, and weak accountability frameworks continue to **constrain the ability to monitor and sustain gains in domestic financing**



The Match Fund has proven effective in incentivizing results by linking funding to progress

The Match Fund has demonstrated its value as a performance-based financing tool, **effectively linking funding to measurable results**

Expanding the Match Fund's scope to include maternal health commodities **could enhance its relevance**, provided safeguards are in place to protect family planning resources

The revamped **Bridge Fund and Third-Party Procurement (TPP)** mechanisms **show strong potential** to strengthen national procurement systems and address funding gaps

The **long-term success of financing tools** depends on sustained funding, adequate staffing, and a clearly defined implementation framework

Ensuring that these instruments **remain responsive to evolving country needs is critical** for their long-term sustainability and impact

Supporting findings

- The Match Fund is widely recognized as an **effective incentive mechanism** for domestic co-investment in SRHR financing
- **Progress remains uneven** across countries due to differences in political will, fiscal space, and institutional capacity, raising concerns about long-term sustainability
- The narrow scope of eligible commodities under the Match Fund **limits its broader impact on national procurement and financing systems**
- The **Reproductive Health Bridge Fund has been revamped to improve efficiency** in procurement support, with potential to strengthen national procurement systems and reduce funding gaps



UNFPA's strategic position enables it to serve as a powerful advocate and convener in the SRHR space

UNFPA's positioning within the global SRHR landscape provides **a strong foundation to act as both a convener and a strategic advocate**

Despite this potential, the **lack of a unified advocacy strategy and measurement framework** has constrained the effectiveness and consistency of advocacy efforts across contexts

Without stronger coordination and systematic support to country offices, **advocacy remains fragmented, reactive, and less able to mobilize** sustained political and financial commitments

Supporting findings

- The Partnership has **increased contraceptive access, strengthened supply chain resilience, and supported national commitments** through Compacts, budget allocations, and integration of SRH into UHC
- The Partnership has **mobilized \$1.6 billion, achieved ~\$1.5 billion in healthcare savings, and generated procurement efficiencies** through pooled purchasing, long-term agreements, and prequalification
- UNFPA **procurement mechanisms** are widely regarded as **reliable and credible, offering economies of scale, global price transparency, and expanded access** to a broader contraceptive method mix
- **Funding gaps** that disrupt commodity flows and limited supplier availability, especially from the Global South, **negatively impact further achievements**
- Despite these achievements, the absence of a unified global advocacy strategy and **fragmented approaches across country offices have limited its ability to influence policies, financing, and accountability** at scale
- While UNFPA's technical credibility is recognized, its **potential as a global advocate** and strategic influencer in health and development **is underutilized**, constraining long-term sustainability and political traction

10

The slight decline in donor contributions since 2021 and the context of overall funding cuts experienced since the beginning of 2025 pose a risk to the Partnership's sustainability

The Partnership's diversified funding base provides a **stronger platform for financial resilience** compared to earlier phases

Despite progress, **external factors** such as geopolitical conflicts, global economic pressures, and shifting donor priorities continue to **threaten funding stability**

Innovative financing mechanisms, including the EIB initiative and bridge funding, present **opportunities to mitigate funding shortfalls and sustain SRH commodity security**

The projected financing gap underscores the urgent **need for stronger resource mobilization and long-term financial planning**

Supporting findings

- The Partnership's **funding base has become more diversified** in phase III, **reducing dependence** on a narrow pool of contributors
- Despite this, **overall contributions have declined**
- The withdrawal of major donors, most notably USAID in 2025, highlights the **vulnerability of the funding model**
- Looking ahead, the **projected \$1.1 billion gap** for 2026–2030 poses a serious **risk to sustaining commodity security** and meeting country needs

11

Human resource constraints continue to limit the Partnership's implementation capacity

Persistent human resource shortages in financing, supply chain, and advocacy continue to **constrain the Partnership's delivery capacity**

The integration of the SRHR Branch has expanded functions without proportional staffing increases, creating **operational strain across global, regional, and country levels**

The underutilization of MAV funds may pose **risks to oversight, transparency and accountability** – potentially undermining efforts to secure future funding

Absence of dedicated financing expertise and limited investment in specialized technical roles weakens resource mobilization, quality, and long-term momentum

Supporting findings

- The Partnership's **financial and human resource model remains fragmented**, reducing coherence and sustainability across country offices
- Persistent **staffing and technical capacity gaps**, particularly in financing and advocacy, limit the Partnership's ability to sustain long-term systems and accountability
- While progress in commodity financing has been achieved, **underutilization of MAV funds and incomplete implementation of the UNFPA resource framework** weaken efficiency and alignment

Strategic, programmatic and operational recommendations



1

Strategic Recommendation

Guided by a refined theory of change, the Partnership should **clarify and consistently communicate its strategic focus**, as a global programme for the delivery of SRH commodities and supporter of pre-defined HSS interventions

Rationale

The Partnership should clarify its niche by positioning itself as UNFPA's flagship reproductive health commodity programme and a catalytic supporter of health systems strengthening, rather than a comprehensive family planning initiative. Its health systems role should be sharpened to leverage synergies with global actors, align with national systems, and deliver sustainable impact. A refined theory of change should serve as a living tool to illustrate strategic objective interlinkages, guide adaptive management, and communicate the Partnership's logic. This will strengthen coherence by supporting integrated programming, coordination across workstreams, and a clearer articulation of value-add. Finally, building political intelligence at the country level, without overstressing resources, will enhance evidence-based advocacy and catalytic health systems support

Operational implications

- **Use the evaluation reconstructed theory of change** to guide and support adaptive programming, coordination, learning, and performance monitoring across all levels, and for effectively communicating the Partnership's integrated logic to a wide range of stakeholders
- **Re-define and communicate the Partnership strategic focus** and integrate it across all design, implementation, and communication materials, including results frameworks, indicators, and tools
- **Establish clear roles for HQ, ROs, and COs** in designing, reviewing and approving HSS proposals, as well as providing context-specific guidance and oversight for HSS integration and implementation as part of country programmes
- **Strengthen regional and country offices' capacity** to provide context-specific guidance and oversight for HSS interventions

Directed to: Sexual and Reproductive Health and Rights Branch

2

Strategic Recommendation

Going forward, the Partnership should **revise its classification of programme countries** to reflect their political, economic and health contexts and policies, and consider **mapping out country transition pathways based on sustainability prospects**

Rationale

The current eligibility and transition frameworks are too rigid, failing to account for the diverse and evolving contexts of countries. With growing funding pressures, transition criteria must better reflect external environments and constraints while ensuring strategic allocation of resources to areas of greatest impact. More context-sensitive and adaptable guidelines are therefore needed to support effective and sustainable country transitions

Operational implications

- As part of the rapid refresh, **update the classification and transition frameworks** to incorporate financial sustainability indicators and health system readiness metrics, ensuring that the provision of commodities and HSS support is tailored to each country's specific context
- With the endorsement of the Partnership Steering Committee, **define and implement clear context-specific pathways for country transition.** This should include risk assessments and readiness benchmarks performed on a periodic basis

Directed to: Sexual and Reproductive Health and Rights Branch

3

Strategic Recommendation

The Partnership, in collaboration with the Supply Chain Management Unit (SCMU) and the Humanitarian Response Division (HRD), should **identify programming aspects and contexts for strengthening its work in humanitarian contexts**, including on enhancing procurement, supply chain management and last mile delivery mechanisms, where applicable

Rationale

The Partnership already operates in humanitarian settings and will continue to do so, requiring stronger coordination with UNFPA divisions, particularly HRD, to enhance preparedness. Supply strategies must be tailored to crisis contexts to ensure uninterrupted access to SRH commodities, while active engagement in the HDP continuum is essential to support affected countries effectively

Operational implications

- **Collaborate with the HRD and the SCMU to strengthen coordination on procurement**, strategic positioning and country-level supply chain management systems, particularly in countries facing humanitarian crises and/or operating within the humanitarian-development-peace continuum
- At country level, SCMU should **support the development of integrated national strategies for procurement and distribution**, including capacity building and last mile assurance, tailored to specific needs of fragile and emergency contexts

Directed to: Sexual and Reproductive Health and Rights Branch, Humanitarian Response Division, Supply Chain Management Unit

4

Programmatic Recommendation

The Partnership should **intensify its resource mobilization strategy**. This includes (a) expanding and strengthening efforts to mobilize resources from a diversified base of donors and other financing partners, and (b) strategically focusing on increasing the financial ownership and investment of programme countries by strengthening domestic resource mobilization

Rationale

Long-term resilience and country ownership depend on stable and predictable financing, yet reliance on short-term donor contributions and heavy dependence on a small group of donors leave the Partnership vulnerable to shocks. To enhance sustainability, external resource mobilization must be broadened, domestic financing strengthened within programme countries, and financing strategies integrated with advocacy, technical support, and logistics to maximize impact

Operational implications

- **Continue to engage and broaden the donor funding base in order to mitigate financial risks and the impact of donor withdrawals** in the family planning ecosystem. This should include outreach to other financing partners such as private foundations, the private sector (e.g., existing and local manufacturers), development banks, and high-net-worth individuals
- **Ensure that HSS investments include resources for convening, policy dialogue and advocacy** activities to leverage the strengths of partners (government and non-governmental)
- **Scale up the use of regional or cross-country advocacy tools**, including the SMART advocacy tool, where relevant, through optimal use of HSS funds
- **Implement multi-year Annex A agreements** to support long-term transition strategies, reduce administrative burden, and improve efficiency
- **Continue to strengthen both expenditure tracking, verification processes, and contingency measures** to ensure compliance with signed commitments
- **Continue to provide technical support for** the prioritization and the institutionalization of **Third-Party Procurement Bridge Fund**, with appropriate governance and monitoring structures

Directed to: Sexual and Reproductive Health and Rights Branch, Supply Chain Management Unit

5

Operational Recommendation

The Partnership should **optimize the functioning of the Steering Committee and sub-committee processes** to improve responsiveness and efficiency, strengthen country representation, and improve transparency and accountability in governance.

Rationale

The Steering Committee requires stronger responsiveness, transparency, and inclusion of country perspectives to enhance governance. Decision-making must balance broad representation with timely and efficient processes, supported by better practices such as improved briefings, clear issue prioritization, and effective onboarding. Strengthened communication across headquarters, regional, and country levels will further foster ownership, alignment, and coherence

Operational implications

- **Accelerate and simplify decision-making processes** and share meeting materials in advance to enhance members' preparation and responsiveness
- **Establish a structured onboarding process** for new Steering Committee and sub-committee members
- **Develop Partnership-supported guidelines** and communication channels to facilitate consistent information sharing and feedback among countries, between countries and the Steering Committee
- **Monitor the implementation and assess results of the guidelines and communication channels** to enable country representatives to gather input from, provide feedback to, and coordinate with other member countries in order to present a unified country voice
- **Develop and implement a conflict-of-interest policy** and ensure it is clearly communicated to all stakeholders.

Directed to: Sexual and Reproductive Health and Rights Branch, Steering Committee

6

Operational Recommendation

In each of the 54 countries, the Partnership should **strengthen its support to UNFPA country offices to enhance collaboration and coordination with in-country partners (including NGOs and CSOs)** to address systemic SRH challenges more effectively. This support should also focus on aligning all UNFPA-managed funding streams with national priorities and long-term objectives, ensuring coherence across planning processes. In doing so, the Partnership can maximize the collective impact of national initiatives while enabling more strategic use of tools such as the Sustainability Readiness Assessment Tool (SRAT) and improving the contextual adaptation of HSS programming

Rationale

Country-level efforts remain fragmented, leading to inefficiencies and missed opportunities for synergy. Stronger multi-stakeholder collaboration and better use of UNFPA's convening power are needed to align programming and mobilize joint resources. Fragmented advocacy limits influence on national commitments, highlighting the need for coordinated strategies with clear action plans and monitoring frameworks to drive accountability and policy progress. Additionally, frequent assessments and short-term cycles strain country office capacity and undermine health systems sustainability, underscoring the importance of multi-year planning and strategic use of tools like the SRAT for deeper, better-aligned interventions

Operational implications

- **Continue supporting regional and country offices to leverage UNFPA's convening power** and technical expertise to provide leadership, enhance coordination, and strengthen programme implementation, evidence generation, and progress monitoring. This includes aligning efforts across NGOs, donors, and multilateral partners to improve the delivery, monitoring and reporting of family planning interventions
- **Develop a formal advocacy strategy** and action plan, supported by a tailored advocacy measurement framework, to promote coordination and reduce fragmented efforts.
- **Capture and share key lessons and insights** from the implementation of Supplies Partnership and related UNFPA-supported efforts, in formats that support action by UNFPA and its partners.
- **Optimize the frequency of SRAT assessments** and strengthen its use for the design and implementation of an integrated multi-year planning cycle

Directed to: The Programme Division, Regional offices, Country offices, Sexual and Reproductive Health and Rights Branch

#SuppliesEval

This evaluation and related products are available at

www.unfpa.org/independent-mid-term-evaluation-unfpa-supplies-partnership-2021-2030

Available evaluation products

- Evaluation report
- Brief in English, French and Spanish
- Short video
- Management Response
- Volume II: Annex - Evaluation matrix
- Volume III: Annexes
- Country case studies: Cameroon, Democratic Republic of the Congo, Honduras and Kenya

For further details, contact Louis Charpentier at charpentier@unfpa.org



Independent mid-term evaluation of the UNFPA Supplies Partnership 2021–2030

Evaluation Report

2025





Driving evidence-based actions
Ensuring rights and choices for all

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