

# Report of the Executive Director

Implementation of the  
Strategic Plan 2018–2021



## Content

- Context
- Strategic Plan results
- Output scorecard
- Lessons learned
- Baselines and targets of integrated results and resources framework, strategic plan, 2022-2025



# UNFPA achieved what the organization committed in the strategic plan, 2018-2021



UNFPA set the vision of achieving the three transformative results and prioritised them at all levels

UNFPA found the pathways for accelerating the three transformative results and the ICPD Programme of Action

The organization has transformed and improved its 'ability to deliver'



**\*Three transformative results**

# 2018-2021

the period full of  
**challenges,**  
**risks,**  
**opportunities,**  
**learnings**  
and  
**results**

## Context

COVID-19 pandemic is the greatest humanitarian crisis since the creation of UNFPA

Global humanitarian needs doubled between 2019 and 2020

Enhanced momentum for progress toward achieving the ICPD Programme of Action

Official development assistance for sexual and reproductive health and reproductive rights declined

Rights of women and girls and the populations left behind in the development process were in many instances threatened, often by rising populism



Results 2018-2021



**71.4 million** unintended pregnancies averted

**200,000** maternal deaths averted

**22 million** unsafe abortions averted\*

**12.5 million** safe deliveries assisted in humanitarian-affected countries

**567,483** girls saved from female genital mutilation

**50,500** women and girls living with fistula received treatment

**255 million** couple years of protection for contraceptives procured by UNFPA\*

**58.2%** of the population that was scheduled to be counted in the 2020 census round was counted



**In spite of the pandemic, UNFPA continued to serve women and young people**

## UNFPA responded to the COVID-19 pandemic effectively and efficiently and maintained the service provision

**833,600** health workers trained in 61 countries to respond to the COVID-19 pandemic

**2.5 million** migrants/internally displaced persons/refugees accessed sexual and reproductive health services

**3.1 million** women and girls who were subjected to violence accessed mental health and psychosocial support services

over **\$37 million** worth of personal protective equipment was delivered to over 100 countries

**83% of countries** included sexual and reproductive health in their national COVID-19 response plans

**45% of countries** had a mental health and psychosocial support coordination mechanism

**86% of countries** included gender-based violence in their national COVID-19 response plans

**71% of countries** included the health needs of older persons into their national COVID-19 response plans

**1,540 youth organizations** were empowered in 66 countries to respond to the COVID-19 pandemic

**1,409 women's organizations** were empowered in 70 countries to respond to the COVID-19 pandemic

## UNFPA scaled up humanitarian response

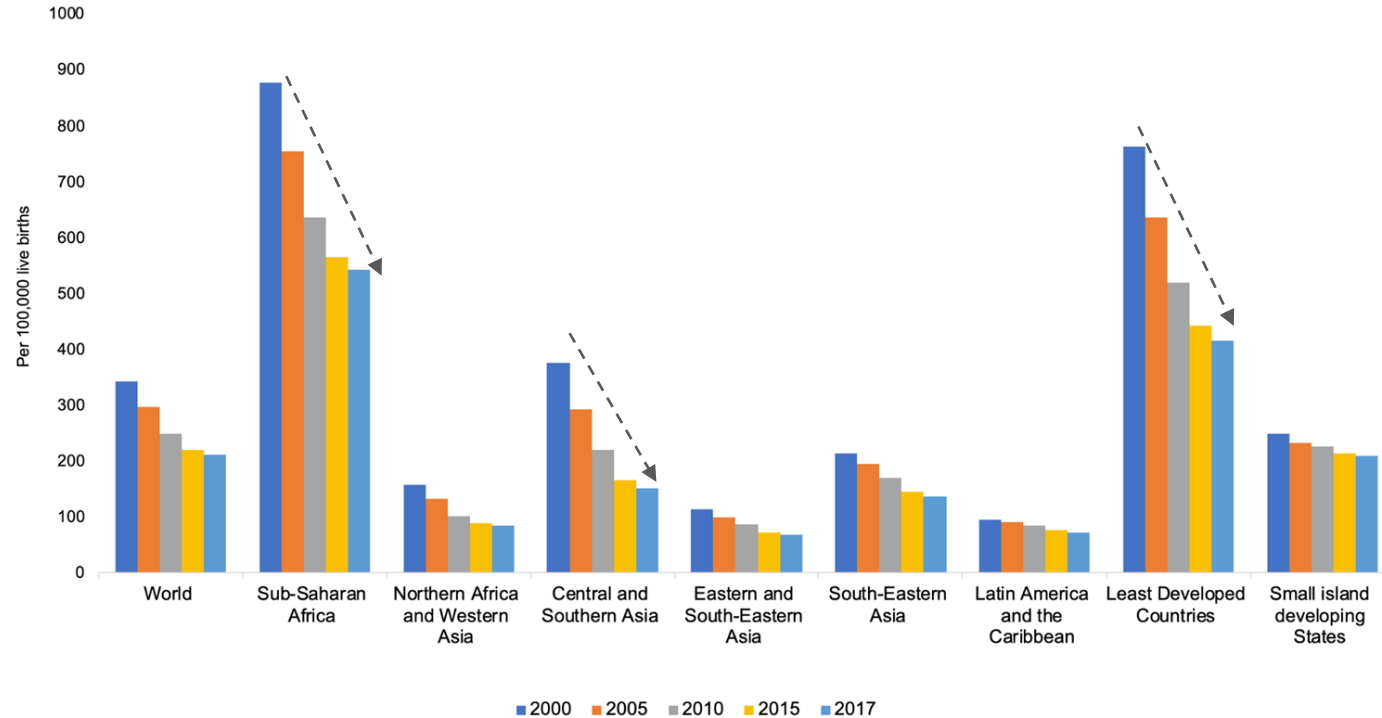
- **29 million** women of reproductive age (15–49) reached with SRH services and supplies in 42 countries
- **12,000 safe spaces** for women and young people supported by UNFPA in 38 countries
- **500,000 dignity kits** distributed in 41 countries
- **2,200 Mobile clinics** supported by UNFPA in 29 countries
- **2,400 health facilities** supported to provide Emergency Obstetric Care in 35 countries





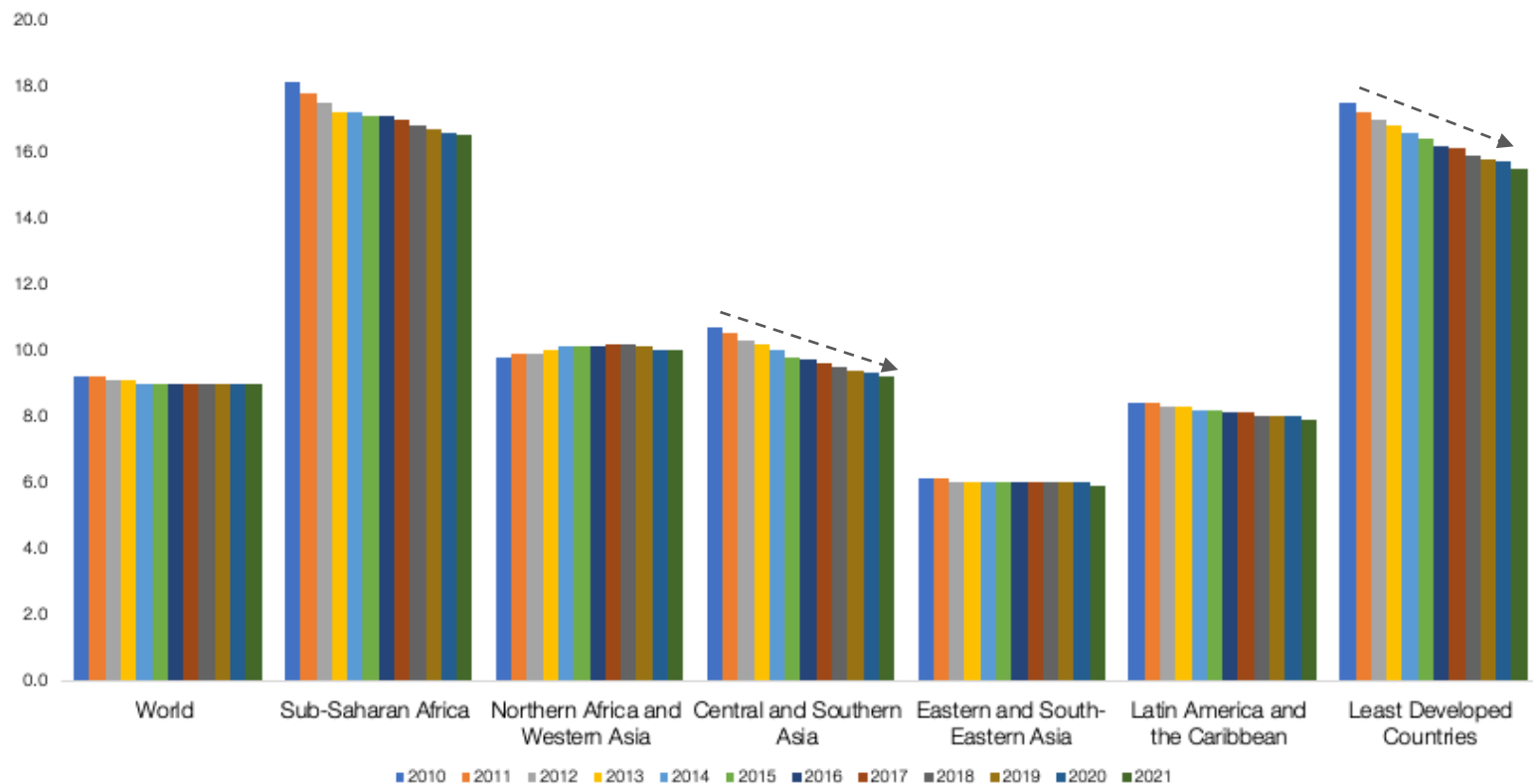
# Trends in ending preventable maternal deaths

Progress made in UNFPA priority countries



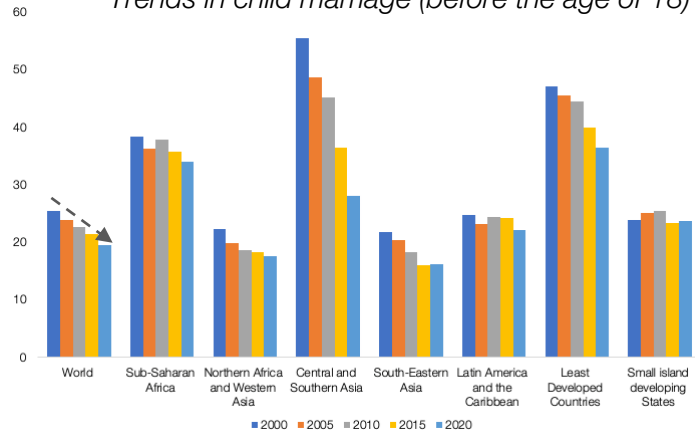
# Trends in ending unmet need for family planning

Progress made in UNFPA priority countries

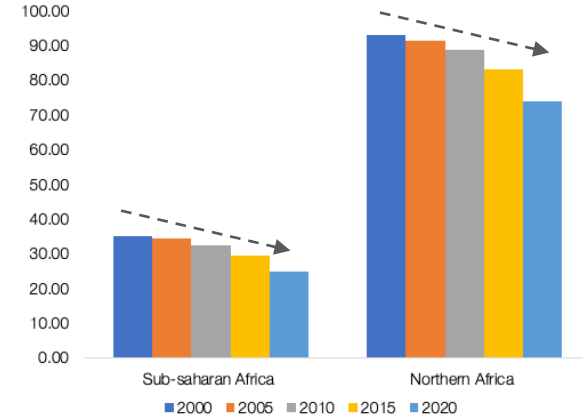


# Trends in ending child marriage and female genital mutilation

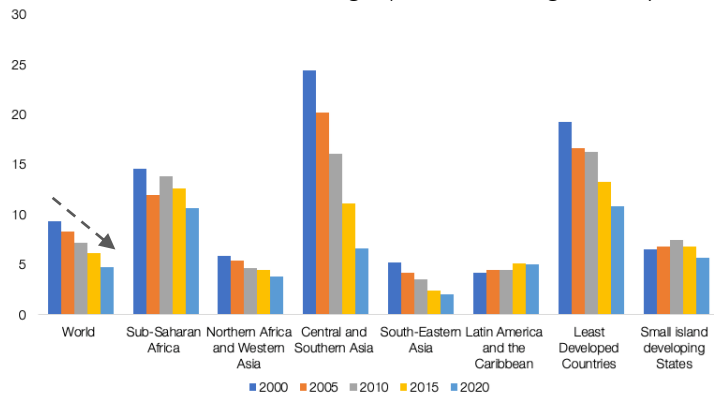
*Trends in child marriage (before the age of 18)*



*Trends in female genital mutilation*

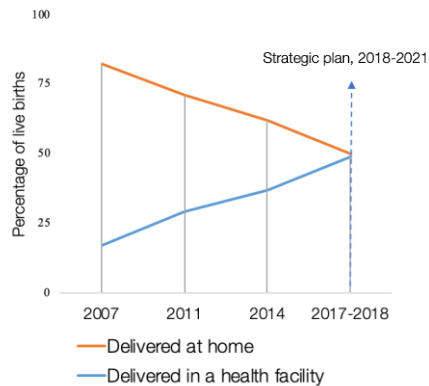


*Trends in child marriage (before the age of 15)*

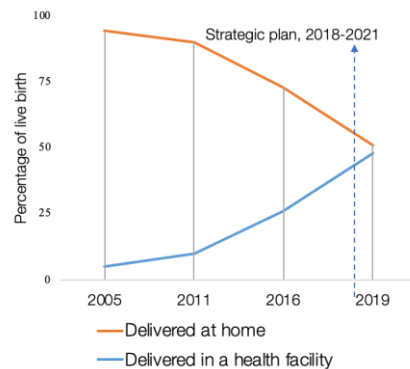


# Positive trends of outcome indicators at country level

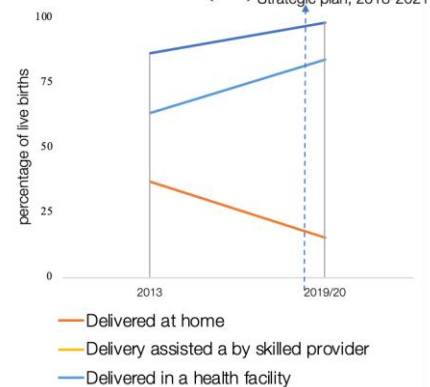
## Bangladesh



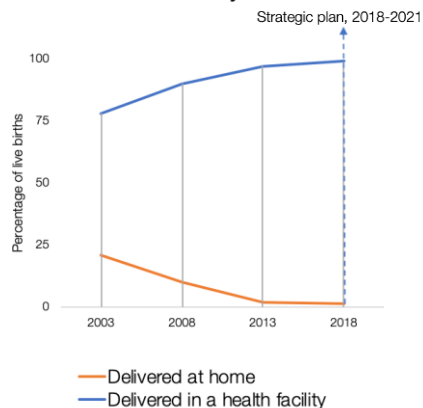
## Ethiopia



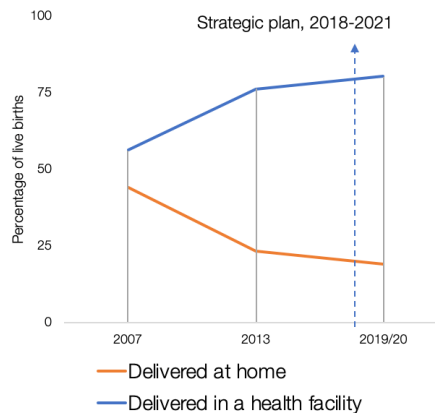
## Gambia (The)



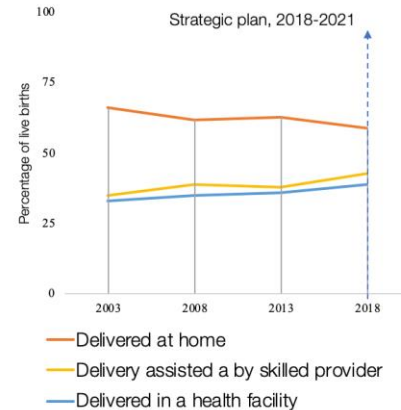
## Turkey



## Liberia



## Nigeria



# Output Scorecard

Strategic Plan outputs performance helped to keep the positive trends in higher level results

Output

1. Sexual and reproductive health policies for those furthest behind	55%*
2. Provision of integrated sexual and reproductive health services	90%
3. Health workforce capacity	82%
4. Delivery of sexual and reproductive health commodities	51%*
5. Accountability for sexual and reproductive health	107%
6. Adolescent and youth skills and capabilities	96%
7. Adolescent and youth policies	63%
8. Youth leadership and participation	92%
9. Gender equality laws and policies	69%
10. Gender and sociocultural norms	92%
11. Preventing and addressing gender-based violence	138%
12. Elimination of harmful practices	104%
13. Population data systems	78%
14. Demographic intelligence	94%



\* Beyond the health commodities envisaged in Output 4, UNFPA delivered commodities, such as PPE, to respond to the COVID-19 needs. The UNFPA response to the pandemic also included significant policy efforts and results, such as including GBV or SRHR, Mental health issues into COVID-19 National response plans.



# UNFPA underwent transformations that contributed to the overall efficiency and effectiveness in achieving results

- ❑ Operationalizing change-management initiatives
- ❑ Strengthening the UNFPA humanitarian response and its reach
- ❑ Introducing diversity and inclusion as a corporate initiative
- ❑ Institutionalizing disability into programmes and operations and launching the first-ever disability inclusion strategy
- ❑ Championing the prevention of sexual exploitation and abuse;
- ❑ Institutionalizing the commitments related to climate change, such as social and environmental standards
- ❑ Achieving gender parity and full compliance with the United Nations system-wide action plan on gender equality and the empowerment of women
- ❑ Mobilizing the largest amount of resources in UNFPA history
- ❑ Mainstreaming and institutionalizing innovation at UNFPA
- ❑ Investing in oversight functions to support continued enhancement of accountability for results and transparency
- ❑ Prioritizing funding to financing shift through key interventions including development of investment cases



## Working together and harmonization of business practices were the best strategies for success



UNFPA **doubled** its financial contribution to the resident coordinator system

In 2021, **93 per cent** of UNFPA country offices participated in 397 joint programmes

In 2021, **82 per cent** of UNFPA country offices conducted joint risk assessments.

UNFPA harmonised reporting tools with Funds and Programmes

UNFPA conducted **joint implementing partner audits** with other United Nations organizations. In 2021, 30 such audits were conducted.

Strengthened partnerships with **international financial institutions** and **private sector**

# Lessons learned incorporated to the new Strategic Plan

## Lessons learned, strategic plan 2018-2021

- Investing in the three transformative results has long-term economic benefits and is a catalyst in accelerating the achievement of all the Sustainable Development Goals
- Preparing for the next pandemic/disaster by integrating sexual and reproductive health and rights into preparedness, early detection, and rapid response efforts
- Prioritizing the normative role of UNFPA
- The urgency of prioritizing agency and bodily autonomy to accelerate the achievement of results
- Accountability for results - and continued investment in audits and investigations, evaluations and ethics
- The requirement of bolstering primary health care and supporting the realization of universal health coverage
- Harnessing digital transformation
- Statistical visibility and addressing inequalities. The COVID-19 pandemic has shown and exacerbated entrenched inequalities
- Scaling up adaptations and women-centred innovations
- Further investing in resilience and humanitarian response
- Tailoring responses to country contexts e.g. LDCs, SIDS
- -Importance of strengthening funding to financing



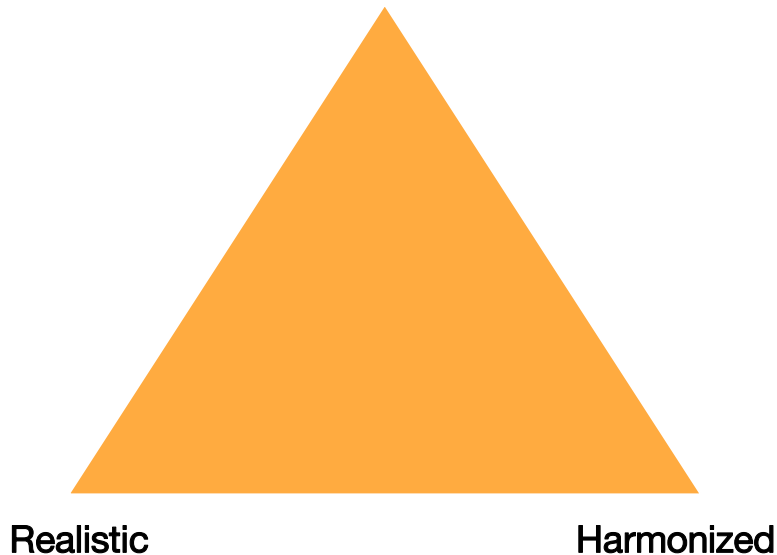
## New strategic plan, 2022-2025

- Prioritizing resilience, preparedness early action and scaling up humanitarian response (*output 5 and accelerator*)
- More emphasis of programming including measuring the normative role
- Prioritising Universal Health Coverage (*output 1*)
- Operationalization of the new adaptive management model and measuring the adaptations (accelerator)
- Prioritising LNOB and strengthening data systems (*output 4 and accelerators*)
- Introducing funding to financing as an accelerator

# Baseline and targets, Integrated results and resources framework, Strategic Plan, 2022-2025

## Three principles applied

Ambitious



## Key features

- ❑ Mainly a **bottom-up approach** used for setting the targets to ingrain the UNFPA commitments to the priorities of the national development plans and Country Cooperation Frameworks
- ❑ UNFPA programmes in **over 150 countries and territories**, including small island developing States, set targets to contribute to the UNFPA strategic plan results
- ❑ Baselines and targets provided for all areas, including for the relatively newer ones, such as **UN reforms, PSEA, resilience and preparedness, SDG contribution, mega trends**
- ❑ Baseline and targets set for **27 common** indicators and **44 complementary** indicators with more than dozen of United Nations entities



**UNFPA....**

delivers a world where.....

**Every pregnancy is wanted**

**Every birth is safe**

**Every young person's  
potential is fulfilled**

