

## Monitoring Framework

### UNFPA Headquarters Optimization

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#### Background

The Headquarters Optimization initiative refers to the organizational changes that are currently being implemented at UNFPA to maximize the effectiveness and efficiency of the organization's headquarters.

The main vision of the Headquarter Optimization initiative is to reinvigorate, reimagine and transform UNFPA to make sure that it is future-fit and strategically positioned to deliver on its mandate, in alignment with the ICPD Programme of Action, the 2030 Agenda for Sustainable Development and the Secretary-General's vision for a UN 2.0.

As part of the Headquarters Optimization initiative, a new integrated Programme Division (PD), comprising the former Technical Division (TD) and parts of the former Policy and Strategy Division (PSD), with a new integrated structure and enhanced knowledge management, normative, data and analytics capacities, was launched on 1 August 2024. The new Programme Division will be largely based in Nairobi, with the relocation formally beginning in March 2025 and being completed by the end of August 2025. At the same time, the Independent Evaluation Office (IEO) will relocate to Nairobi in a 'lift-and-shift' manner.

UNFPA also strengthened the Division of External Relations (Former Division of Communications and Strategic Partnerships) by integrating the Intergovernmental, Interagency and Policy Dialogue Branch (IIPDB) of the former Policy and Strategy Division and introducing some functional tweaks.

UNFPA expects significant benefits from the integration of its technical, policy and strategy functions as well as the relocation of these functions – together with the evaluation function – to Nairobi, an important hub in the Global South.

The UNDP/UNFPA/UNOPS Executive Board Decision 2024/18, **“Requests UNFPA to monitor the impacts of the headquarter optimization process on performance and effectiveness, integrate the results of the monitoring of this reporting in subsequent annual reports of the Executive Director, and carry out an independent assessment of the headquarters optimization process by 2026, after its completion”**.

UNFPA strongly acknowledges the importance of monitoring and assessing the impact of the headquarters optimization process and the specific purpose of this document is to provide a framework for such monitoring. For additional details on the UNFPA headquarter optimization initiative, please refer to this [background note](#).

#### The monitoring framework

The framework has been developed with the aim to as directly as possible assess the realization of the expected benefits of the headquarter optimization initiative as shared with the Executive Board and other key stakeholders, while making use of and ensuring alignment with the existing indicators in the [integrated results and resources framework](#) (IRRF) of the UNFPA Strategic Plan 2022-2025.

The overall approach for monitoring the impact of the headquarter optimization initiative on the organization's performance and effectiveness is to use a subset of existing indicators in the IRRF and to conduct a trend analysis of the progress/performance against the baseline (which was set in 2021 for most of the proposed indicators). With the development of a new Strategic Plan (2026-2029) currently under development, we will ensure continuity of indicators to the extent possible and where appropriate advise of any needed changes. The IRRF indicators will be complemented by some additional new indicators to fully reflect the anticipated impact of the headquarter optimization initiative.

While the existing indicators in the IRRF are relevant in terms of measuring organizational performance related to the expected benefits of the headquarter optimization initiative, it should be noted that it is not possible to directly isolate the impact of the initiative in the measurement and trend analysis of these, nor can the expected benefits of the headquarters optimization initiative - in the shorter term - be expected to materialize on a scale that will show significantly in the measurement of these indicators. It is proposed that monitoring will continue annually through to the end of 2028 (three complete years of full implementation) with 2028 performance reported in the Executive Director's Annual Report presented to the UNDP/UNFPA/UNOPS Executive Board in 2029.

Specific objectives and Key Performance Indicators (KPIs)		
<b>1. Enhanced support to country and regional offices through better inclusion of thematic inputs at all stages of the programme cycle through integrated programme guidance and technical knowledge</b>		
KPI	Approach	Indicator Source
1.1. The quality of the programme documents in terms of the technical areas and strategic direction	Trend analysis since 2021	Strategic plan 2022-2025 indicator
1.2. Proportion of new United Nations Sustainable Development Cooperation Frameworks (or equivalent) that integrated the ambition and acceleration for: (a) ending preventable maternal deaths; (b) ending unmet need for family planning; (c) ending gender-based violence	Trend analysis since 2021	Strategic plan 2022-2025 indicator
1.3. Percentage of evaluation management response actions completed	Trend analysis since 2021	Strategic plan 2022-2025 indicator
1.4. Percentage of new country programme documents whose design was clearly informed by evaluation. ( <i>Note:</i> Indicator is one of the KPIs to measure the performance of the evaluation function)	Trend analysis since 2021	New indicator
<b>2. Alignment with arrangements adopted by other UN agencies</b>		
2.1 The number of UN inter-agency mechanisms that UNFPA meaningfully engages <sup>1</sup> in at the global level for the achievement of the transformative results, including through strengthened integrated responses	Trend analysis since 2021	UNFPA global programme indicator
2.2 Percentage of joint and interagency evaluations out of total centralized evaluations	Trend analysis since 2021	New indicator

<sup>1</sup> With a concrete outcome

<b>3. Strengthened and continuity of the normative role and more effective positioning of ICPD priorities</b>		
<b>KPI</b>	<b>Approach</b>	<b>Indicator Source</b>
3.1 Proportion of countries that are following up (plan of action, review) on accepted recommendations from international and regional human rights mechanisms that are related to discriminatory social and gender norms	Trend analysis since 2021	Strategic plan 2022-2025 indicator
3.2 Proportion of outcome documents of global and regional intergovernmental processes supported by UNFPA that integrate the commitments related to the ICPD Programme of Action	Trend analysis since 2021	Strategic plan 2022-2025 indicator
3.3 Proportion of voluntary country commitments set for accelerating the implementation of the ICPD Programme of Action and the acceleration of the three transformative results operationalized through a budgeted plan or programme	Trend analysis since 2021	Strategic plan 2022-2025 indicator
<b>4. Strengthened support to country and regional offices through time-zone centrality and closer geographic proximity to more regions</b>		
4.1 Regional and country offices' views on the responsiveness of the Programme Division <sup>2</sup> . ( <i>Note:</i> Qualitative indicator that the data is collected through a mini survey and/or interviews).	-	New indicator
4.2 Percentage of programme-level evaluations implemented as planned	Trend analysis since 2021	Strategic plan 2022-2025 indicator
<b>5. Enhanced knowledge-sharing, partnerships, South-South cooperation, and capacity building in the global south especially focusing on the countries with the highest need</b>		
5.1 Proportion of country offices that leveraged South-South and triangular cooperation	Trend analysis since 2021	Strategic plan 2022-2025 indicator
<b>6. Cost savings</b>		
6.1 Budget for positions ( <i>Note:</i> One time comparison of post costs in New York vs. Nairobi. Budget for positions under previous and new structure will be compared, rather than actual expenses, as the actual expenses will be distorted while the initiative is under implementation)	Baseline (2023) vs endline (2026)	New indicator
6.2 Savings from the office rental ( <i>Note:</i> One time comparison of rental costs in NYC vs. Nairobi attributed to relocated Divisions)	Baseline (2023) vs endline (2026)	New indicator

<sup>2</sup> The quality of reacting efficiently and effective manner

## **Reporting on the results of the monitoring**

The results of the monitoring will be assessed annually and will be integrated into the annual reports of the Executive Director as per UNDP/UNFPA/UNOPS Executive Board Decision 2024/18.

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