



UNFPA Strategic Plan 2026–2029

**Executive Board Informal
Briefing**
13 February 2025

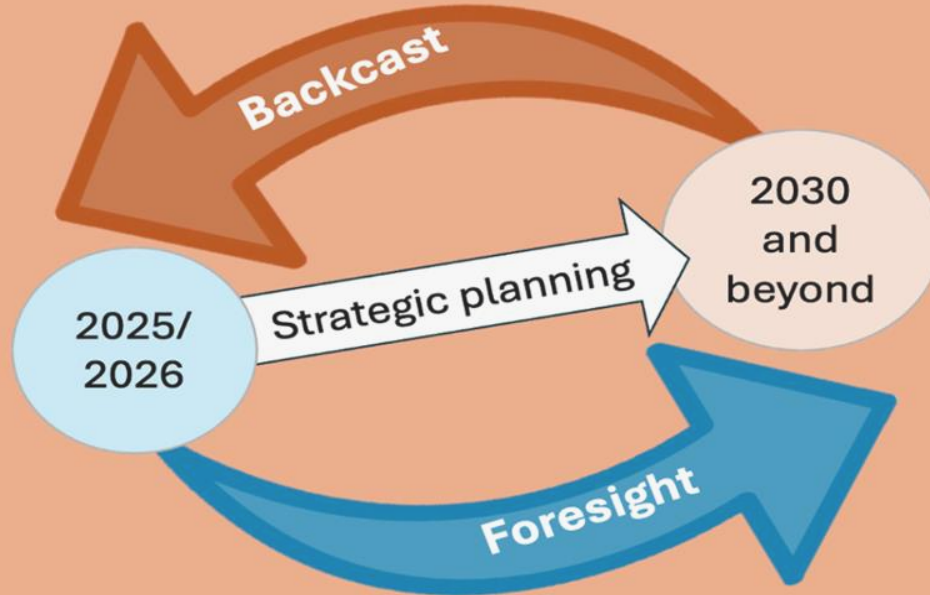


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Emerging Changes



Demands and Challenges

Demands

Needs

Growing due to rising multidimensional inequality, and largest adolescent and youth cohort

Demographic diversity

Unpresented complexity including youth bulge, low fertility, ageing, migration, etc.

Polycrisis

Intensifying, including conflicts/humanitarian crises, climate change and economic inequalities

Innovative Solutions

unprecedented acceleration of digital transformation across the globe

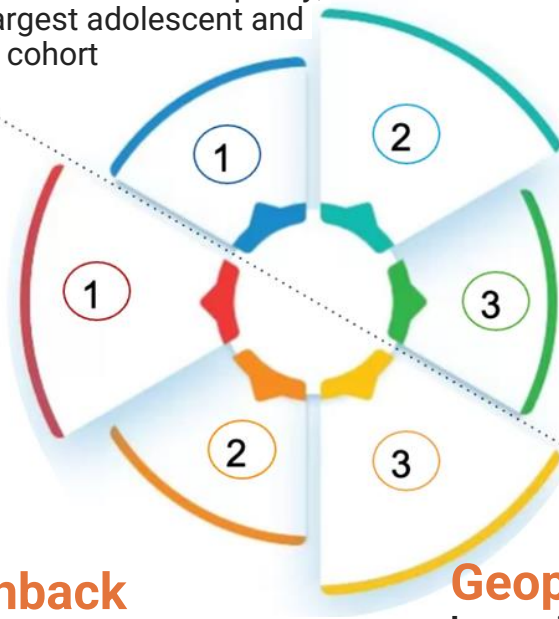
Challenges

Pushback

on **SRH/RR** and gender equality, including comprehensive sexuality education

Geopolitics

Increasingly challenging, including polarization

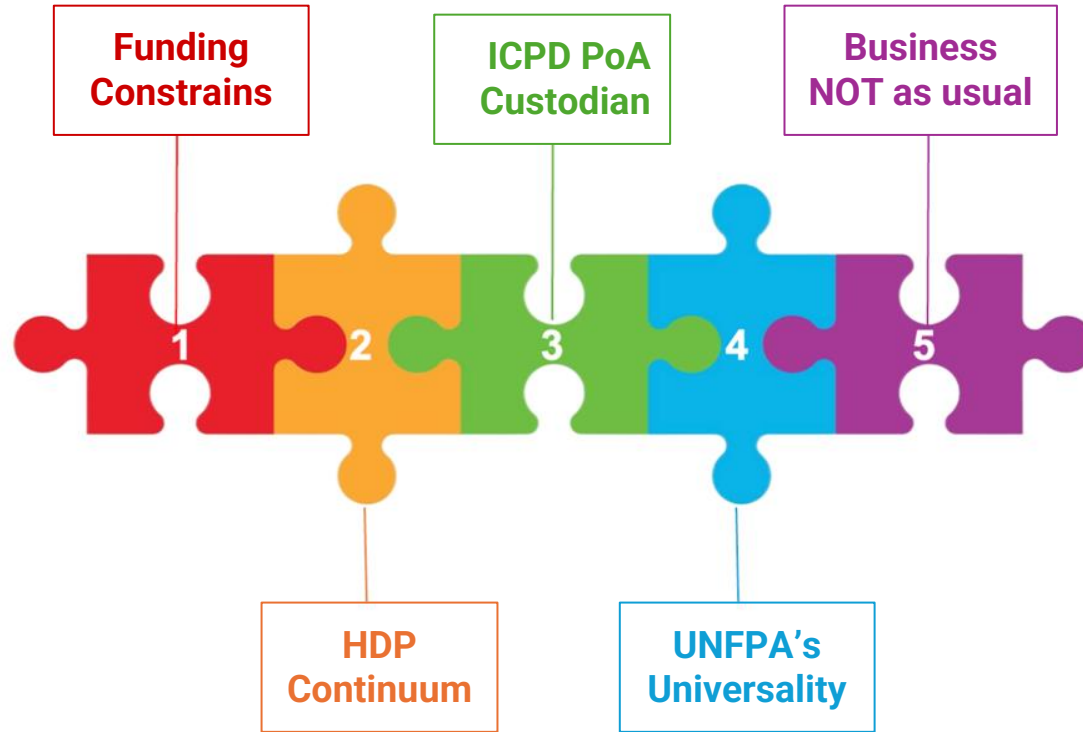


Criticality of Achieving Universal Access to SRH/RR



- 3TRs contribute to all SDGs, esp. SDGs 1, 3, 5, 10, 13, 16, and 17. Without achieving the **Three Transformative Results (3TRs)**, no country will be able to achieve the **Sustainable Development Goals (SDGs)**.
- The **3TRs** are fundamental to **poverty reduction, economic growth, and social development** via enhancing human capital, social cohesion, and building resilience.
- **People-centered development pathways** must systematically consider **changes in population size, age structure, migration, and geographic distribution** to ensure sustainable progress, and build resilience.

Critical Assumptions

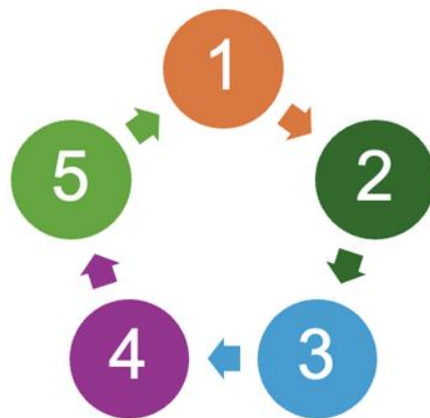


Strategic Priorities

Further Accelerating the three transformative results

Strengthen **linkages** between concepts and programming to create a more operational plan

Promote **better integration of HDP interventions** in changing contexts, building resilience, and social inclusion regardless of vulnerability factors



Strengthen capacities that will support acceleration, especially in normative work, funding and financing, knowledge management, and strategic communications.

Strategic positioning and contribution of **population dynamics and other key areas of the ICPD PoA** and SDGs

UNFPA's Comparative Advantage



UNFPA's Comparative Advantage

Global Leadership

- **Trusted Custodian** of ICPD PoA since 1994
- **Globally recognized as leading agency** in providing evidence-informed and rights-based solutions that cover both **normative and operational** dimensions
- Presence in over **150 countries and territories** in humanitarian, development, and peace-responsive situations
- **UN Coordinator/Cluster lead** on **GBV** and **SRH** in humanitarian settings
- **Strong partnerships** with a broad variety of stakeholders including civil society, IFIs, philanthropies and corporate sector
- **Largest provider** of donated contraceptives, including through the **UNFPA Supplies** partnership



Technical Excellence

- Expert **knowledge and experience**, acquired over more than **five decades** of operation
- **Well-developed expertise** in accelerating the **3TRs** and ensuring **SRHR**, through culturally-sensitive and full life cycle approaches
- The **UN's population agency** specializing in data collection (e.g. census, data in humanitarian situations), analysis and policy support including population dynamics/dividends and sustainable development.
- **Specialized lead** in **bodily autonomy, SRHR, youth** etc, driving **greater impact for gender equality** and resilient **health systems**, while complementing **UN Women, UNICEF, WHO and other partners' work**
- Proven expertise in targeting interventions to **MICs, LDCc, LLDs** specific needs, including in response to crises and climate change

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Architecture

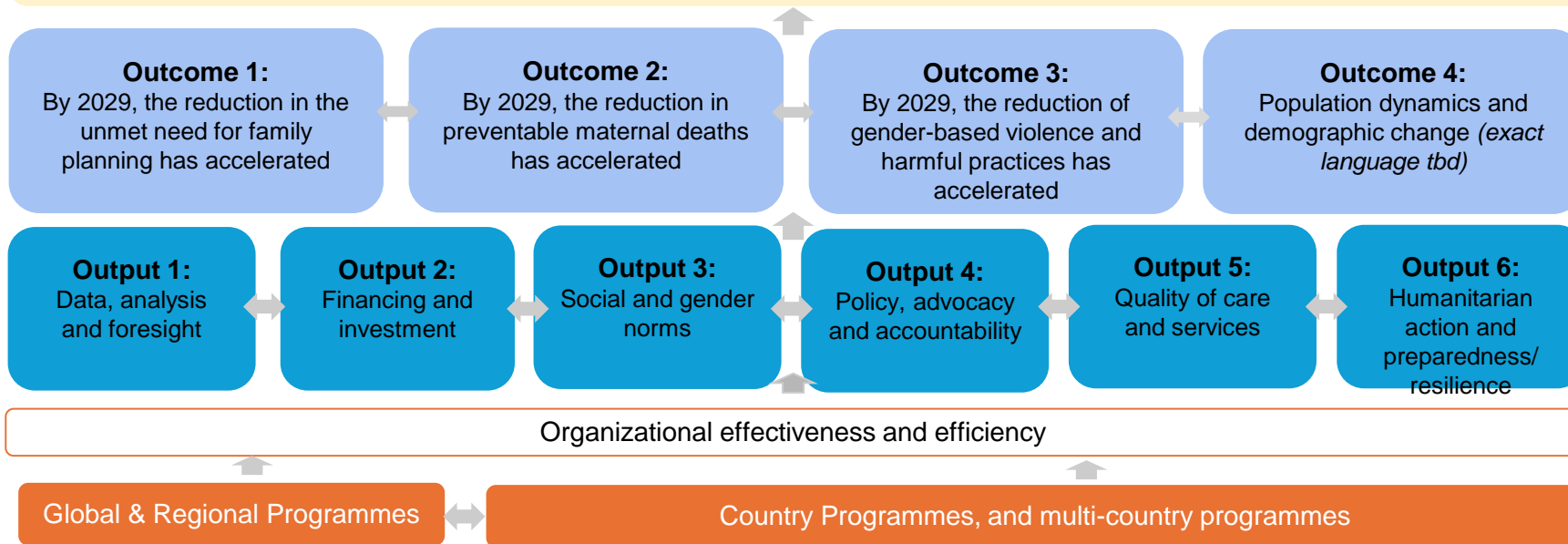
Strategic Plan 2026-2029



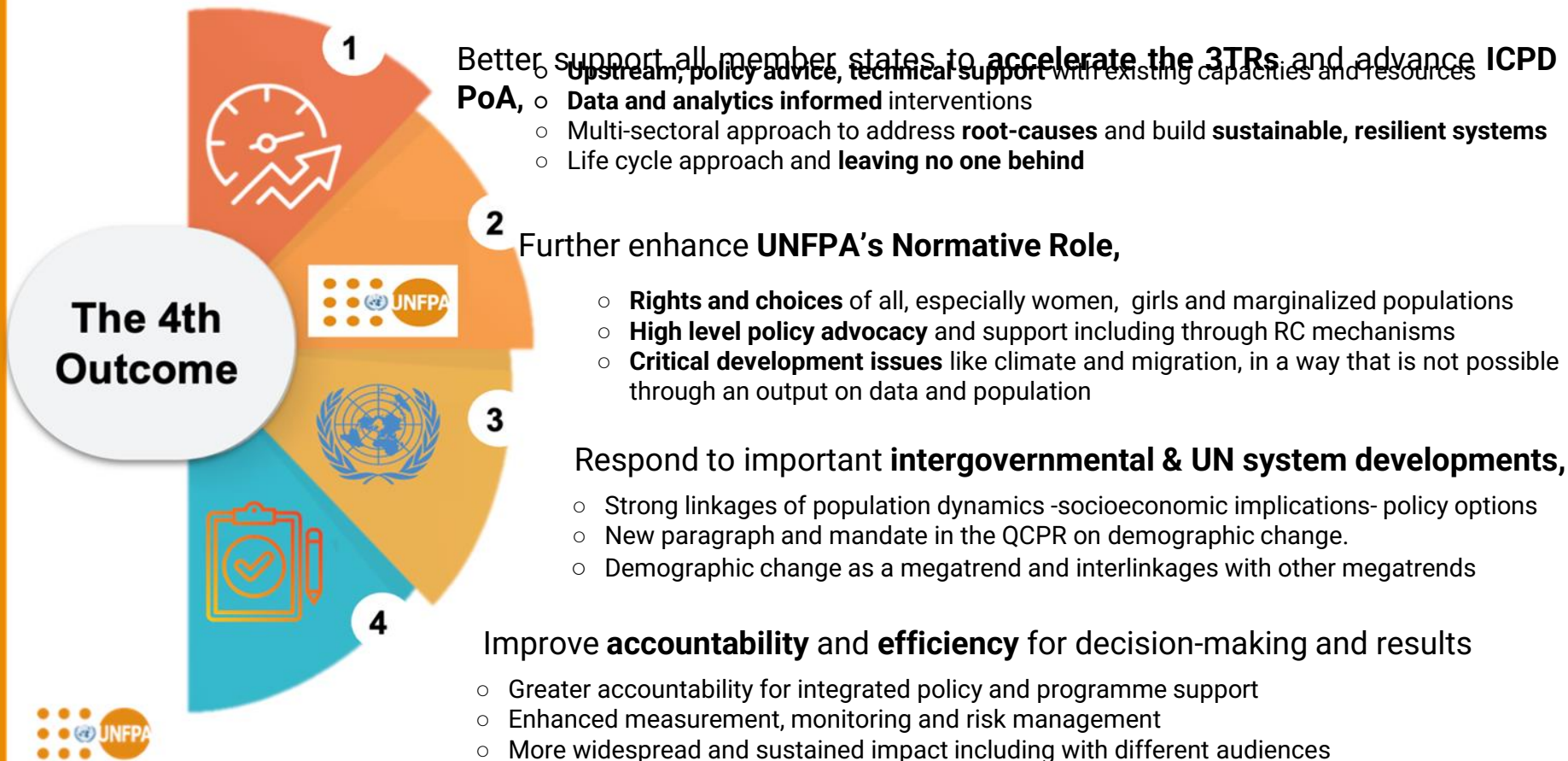
Strategic Plan Architecture



GOAL: Achieve universal access to sexual and reproductive health, realize reproductive rights for all, and accelerate the implementation of the ICPD Programme of Action - with a heightened focus on addressing inequalities within and between countries and leaving no-one behind across the humanitarian, development and peace continuum

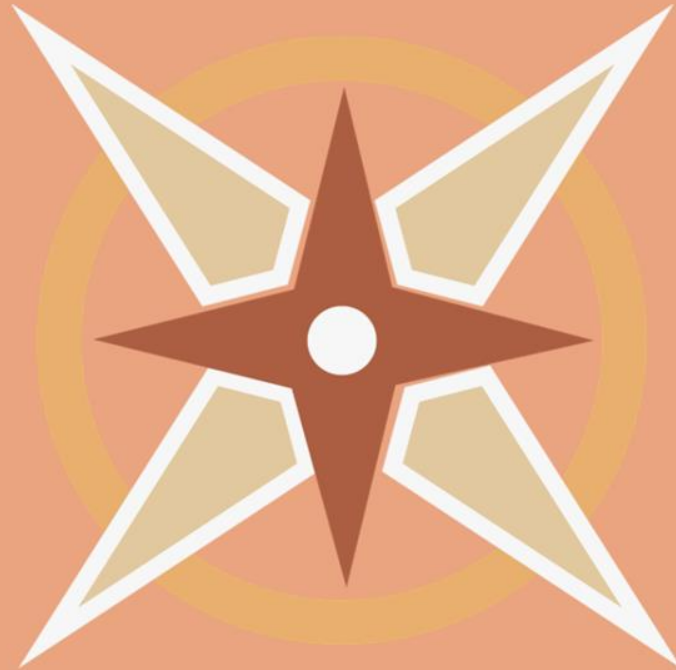


Strategic positioning within resource constraints



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Business Model Principles



Key Considerations

SDG 2030

Stagnant trends and **gaps**, and **urgency** to achieve the three transformative results, ICPD PoA and SDGs

Context

'Rights and Choices' under pressure, particularly in low fertility countries, and **pushback**

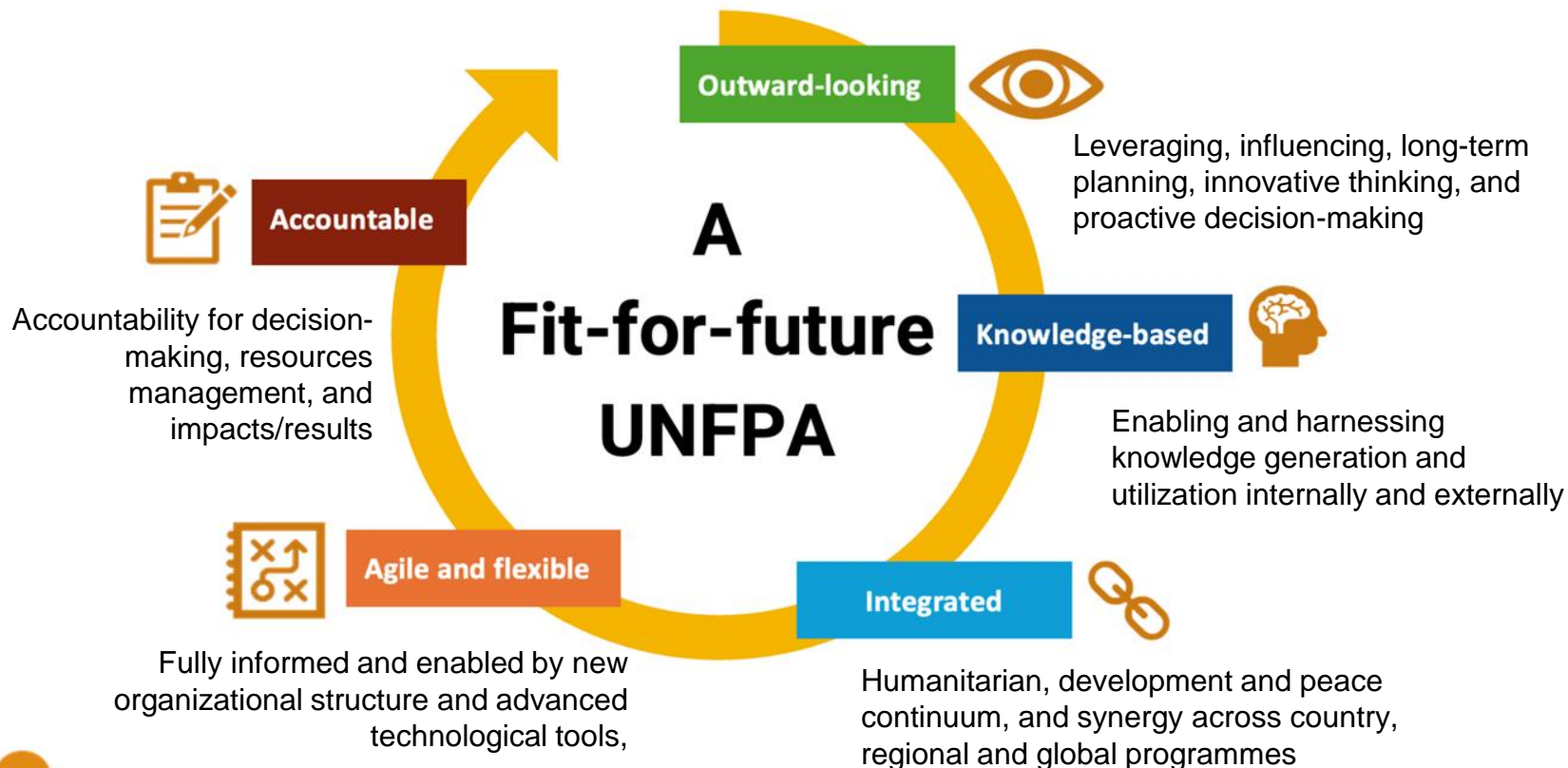
Evaluations

A clearer approach to acceleration, including HDP continuum, and humanitarian response capacities.

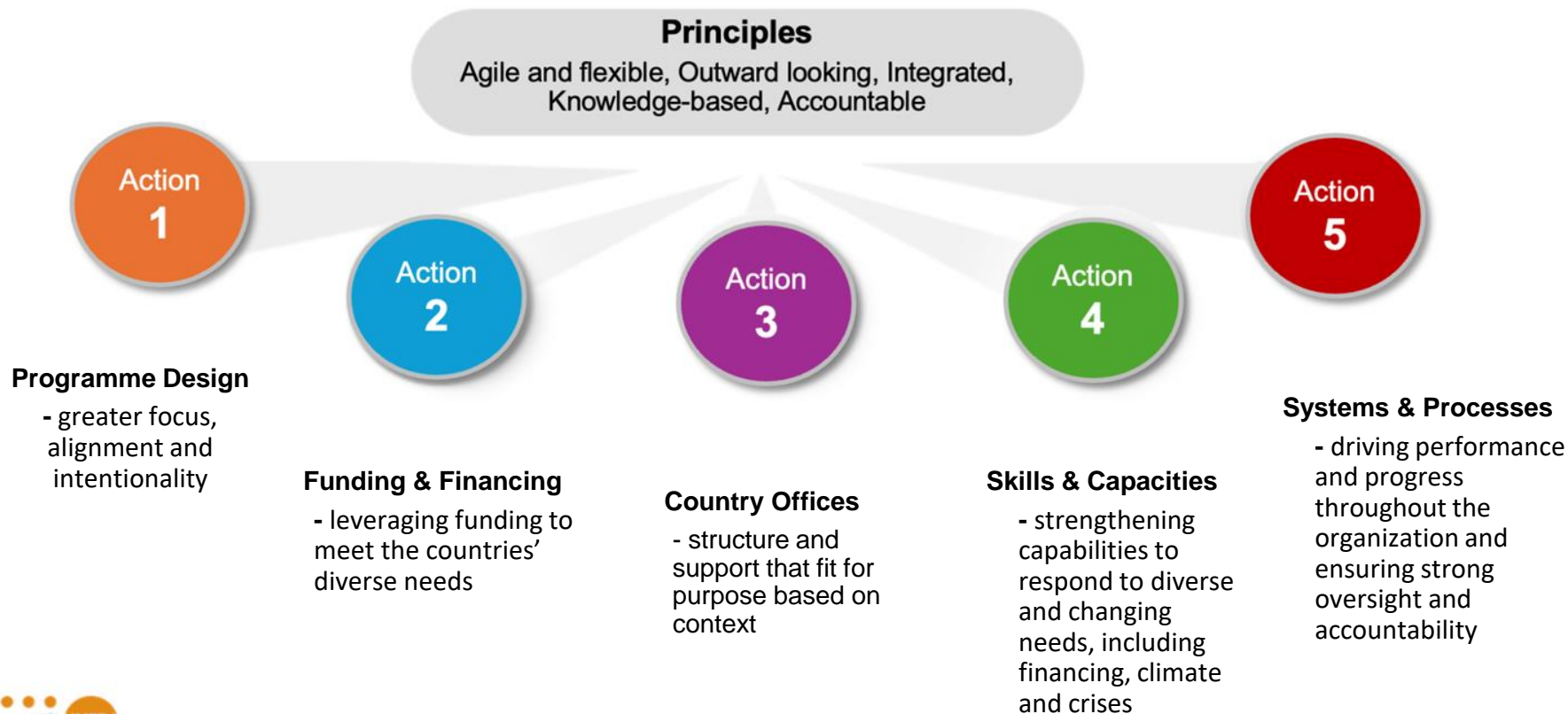
QCPR

Demographic change, adolescents and youth, demographic diversity, integrated policy advices and programme support

Principles for the Business Model



From Principles to Actions



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Next Steps



Timeline and Deliverables

Executive Board*

Joint EB Informal

EB Informal
SP Architecture

EB Informal
Business Model

SP/IB
Informal

EB Regular
session

SP/IB
Informal

EB 2nd
session

Feb Mar Apr May Jun Jul Aug Sep

UNFPA

Drafting Sp/IB and consulting stakeholders

Submitting SP/IB

Preparing SP/IB roll-out

*Additional informal regional interactions to be scheduled as required





Delivering a world where
every pregnancy is wanted
every childbirth is safe and
every young person's
potential is fulfilled

