

UNFPA Strategic Plan 2026-2029

Executive Board Informal Briefing
13 February 2025



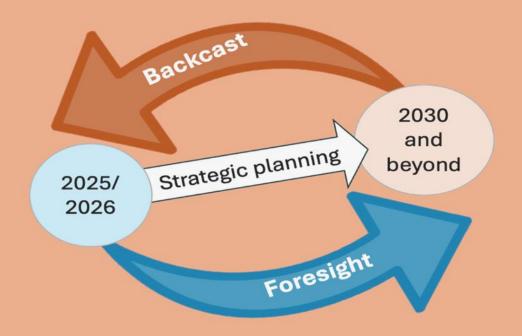








Emerging Changes



Demands and Challenges

Needs

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

Polycrisis

Intensifying, including and economic inequalities

Demographic diversity

Demands

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

Innovative Solutions

unprecedented acceleration of digital transformation across the globe

conflicts/humanitarian crises, climate change

Pushback

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

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3

Geopolitics

Increasingly challenging, including polarization



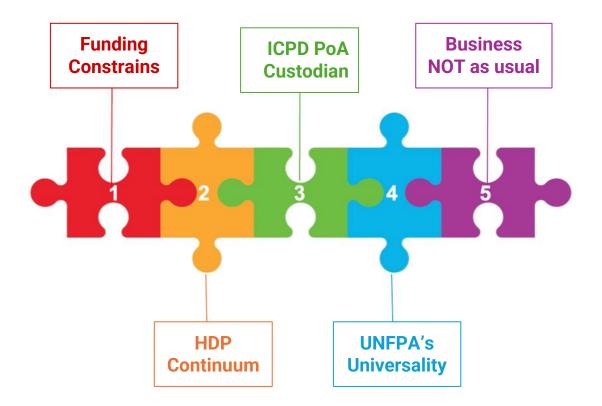


Criticality of Achieving Universal Access to SRH/RR



- 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



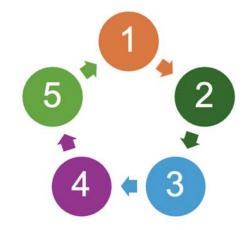


Strategic Priorities

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.

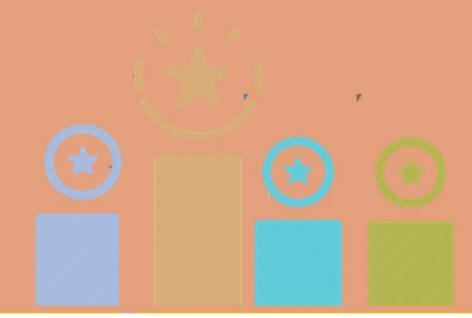
Strategic positioning and contribution of population dynamics and other key areas of the ICPD PoA and SDGs







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





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

Outcome 1:

By 2029, the reduction in the unmet need for family planning has accelerated

Outcome 2:

By 2029, the reduction in preventable maternal deaths has accelerated

Outcome 3:

By 2029, the reduction of gender-based violence and harmful practices has accelerated

Outcome 4:

Population dynamics and demographic change (exact language tbd)

Output 1:

Data, analysis and foresight

Output 2:

Financing and investment

Output 3:

Social and gender norms

Output 4:

Policy, advocacy and accountability

Output 5:

Quality of care and services

Output 6:

Humanitarian action and preparedness/resilience

Organizational effectiveness and efficiency

Global & Regional Programmes



Country Programmes, and multi-country programmes



Strategic positioning within resource constraints



- Multi-sectoral approach to address root-causes and build sustainable, resilient systems
- Life cycle approach and leaving no one behind

Further enhance UNFPA's Normative Role,

- o Rights and choices of all, especially women, girls and marginalized populations
- High level policy advocacy and support including through RC mechanisms
- Critical development issues like climate and migration, in a way that is not possible through an output on data and population

Respond to important intergovernmental & UN system developments,

- Strong linkages of population dynamics -socioeconomic implications- policy options
- New paragraph and mandate in the QCPR on demographic change.
- Demographic change as a megatrend and interlinkages with other megatrends

Improve accountability and efficiency for decision-making and results

- o Greater accountability for integrated policy and programme support
- o Enhanced measurement, monitoring and risk management
- More widespread and sustained impact including with different audiences





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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

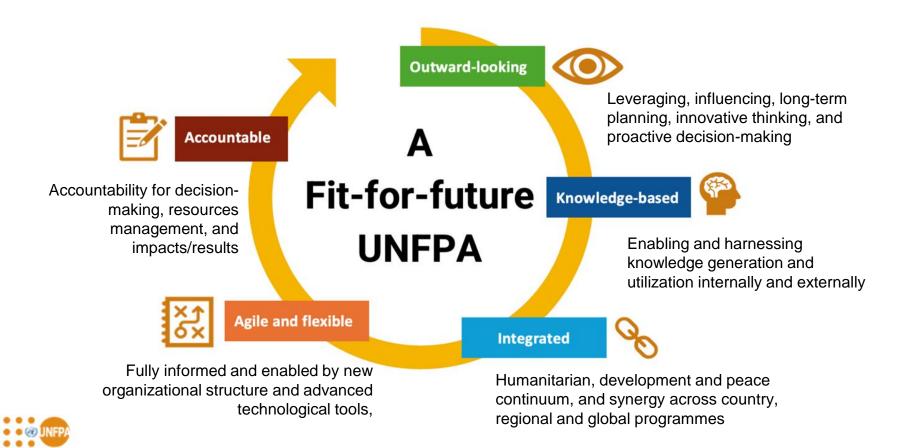
A clearer approach to acceleration, including HDP continuum, and humanitarian response capacities.

QCPR

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



Principles for the Business Model



From Principles to Actions

Principles

Agile and flexible, Outward looking, Integrated, Knowledge-based, Accountable

Action 1

Action 2

Action 3

Action 4

Action 5

Programme Design

 greater focus, alignment and intentionality

Funding & Financing

 leveraging funding to meet the countries' diverse needs

Country Offices

 structure and support that fit for purpose based on context

Skills & Capacities

- strengthening capabilities to respond to diverse and changing needs, including financing, climate and crises

Systems & Processes

- driving performance and progress throughout the organization and ensuring strong oversight and accountability





Timeline and Deliverables

Executive Board*

Joint EB Informal

EB Informal SP Architecture

FB Informal **Business Model**

SP/IB Informal EB Regular session

SP/IB Informal

EB 2nd session

Feb Mar





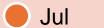
Apr



May



Jun







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

