



Independent evaluation of the UNFPA Strategic Plan 2022-2025

UNFPA Independent Evaluation Office

2025



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Office

Objectives

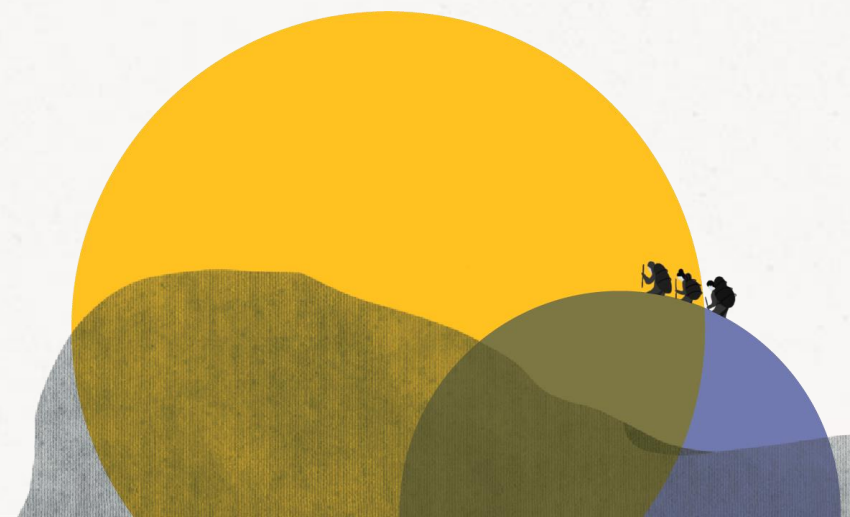
- Assess UNFPA's organizational readiness and strategic positioning to accelerate the progress towards the achievement of the three transformative results (3TRs) and catalyse a discussion on the design of the next Strategic Plan given the state of progress on the SDGs.

The formative evaluation focused on:

- Providing evidence to support UNFPA's learning related to what works (and what does not) to accelerate progress towards achievement of the transformative results and inform the design of the Strategic Plan 2026-2029.
- The new elements introduced in this Strategic Plan, namely, the six accelerators for change and the twelve strategic shifts that were proposed, including flexibility and agility in programming, financing, innovation and partnerships.
- A forward-looking perspective to benefit both the remainder of the current Strategic Plan and the development of the subsequent one.

Evaluation design, evidence, analysis and source of data

- 300+ interviews
- 100+ documents reviewed, including leveraging of Artificial Intelligence
- 12 country-focused studies:
 - In person missions to Bolivia, Botswana, Morocco, Nepal, Nigeria, Türkiye
 - Desk studies in Chad, Djibouti, El Salvador, Kyrgyzstan, South Sudan, Thailand





Conclusions and Recommendations

Conclusion 1: Sequencing of Strategic Plans



Successive strategic plans aiming for the 3TRs provided continuity and focus but require adaptability, with acceleration remaining relevant, yet potentially insufficient for countries facing setbacks

Recommendation 1

Within the overarching framework of contributing to the progress towards the 3TRs, ICPD Programme of Action and the SDGs, focus the next strategic plan on further acceleration and ensure that efforts to protect ICPD agenda are fully integrated into the approach

Target: Programme Division



Conclusion 2: Focus of the Strategic Plan



The 3 TRs effectively focused UNFPA's resources on key priorities, but they do not fully encompass all stakeholder needs or UNFPA's broader contributions to SDGs and the ICPD Programme of Action

Recommendation 2

The next Strategic Plan should clarify UNFPA's strategic positioning in population dynamics and other key areas of work (such as HIV, gender equality, youth/adolescence and ageing) and the direct contribution of these areas to the SDGs and ICPD Programme of Action

Target: Programme Division and Division of External Relations



Conclusion 3: Organizational readiness



The shifts in the Strategic Plan 2022-2025 demanded substantial organizational effort and clearer guidance, needing to consider internal capacity constraints, especially in smaller country offices

Recommendation 3

Operationalize acceleration by clarifying and strengthening linkages between concepts and programming approaches well in advance of the launch of the new Strategic Plan

Target: Programme Division



Conclusion 4: Organizational coherence



A clearer approach to acceleration in the next Strategic Plan and CPDs is needed in order to enhance coherence across UNFPA's initiatives, align modes of engagement, and guide human resource priorities at the country level

Recommendation 4

Strengthen capacities to undertake the critical measures that will support acceleration, especially in normative work, funding to finance, knowledge management, and strategic communications

Target: Programme Division and Division of Human Resources



Conclusion 5: Integration of development, humanitarian and peace



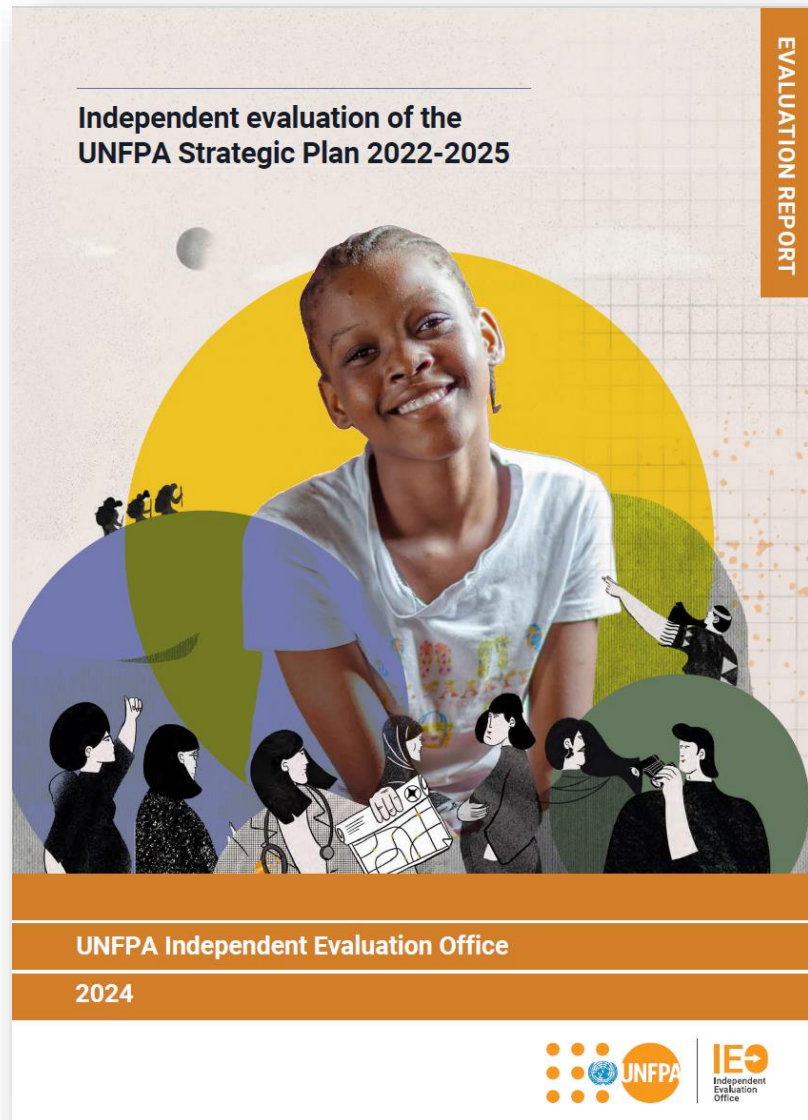
UNFPA has improved its humanitarian response capacity but needs clearer guidance and strategic integration to implement resilience, humanitarian, development, and peace efforts within resource constraints

Recommendation 5

Promote better integration of humanitarian, development and peace-responsive interventions while taking into account the different and changing contexts within which UNFPA works

Target: Programme Division, Humanitarian Response Division,
Division of Human Resources






Thank you

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Evaluation available at unfpa.org/evaluation

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