



Midterm Review

UNFPA Strategic Plan

2022-2025

Informal briefing to the
Executive Board

8 December 2023

Outline

1. Key features of the UNFPA Strategic Plan 2022-2025
2. Global context
3. Introduction to the midterm review
4. Progress towards the three transformative results
5. Implementation of the Strategic Plan
6. Discussion and Q&A

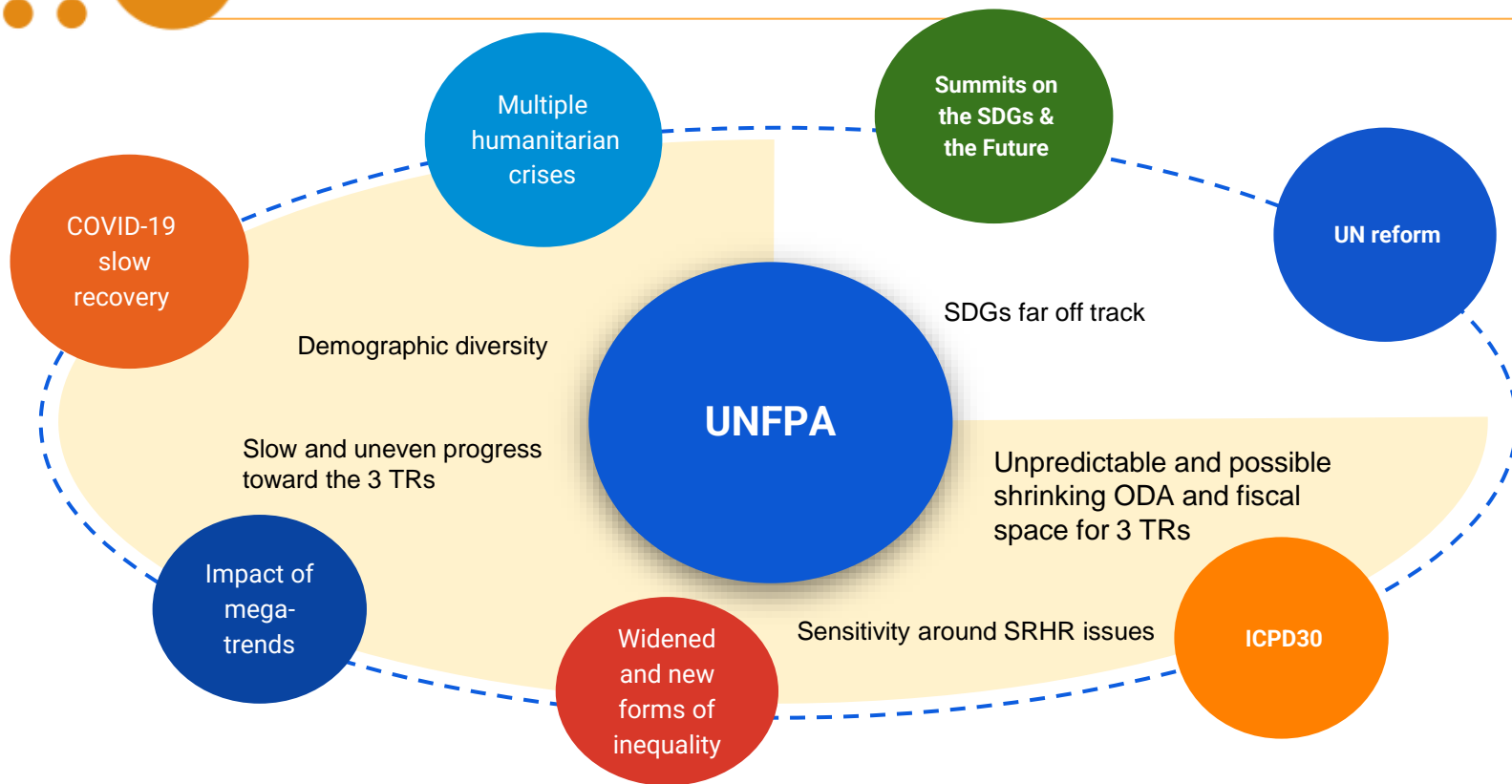


1. UNFPA Strategic Plan 2022-2025

Key features:

- ☐ **Call to action - accelerate** towards the three transformative results
- ☐ Strong **normative** and **human rights** focus
- ☐ Position UNFPA strategically within the **global context**
- ☐ Committed to reaching those **furthest left behind**
- ☐ Tailored to **local needs**
- ☐ Provides **pathways to zero**

2. Global context





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3. Introduction to the midterm review

3.1 Objectives

- ❑ **Review** progress and **identify** challenges and emerging opportunities
- ❑ Make **adjustments** needed to keep the implementation of the strategic plan on track
- ❑ Strengthen **organizational capacities** and **optimize resources for results**
- ❑ **Pre-planning** for the next strategic plan (2026-2029)

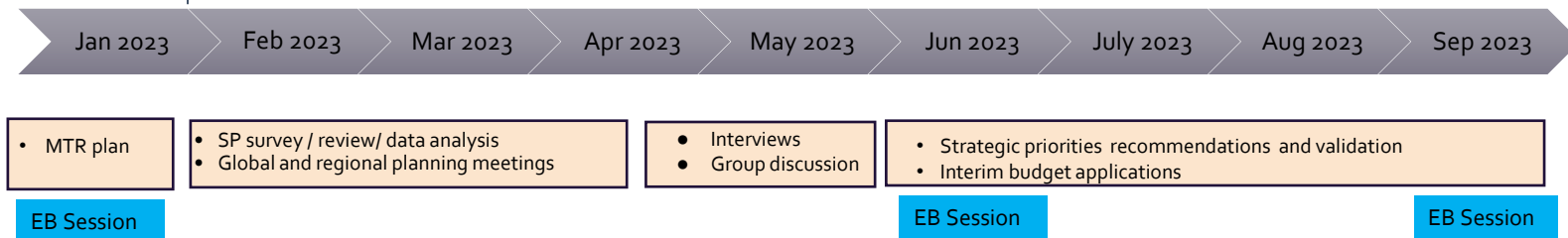
3.2 Methodology

- ❑ **Desk review/analysis** of relevant internal and external documents, including independent oversight and JIU reports and evaluations
- ❑ **Learning from other reviews** such as country, regional or thematic reviews
- ❑ **Internal consultations** via key informant interviews, consultative workshops, and focus group discussions
- ❑ **External consultations** with members of the Executive Board and other Member States and partner UN agencies
- ❑ **Leverage** relevant fora, such as the UN General Assembly and ICPD30
- ❑ **Strategic intelligence and foresight** to strengthen response to current and future opportunities and challenges

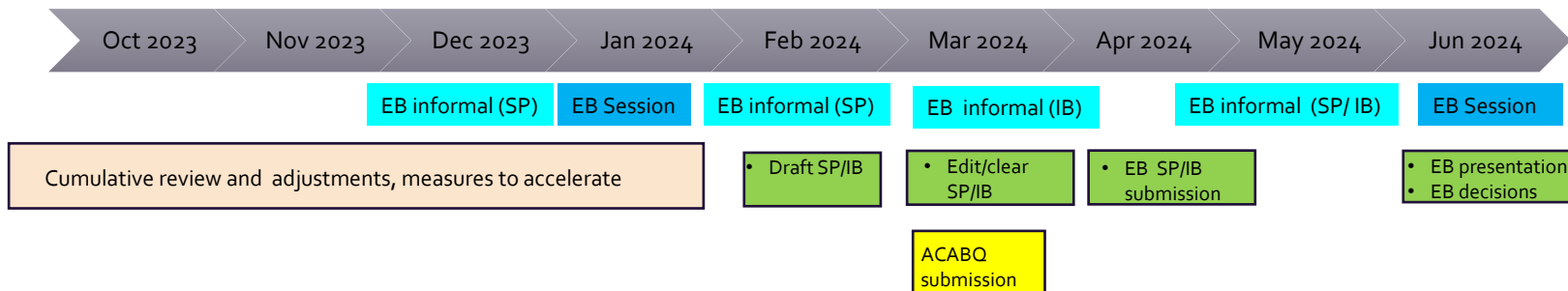
3.3 Timelines

Preparation

Stage 1: Review the 1st year SP implementation and identify strategic priorities for acceleration



Stage 2: Cumulative progress review of the first 2- years of implementation and necessary adjustments



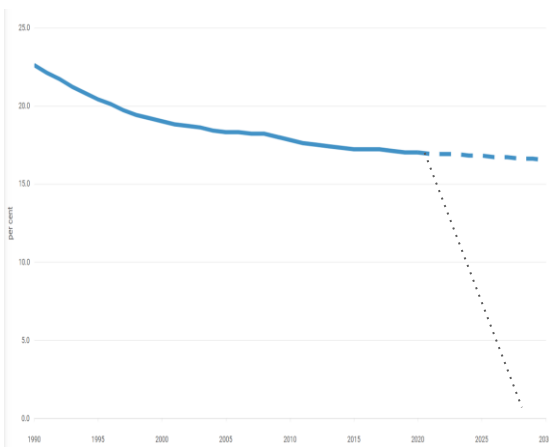


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4. Progress towards the three transformative results

4.1 Ending the unmet need for family planning

Unmet need for family planning trends, 1990-2030



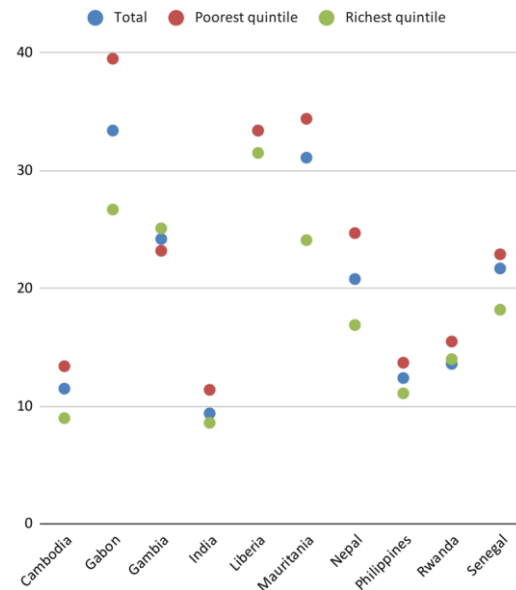
Source: UN DESA

Main observations

- ❑ Since 2021, globally, the unmet need for family planning, for any method, has remained at **8.5%**
- ❑ Based on current trend, ending the unmet need for family planning by 2030 is off track
- ❑ The unmet need varies across and within countries
- ❑ Progress must be **38X** faster to end the unmet need for family planning

Disparity and inequality

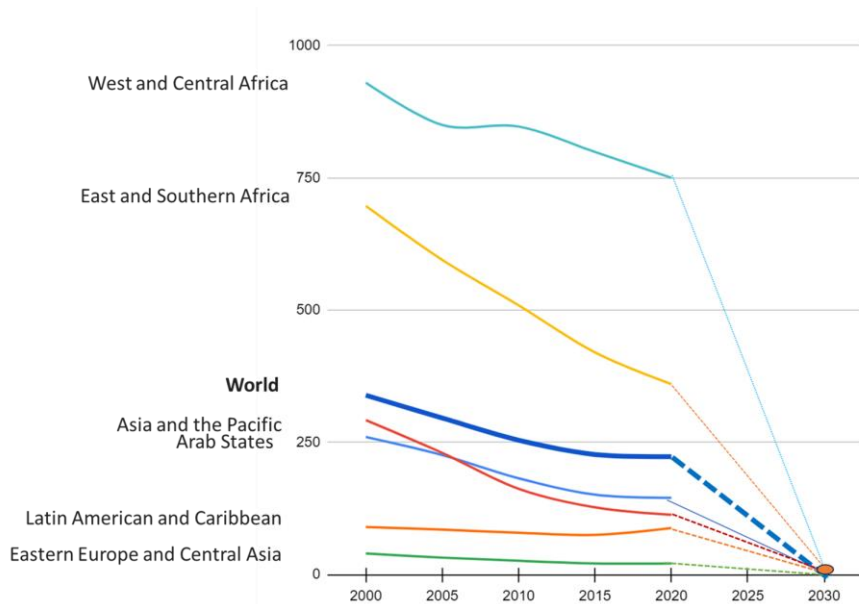
Unmet need for family planning by wealth quintiles



Source: Demographic and Health Surveys (DHS)

4.2 Ending preventable maternal death

Maternal mortality rate
by UNFPA region, 2000-2020



Source: WHO estimated

Main observations

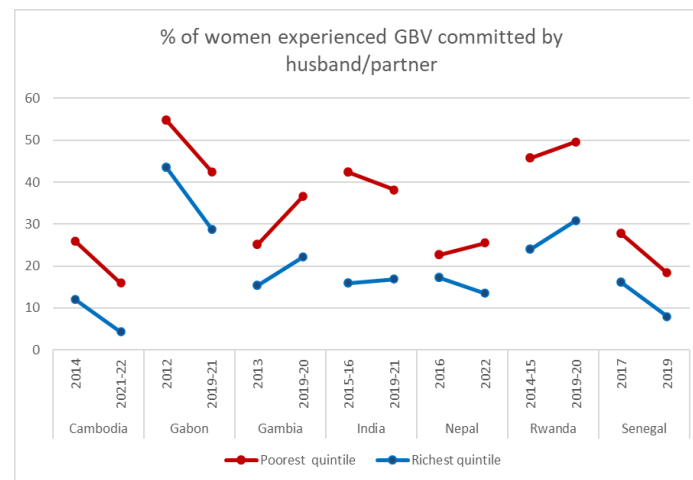
- Overall, the annual rate of reduction in maternal mortality between 2016 and 2020 was **-0.4%**
- Progress was made in the East and Southern Africa, Asia and the Pacific, West and Central Africa and Arab States regions where the reduction rates increased
- However, in the Latin America and the Caribbean and Eastern Europe and Central Asia regions, the rates of reduction were negative
- Progress must be **42X** faster to end preventable maternal death

4.3.a Ending GBV and harmful practices

Ending gender-based violence (GBV)

- Globally, 26% of ever-partnered women have been subjected to physical or sexual violence by a husband or intimate partner at least once in their lifetime.
- Approximately 12.5% of ever-partnered women and girls aged 15-49 years were subjected to physical or sexual violence by a current or former intimate partner in the previous 12 months.
- Global trend data on gender-based violence related indicators are not available. Only one data point, for 2018, is available.

- **Mixed trends** on GBV across countries where data is available.



4.3.b Ending GBV and harmful practices

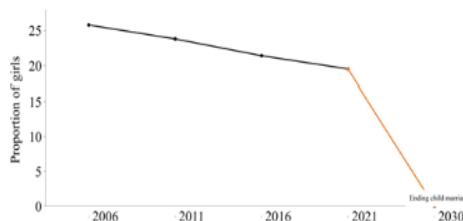
Ending child marriage

- During 2016-2021, the prevalence of marriage before age 18 decreased by **9%**, compared to 6% during 2011-2016.
- The prevalence of child marriage before the age of 15 fell by 2% during 2016-2021, compared to 1.4% in 2011-2016.

- Progress must be **20X** faster to end child marriage

Percentage of women aged 20-24 years who were married or in union before age 18

Child marriage before the age of 18



- Girls from more affluent backgrounds benefited

Percentage of women aged 20-24 years who were first married or in union before age 18, by region and wealth quintile



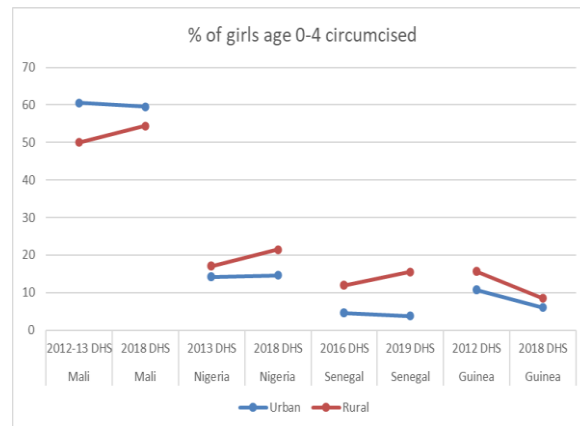
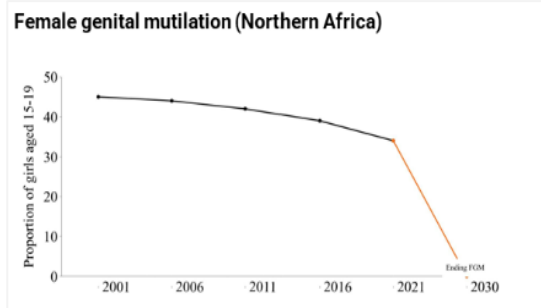
4.3.c Ending GBV and harmful practices

Ending female genital mutilation

- Rate of reduction in FGM during 2016-2021 was **15%**, compared to 9% in 2011-2016.

- Progress must be **10X** faster to end FGM

- In 3 countries, FGM for girls aged 0-4 increased in rural areas





5. Implementation of the Strategic Plan

5.1.a Contribution to outcomes

- ❑ UNFPA direct contribution to outcomes makes a difference – e.g., 10% of maternal deaths prevented in 2022
- ❑ In 2022, the UNFPA contribution that depends on the health logistics and supply system declined, mostly due to the effects of the COVID-19 pandemic
- ❑ UNFPA, in line with recovering from COVID-19 better, has strengthened the Supply Chain Management Unit to make the system more resistant

2022	Global	UNFPA*
Maternal deaths	287,000	30,800 averted
Unintended pregnancies	121 mill	13.3 mill averted
Unsafe abortions	73 mill	3.7 mill averted
Girls at risk of undergoing female genital mutilation (FGM)	3 million	111,425 girls saved from FGM

* UNFPA model estimated based on UNFPA supplies

5.1.b Contribution to outcomes

In 2022, women, adolescents and youth directly benefited from:

High-quality services

Sexual and
reproductive health

2.1
million

Prevention and protection from
gender-based violence

4.2
million

Prevention and response to
harmful practices

1.4
million

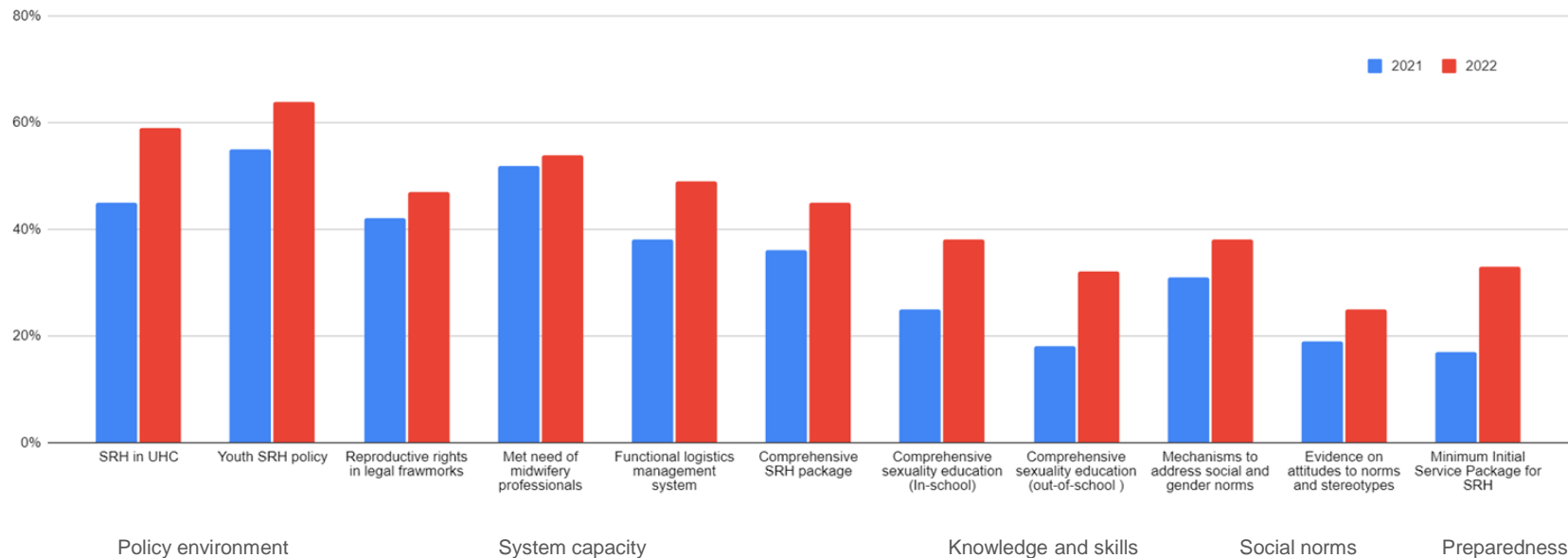
Life-saving interventions in humanitarian settings

12.2
million
women

4.6
million
adolescents
and youth

5.1.c Contribution to outcomes

- Strengthened **foundations** essential for sustained **outcome** results by enhancing policy environments, strengthening capacities of systems, institutions and individuals, influencing gender and social norm changes, and building resilience



5.2 Achievement of SP outputs - Year 1

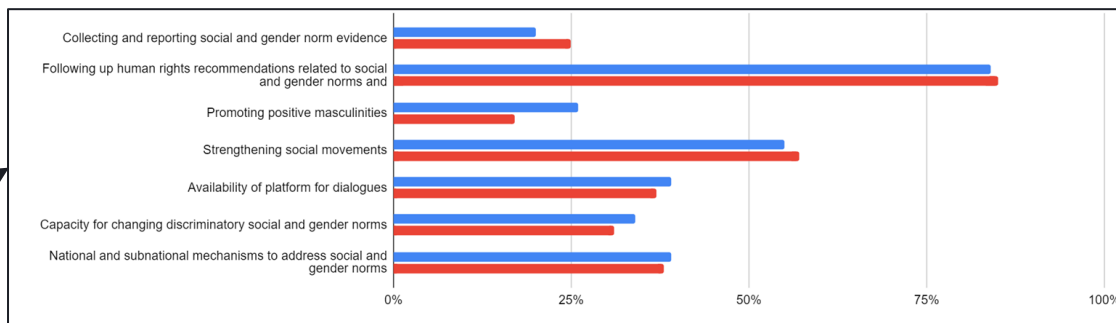
Four of six SP outputs achieved their 2022 targets

SP outputs	Performance against 2022 targets	Total resources (in millions of dollars)	
		Regular	Other
Policy and accountability	108%	70.3	41.9
Quality of care and services	106%	94.3	407.7
Gender and social norms	88%*	37.0	161.4
Population change and data	89%**	44.2	41.5
Humanitarian action	99%	22.4	173.6
Adolescents and youth	120%	34.8	75.9

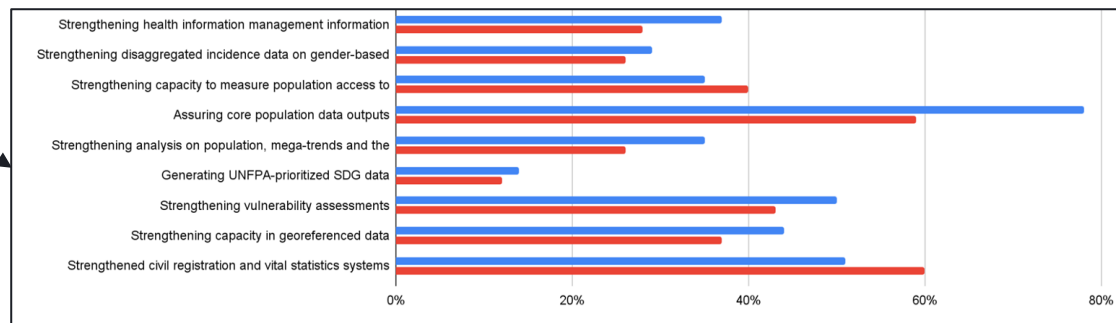
* Several challenges in addressing harmful gender and social norms due to: (a) increased humanitarian and fragile situations; (b) pushback from some stakeholders; (c) inadequate resources; and (d) the COVID-19 pandemic.

** Most UNFPA programme countries are still struggling to recover from the COVID-19 pandemic. As a result, interventions on population change and data, such as censuses, were not prioritized by some governments.

Gender and Social Norms: Target vs Actual, 2022



Population Change and Data: Target vs Actual, 2022



5.3 Strategic Shifts: Updates

1. Aligning the organizational focus on achieving the three transformative results	2. Integrating the effects of megatrends into programming	3. Increasing the focus on leaving no one behind	4. Scaling up the provision of high-quality comprehensive SRH information and services, as part of universal health care
5. Expanding the humanitarian response capacity, while also addressing mental health and psychosocial issues	6. Mainstreaming resilience, prevention, preparedness and early action, and emphasizing the humanitarian, development and peace continuum	7. Increasingly taking a multisectoral approach	8. Tailoring programmatic and technical assistance to better respond to local contexts, through a UNFPA office-led process, “within the United Nations family” on the ground
9. Strengthening the UNFPA normative role	10. Shifting from funding to financing	11. Reinvigorating and expanding partnerships, including with the private sector, civil society organizations, international financial institutions, academia, the media, and others (SSTC)	12. Increasing the focus on joint accountability, in line with United Nations reform principles and practices

 Fully ready and implemented

 Largely ready and implemented



5.4 Organizational effectiveness and efficiency - Year 1

Improved programming for results

Impact-based programming

- UNFPA revamped **programme design and management** to shift from output-driven to impact-driven programming

Innovative solutions

- UNFPA offices that have taken **innovative solutions** from pilot to scale (from 54% in 2021 to 60% in 2022)

Humanitarian response and resilience building

- Surge requests successfully filled within lead response times increased (from 80% in 2021 to 90% in 2022).
- Established the Supply Chain Management Unit (SCMU)

Optimized resource management

- UNFPA improved **coordination and consolidation** of its resource management functions
- UNFPA introduced several initiatives to implement the shift **from funding to financing**
- 16 UNFPA country offices benefited from the Strategic Investment Facility

Expanded partnerships, including UN reform, for impact

- UNFPA has established over **100 new private partnerships** and mobilized **\$45.4 million** through such partnerships
- 138% increase in 2022 (compared to 2021) in donors opting to provide monthly donations to UNFPA as part of the individual giving programme
- The number of results group or issue-based coalitions **chair or co-chair posts UNFPA** holds in United Nations country teams has doubled (from 16% in 2021 to 33% in 2022)

5.5 Identified areas for improvement

Areas for improvement	
Outcomes outputs	1 Positioning the three transformative results (in middle-income countries)
	2 Providing effective and innovative solutions for social norm change
	3 Strengthening capacities and thought leadership in data and analytics
	4 Preparing a business model to address current and <u>future</u> challenges
Business model	5 Enhancing the normative roles of UNFPA
	6 Broadening and scaling up financing for transformative results
	7 Operationalizing the humanitarian, development and peace continuum
Organizational effectiveness and efficiency	8 Improving quality programming for accelerating impacts
	9 Integrating the effects of megatrends
	10 Optimizing knowledge management with artificial intelligence (AI)

5.6 Next steps - identifying solutions

□ Identifying solutions (September 2023 - January 2024)

1. Consultation with working groups & leading business units

- a. Funding to financing
- b. Strategic Investment Facility
- c. Continuum approach
- d. IRRF - results measurements
- e. OEE
- f. Social norms
- g. Population change and data
- h. Megatrends

2. In-person workshop

- reflect on strategic priorities and formulate concrete follow-up actions

- a. Narrative/value proposition
- b. Acceleration
- c. Quality programming,
- d. Normative role
- e. Business model

3. Deep dive

- selected countries to further identify factors for effective programming for acceleration of TRs

- a. Family planning
- b. Maternal health
- c. Early marriage
- d. GBV
- e. FGM

4. EB informal briefings

- for the Executive Board and Member States to understand and contribute to:

- a. Adjustment strategies
- b. Longer-term considerations
- c. Future-oriented actions



6. Discussion and Q&A