



Strategic Plan 2018-2021
Midterm Review
Executive Board Workshop
25 February 2020



WORKSHOP AGENDA



I. Presentation

- SP results and performance, 2018-2019
- MTR adjustments proposal

II. Plenary Q&A

III. Group Work and Plenary Discussion

IV. Closing Remarks

EXBO SP MTR WORKSHOP (Jan 2020) INPUTS



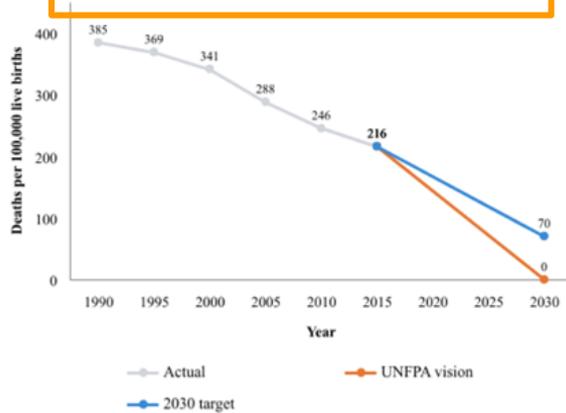
- Continue to **align UNFPA programmes with SDGs** and strengthen links between the 3 zeros and national programmes
- Identify, understand and work with the **left behind groups in local contexts**
- Build capacity on **data collection and analysis** and work more closely with other UN agencies
- Establish a clear **follow-up mechanism in response to the Nairobi Summit** and connect it to Beijing+25
- Prioritize **knowledge management**, including via South-South Cooperation
- Focus on implementation of **UN reform and Decade of Action**, and be vocal about its achievements
- Enhance **staff capacity** on adaptive management and flexible programming





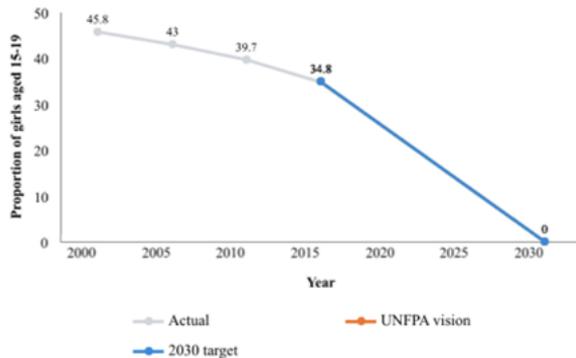
SP RESULTS AND PERFORMANCE 2018- 2019

Trends in maternal mortality

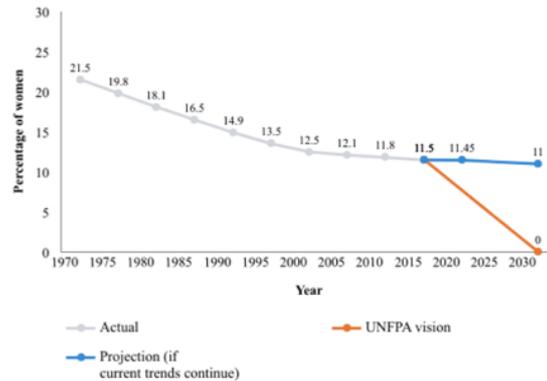


Note: Assumes that all maternal deaths are preventable

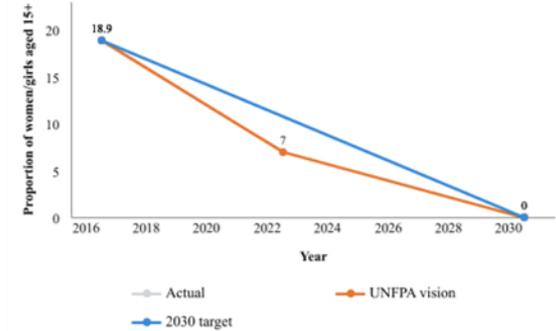
Trends in female genital mutilation



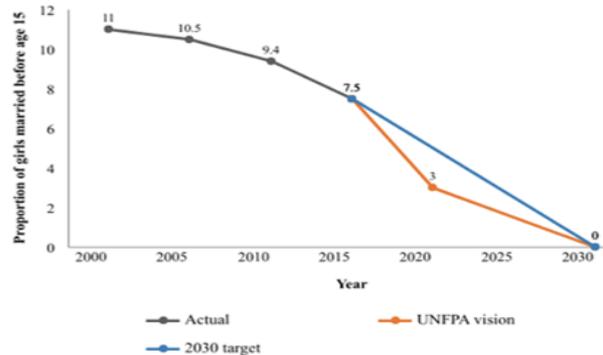
Trends in the unmet need for family planning



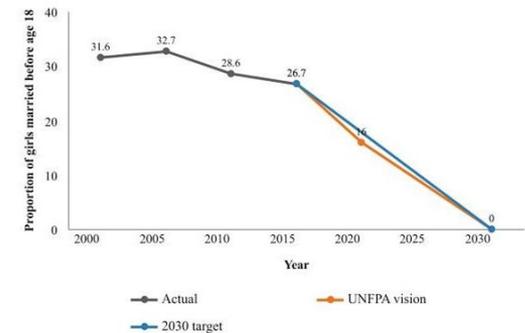
Trends in intimate partner violence



Trends in child marriage (before age 15)



Trends in child marriage (before age 18)



RESULTS 2018-2019: FOUNDATION FOR ACCELERATION

Resource mobilisation at a historical high ->\$1 billion

Implementing change-management initiatives

Prioritising the furthest behind in programming

ICPD25 Nairobi Summit

Risk-based management and strengthening

Addressing development, humanitarian action and sustaining peace nexus

Aligning UNFPA programmes to achieve transformative results

Strengthening partnerships and collaboration of UNDS

Implementing the Common Chapter of the Strategic Plan

OUTCOME 1: INTEGRATED SEXUAL AND REPRODUCTIVE HEALTH SERVICES



Strategic Plan Outputs	Achievement of indicator targets
01 - SRH Policies prioritizing key pop.	55%
02 - Integrated SRH services	83%
03 - Health workforce capacity	55%
04 - Supply chain management	102%
05 - Accountability for SRH	85%

Challenges include:

- Staff capacity, resources, guidelines/tools, data issues to reach furthest behind
- Program and data management capacity of IPs
- Turnover rate of officials
- Chain of coordination between federal, provincial, district and village levels

OUTCOME 2: YOUTH EMPOWERMENT



Strategic Plan outputs	Achievement of indicator targets
06 – Adolescent and youth skills and capabilities including CSE	66%
07 - Youth policies	108%
08 - Youth leadership and participation	96%

Challenges include:

- Socio-cultural norms on sexuality education
- Lack of coordination between state institutions in some countries (such as ministry of education and ministry of health)

OUTCOME 3: GENDER EQUALITY



SP output	Achievement of indicator targets
09 - Accountability for gender equality	60%
10 - Social Norms	74%
11 - Prevention and addressing of GBV	82%
12 - Eliminating harmful practices	60%

Challenges include:

- Political uncertainties
- Harmful socio-cultural norms
- Lack of resources to maintain coordination mechanisms

OUTCOME 4: POPULATION AND DEVELOPMENT



SP output	Achievement of indicator targets
13 - Population data systems	93%
14 - Demographic intelligence	99%

Challenges include:

- Resources to commission census and SDG data generation

SNAPSHOT OF HUMANITARIAN RESULTS 2018-19



People Reached

People Who Received Humanitarian Services, Supplies and Information.	
2018	2019
15 million	19 million

Life-Saving Services

Safe spaces for women, girls and youth	
2018	2019
915	1,050

Rapid Response

Surge Roster Deployments	
2018	2019
130	380

Dignity kits delivered	
2018	2019
776,000	1.4 million

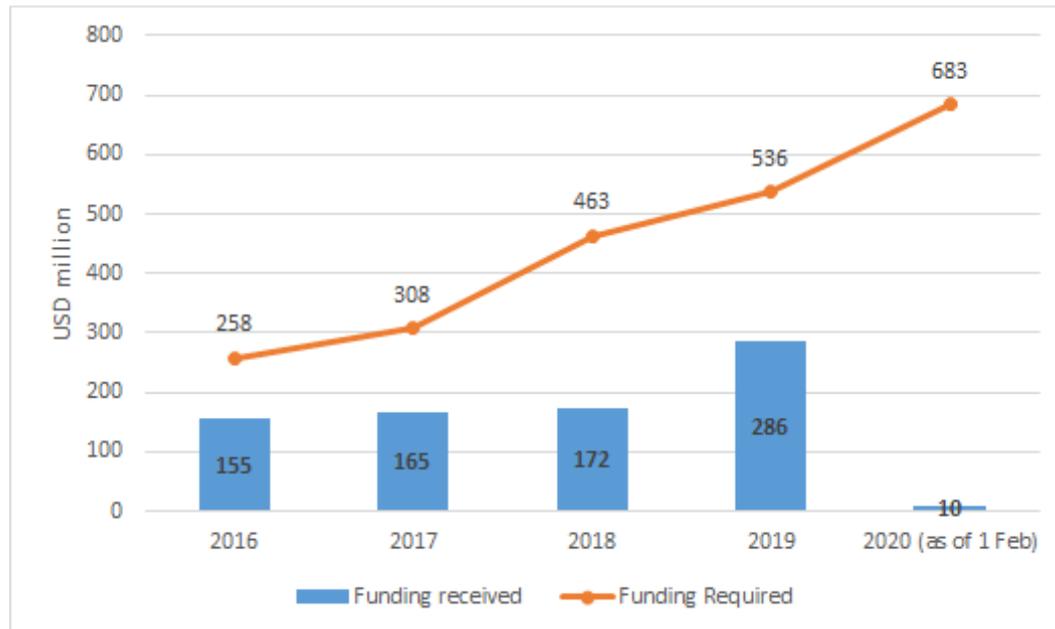
Youth facilitators, peers and volunteers trained on SRH & GBV	
2018	2019
13,065	33,200

Estimated as of November 2019

HUMANITARIAN FUNDING



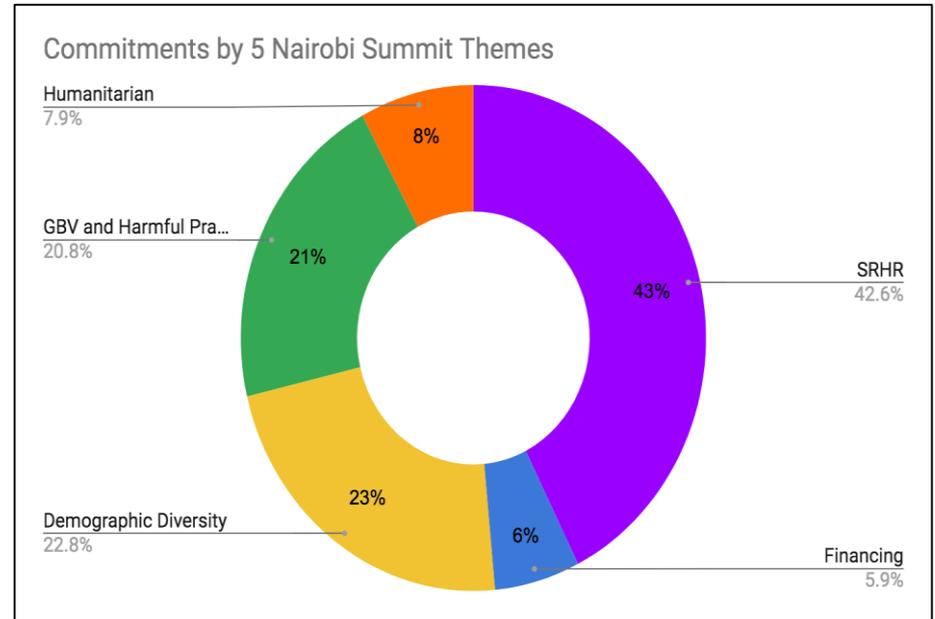
Humanitarian Funding (USD million)



ADVOCACY AND POLICY DIALOGUE, GLOBAL LEVEL

Move from UNFPA to global 3 zeros

- **1200+ Commitments**, by governments, international and national partner and others (@Jan 2020)
- **170+ Countries and Territories** represented at the Nairobi Summit



COSTS OF ACHIEVING THE THREE TRANSFORMATIVE RESULTS



THE TOTAL COST IN PRIORITY COUNTRIES FROM 2020 TO 2030 OF ACHIEVING THE TRANSFORMATIVE RESULTS COMMITTED TO BY UNFPA IS

\$264 BILLION



\$42 BILLION

THE AMOUNT THAT WILL BE SPENT IN PRIORITY COUNTRIES IN DEVELOPMENT ASSISTANCE FROM 2020 TO 2030 TO ACHIEVE THE THREE TRANSFORMATIVE RESULTS

\$222 BILLION

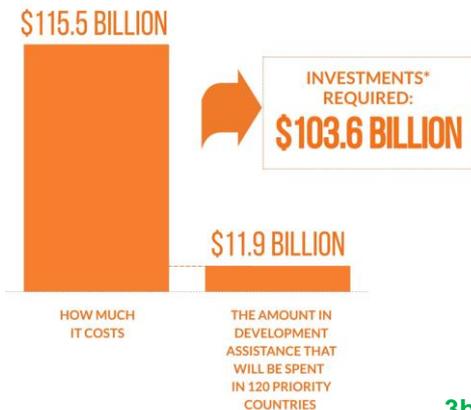
INVESTMENTS REQUIRED* FROM 2020 TO 2030 TO ACHIEVE THE TRANSFORMATIVE RESULTS IN PRIORITY COUNTRIES

*THIS INCLUDES INVESTMENTS FROM THE GOVERNMENT, PRIVATE SECTOR, CIVIL SOCIETY AND INDIVIDUALS.

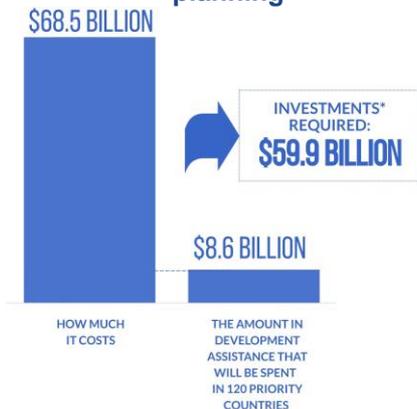
COSTS OF ACHIEVING THE THREE TRANSFORMATIVE RESULTS



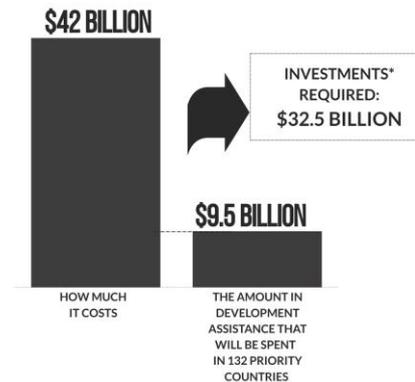
1. Ending preventable maternal deaths



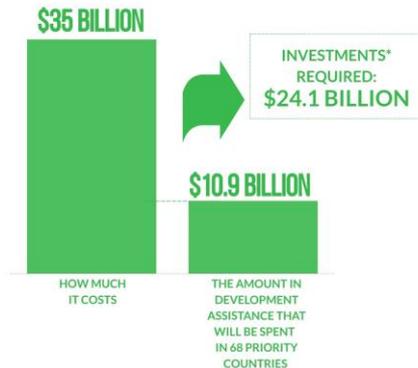
2. Ending unmet need for family planning



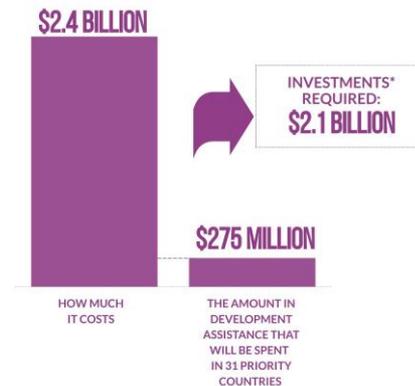
3a. Ending gender-based violence



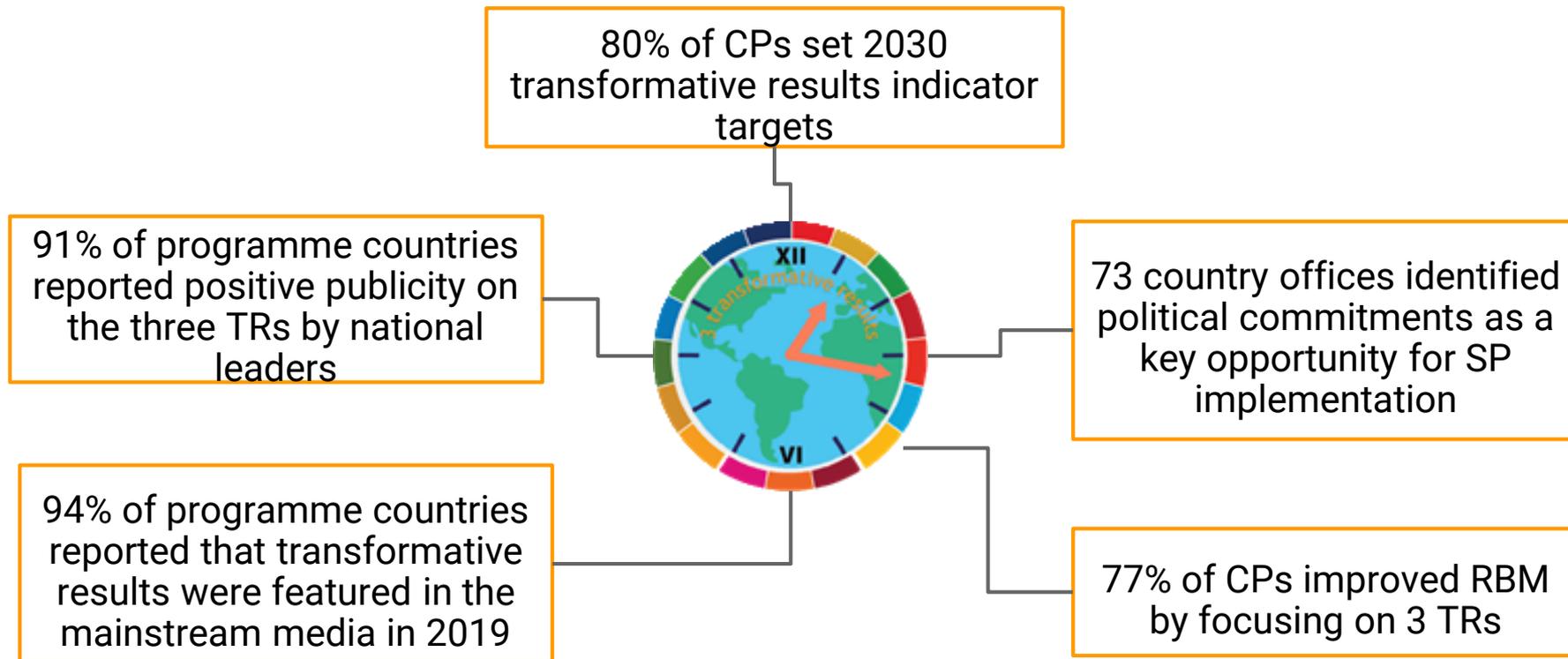
3b. Ending child marriage



3c. Ending female genital mutilation



ADVOCACY AND POLICY DIALOGUE, COUNTRY LEVEL



NEW MODE OF ENGAGEMENT- COORDINATION, PARTNERSHIP, INCLUDING SSC/TR.C



- **86 %** of COs expanded partnerships in programming and engaging new strategic partners
- **73%** of COs more effectively mobilized resources from both traditional and non-traditional sources
- **Strengthened South South and TC** - support to MICS (technology, capacity strengthening), fundraising from Southern funding facilities, SSC in the field, and policy dialogue

SOUTH-SOUTH AND TRIANGULAR COOPERATION



Results at a Glance (2018-2019)

Resource Mobilization

- **\$7M**
- **5 providers:** Brazil, China, India, Russia, South Africa
- **16 Recipient** countries

SSC in the Field

- **145 initiatives**
- **60 countries**
- **In kind resources:**
 - Capacity development,
 - Technological solutions
 - System strengthening
 - Technical expertise

South-led Policy Dialogue

- **27 countries** benefiting from annual International Inter-Ministerial Conference w/facilitation of knowledge transfer
- Intergovernmental partnerships
- Global Fora advocacy; recognition of southern solutions for advancing ICPD

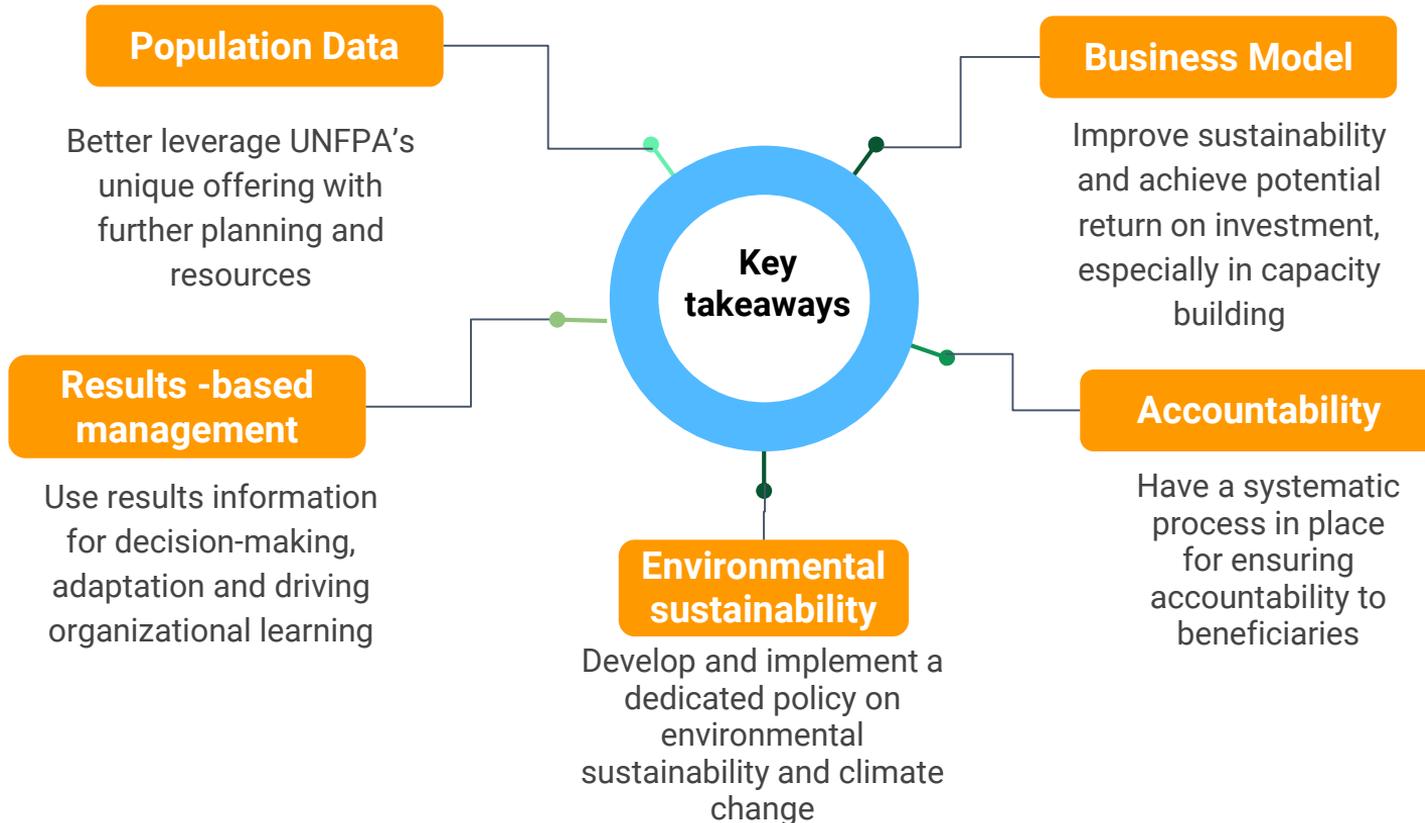
ENGAGEMENT WITH UN DEVELOPMENT REFORM



Highlights

- Increased engagement from RCs on normative issues and women's rights agenda (e.g. Nairobi Commitments)
- Increased ability of UNFPA to carry out its mandate (access to the government, partnerships, resource mobilization)
- UNFPA leadership in UNSDCF/CCA
- Adapted UNFPA programming guidance to UNDS guidance (e.g. LNOB, CPD process)

EVALUATIVE EVIDENCE



CHALLENGES

- Financing gaps
- Data gaps
- Social norms and cultural barriers
- Institutional/ human resource capacity
- Crises; climate change; complex humanitarian situations

External

- Limited funding, especially in MICS
- Staffing/country presence
- New skills and know-how – under UN reform/UNSDCF
- Lack of tools/strategies under new development landscape

Internal

OPPORTUNITIES



- Political will and commitments, esp. the momentum from ICPD+25
- Decade of Action
- National policy/strategy; localization of SDGs
- 2020 census and monitoring of SDGs
- Enhanced partnerships, including through SSC
- New funding opportunities
- Nexus-focused programming using our niche
- Harnessing demographic dividend

External

- UNFPA mandate and global presence
- UNFPA's niche - on the ground before, during and after a crisis
- Dedicated humanitarian structure
- Change management initiatives
- Joint programming/UN reform/CCA/UNSDCF
- RBM foundation and new development
- ICT - new ERP
- Costing of the 3 transformative results

Internal



MTR ADJUSTMENTS PROPOSAL

SCALE-UP FOR LEAVING NO ONE BEHIND



WHAT Strategic Direction & Focus

- **Deliver on Decade of Action and leaving no one behind**
 - Forge stronger links across development, humanitarian and peacebuilding efforts
 - Accelerate integration of SRHR into global development agenda
 - Strengthened coverage and quality of SRH service provision
 - Prioritize UNFPA's support in filling data- gaps at national and sub-national levels, via leveraging 2020 round of census and new data technologies
 - Catalyze financing (public and private) for 3 zeros.
- **Expand Strategic Focus**
 - Expand UNFPA's support on maternal death and morbidity and institutionalise comprehensive SRH package
 - Institutionalize climate change-responsive programming - to mitigate the impacts on women, adolescents & youth
 - Enhance UNFPA's support on ageing and low fertility, through knowledge sharing and technical cooperations
 - Integrate mental health and psychosocial support in humanitarian settings

SHARPEN ORGANIZATIONAL CAPACITY TO DELIVER



HOW

Organizational effectiveness and efficiency

- Strengthen **leadership** in particular at country level and in the humanitarian setting to drive the 3 zeros based on our niche
- Strengthen **independent oversight functions**
- Increased **risk-based strengthening** of country offices
- Boost **operational capacity and resilient supply chain management**, esp, in field operations
- Optimize **human resources management** to foster staff development and deploy right skill sets
- Institutionalizing new **RBM benchmark framework – RBM Seal**, which emphasises innovation, learning and adaptive management.
- Strengthen **communications and partnerships for resource mobilization** and leverage post-Nairobi momentum

Further discussion at the upcoming Executive Board informal on the Integrated Budget MTR, 5 March 2020

HOW (continued): CARRYING FORWARD UNDS REFORM



- Enhanced RC engagement strategy
- Strengthened support to MCOs/SIDS (staff and financial resources, thematic funds, etc)
- UNFPA leadership in issues-based coalitions/Regional collaborative platforms
- Country programmes and internal policies alignment with UNSDCF
- Enhanced support and engagement in the VNRs

PROPOSED AMENDMENTS - RESULTS FRAMEWORK



- Integrate **comprehensive sexual and reproductive health package** to indicator measurement criteria and amend the targets accordingly.
- Introduce/update indicators to result framework and Global Action Plan, integrating **mental health in humanitarian settings**; consider joint measurement with partners.
- Updating Strategic Plan indicator/s to address **reproductive/maternal health morbidity**
- Introduce measurements to capture **country offices reaching furthest behind populations**
- Introduce a measure to organizational effectiveness and efficiency to **track the Nairobi Commitments**
- **Aligning UN coherence and coordination indicators** with the latest QCPR monitoring framework and United Nations Reform resolution.
- Introduce **innovation as a new mode of engagement/strategy** to theory of change.



PLENARY Q&A



GROUP WORK AND PLENARY DISCUSSION

GROUP WORK QUESTIONS



Given the proposed MTR revisions - the three groups are requested to reflect on the findings, consider whether there is “anything missing / any red flags”, and start identifying priorities for the next Strategic Plan.

- GROUP 1: Expanding strategic focus (WHAT)
- GROUP 2: Acceleration proposals (HOW)
- GROUP 3: Proposed amendments - results framework

4. CLOSING REMARKS



THANK YOU

