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
Trends in the unmet need for family planning
Trends in intimate partner violence
Trends in female genital mutilation
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**

<table>
<thead>
<tr>
<th>Strategic Plan Outputs</th>
<th>Achievement of indicator targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>01 - SRH Policies prioritizing key pop.</td>
<td>55%</td>
</tr>
<tr>
<td>02 - Integrated SRH services</td>
<td>83%</td>
</tr>
<tr>
<td>03 - Health workforce capacity</td>
<td>55%</td>
</tr>
<tr>
<td>04 - Supply chain management</td>
<td>102%</td>
</tr>
<tr>
<td>05 - Accountability for SRH</td>
<td>85%</td>
</tr>
</tbody>
</table>

**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

Preliminary data as of 2/20, final figures may change
## OUTCOME 2: YOUTH EMPOWERMENT

<table>
<thead>
<tr>
<th>Strategic Plan outputs</th>
<th>Achievement of indicator targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>06 – Adolescent and youth skills and capabilities including CSE</td>
<td>66%</td>
</tr>
<tr>
<td>07 - Youth policies</td>
<td>108%</td>
</tr>
<tr>
<td>08 - Youth leadership and participation</td>
<td>96%</td>
</tr>
</tbody>
</table>

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)

Preliminary data as of 2/20, final figures may change
## OUTCOME 3: GENDER EQUALITY

<table>
<thead>
<tr>
<th>SP output</th>
<th>Achievement of indicator targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>09 - Accountability for gender equality</td>
<td>60%</td>
</tr>
<tr>
<td>10 - Social Norms</td>
<td>74%</td>
</tr>
<tr>
<td>11 - Prevention and addressing of GBV</td>
<td>82%</td>
</tr>
<tr>
<td>12 - Eliminating harmful practices</td>
<td>60%</td>
</tr>
</tbody>
</table>

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

Preliminary data as of 2/20, final figures may change
## OUTCOME 4: POPULATION AND DEVELOPMENT

<table>
<thead>
<tr>
<th>SP output</th>
<th>Achievement of indicator targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>13 - Population data systems</td>
<td>93%</td>
</tr>
<tr>
<td>14 - Demographic intelligence</td>
<td>99%</td>
</tr>
</tbody>
</table>

**Challenges include:**
- Resources to commission census and SDG data generation

Preliminary data as of 2/20, final figures may change
## SNAPSHOT OF HUMANITARIAN RESULTS 2018-19

### People Reached

<table>
<thead>
<tr>
<th>People Who Received Humanitarian Services, Supplies and Information.</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>15 million</td>
<td>19 million</td>
</tr>
</tbody>
</table>

### Life-Saving Services

<table>
<thead>
<tr>
<th>Safe spaces for women, girls and youth</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>915</td>
<td>1,050</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Dignity kits delivered</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>776,000</td>
<td>1.4 million</td>
</tr>
</tbody>
</table>

### Rapid Response

<table>
<thead>
<tr>
<th>Surge Roster Deployments</th>
<th>2018</th>
<th>2019</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>130</td>
<td>380</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Youth facilitators, peers and volunteers trained on SRH &amp; GBV</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>13,065</td>
<td>33,200</td>
</tr>
</tbody>
</table>

Estimated as of November 2019
HUMANITARIAN FUNDING

<table>
<thead>
<tr>
<th>Year</th>
<th>Funding Received (USD million)</th>
<th>Funding Required (USD million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>155</td>
<td>258</td>
</tr>
<tr>
<td>2017</td>
<td>165</td>
<td>308</td>
</tr>
<tr>
<td>2018</td>
<td>172</td>
<td>463</td>
</tr>
<tr>
<td>2019</td>
<td>286</td>
<td>536</td>
</tr>
<tr>
<td>2020 (as of 1 Feb)</td>
<td>683</td>
<td>10</td>
</tr>
</tbody>
</table>

HUMANITARIAN FUNDING (USD million)
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
   - $115.5 Billion
   - INVESTMENTS' REQUIRED: $103.6 Billion
   - HOW MUCH IT COSTS: $11.9 Billion
   - THE AMOUNT IN DEVELOPMENT ASSISTANCE THAT WILL BE SPENT IN 120 PRIORITY COUNTRIES

2. Ending unmet need for family planning
   - $68.5 Billion
   - INVESTMENTS' REQUIRED: $59.9 Billion
   - HOW MUCH IT COSTS: $8.6 Billion
   - THE AMOUNT IN DEVELOPMENT ASSISTANCE THAT WILL BE SPENT IN 120 PRIORITY COUNTRIES

3a. Ending gender-based violence
   - $42 Billion
   - INVESTMENTS' REQUIRED: $32.5 Billion
   - HOW MUCH IT COSTS: $9.5 Billion
   - THE AMOUNT IN DEVELOPMENT ASSISTANCE THAT WILL BE SPENT IN 132 PRIORITY COUNTRIES

3b. Ending child marriage
   - $35 Billion
   - INVESTMENTS' REQUIRED: $24.1 Billion
   - HOW MUCH IT COSTS: $10.9 Billion
   - THE AMOUNT IN DEVELOPMENT ASSISTANCE THAT WILL BE SPENT IN 66 PRIORITY COUNTRIES

3c. Ending female genital mutilation
   - $2 Billion
   - INVESTMENTS' REQUIRED: $2.1 Billion
   - HOW MUCH IT COSTS: $275 Million
   - THE AMOUNT IN DEVELOPMENT ASSISTANCE THAT WILL BE SPENT IN 22 PRIORITY COUNTRIES
ADVOCACY AND POLICY DIALOGUE, COUNTRY LEVEL

- 80% of CPs set 2030 transformative results indicator targets
- 77% of CPs improved RBM by focusing on 3 TRs
- 73 country offices identified political commitments as a key opportunity for SP implementation
- 91% of programme countries reported positive publicity on the three TRs by national leaders
- 94% of programme countries reported that transformative results were featured in the mainstream media in 2019
- 94% of programme countries reported that transformative results were featured in the mainstream media in 2019
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)

<table>
<thead>
<tr>
<th>Resource Mobilization</th>
<th>SSC in the Field</th>
<th>South-led Policy Dialogue</th>
</tr>
</thead>
<tbody>
<tr>
<td>● $7M</td>
<td>● 145 initiatives</td>
<td>● 27 countries benefiting from annual International Inter-Ministerial Conference w/facilitation of knowledge transfer</td>
</tr>
<tr>
<td>● 5 providers: Brazil, China, India, Russia, South Africa</td>
<td>● 60 countries</td>
<td>● Intergovernmental partnerships</td>
</tr>
<tr>
<td>● 16 Recipient countries</td>
<td>● In kind resources:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>○ Capacity development,</td>
<td></td>
</tr>
<tr>
<td></td>
<td>○ Technological solutions</td>
<td></td>
</tr>
<tr>
<td></td>
<td>○ System strengthening</td>
<td></td>
</tr>
<tr>
<td></td>
<td>○ Technical expertise</td>
<td></td>
</tr>
<tr>
<td></td>
<td>● Global Fora advocacy; recognition of southern solutions for advancing ICPD</td>
<td></td>
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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

Population Data
Better leverage UNFPA’s unique offering with further planning and resources

Business Model
Improve sustainability and achieve potential return on investment, especially in capacity building

Results-based management
Use results information for decision-making, adaptation and driving organizational learning

Accountability
Have a systematic process in place for ensuring accountability to beneficiaries

Environmental sustainability
Develop and implement a dedicated policy on environmental sustainability and climate change

Key takeaways
CHALLENGES

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

- 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
<table>
<thead>
<tr>
<th>External</th>
<th>Internal</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OPPORTUNITIES</strong></td>
<td><strong>UNFPA mandate and global presence</strong></td>
</tr>
<tr>
<td>● Political will and commitments, eps. the momentum from ICPD+25</td>
<td>● UNFPA’s niche - on the ground before, during and after a crisis</td>
</tr>
<tr>
<td>● Decade of Action</td>
<td>● Dedicated humanitarian structure</td>
</tr>
<tr>
<td>● National policy/strategy; localization of SDGs</td>
<td>● Change management initiatives</td>
</tr>
<tr>
<td>● 2020 census and monitoring of SDGs</td>
<td>● Joint programming/UN reform/CCA/UNSDCF</td>
</tr>
<tr>
<td>● Enhanced partnerships, including through SSC</td>
<td>● RBM foundation and new development</td>
</tr>
<tr>
<td>● New funding opportunities</td>
<td>● ICT - new ERP</td>
</tr>
<tr>
<td>● Nexus-focused programming using our niche</td>
<td>● Costing of the 3 transformative results</td>
</tr>
<tr>
<td>● Harnessing demographic dividend</td>
<td></td>
</tr>
</tbody>
</table>
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
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