

3 March 2025

Excellencies,

On behalf of UNFPA, the United Nations Population Fund, I thank the Multilateral Organization Performance Assessment Network (MOPAN) members and Secretariat for conducting the 2023-2024 assessment of UNFPA, and in particular Finland and Switzerland for acting as institutional leads for this cycle. UNFPA appreciates the professional and constructive engagement throughout the assessment process.

MOPAN is a valuable, trustworthy multilateral asset, one that brings significant efficiencies to monitoring the performance of multilateral development organizations. UNFPA appreciates the fact that MOPAN assessments are based on a robust, well-documented methodology and framework, which cover both our organizational and development effectiveness, rely on multiple sources of evidence, incorporate HQ- and field-based perspectives, and involve a wide range of UNFPA stakeholders, including Members of the Executive Board, donors, implementing partners, peer organizations and knowledge partners. We welcome the continued efforts by MOPAN member governments to unite around a single joint assessment instrument.

We also value the updated assessment methodology, which builds on previous iterations of the assessment, and offers stronger evidence on a number of issues, such as on protection from sexual exploitation and abuse and measuring key dimensions of United Nations development system reforms. We believe this methodology has generated a fair, comprehensive and accurate assessment of UNFPA's performance trajectory and situation at present.

UNFPA takes good note of the positive assessment of its organizational and development effectiveness by the MOPAN assessment team, as evidenced by 52 out of 57 micro-indicators having been assigned either 'satisfactory' or 'highly satisfactory' ratings.

Her Excellency
Mrs. Elina Kalkku
Permanent Representative
of Finland
to the United Nations
New York

His Excellency
Mr. Pascale Baeriswyl
Permanent Representative
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cc Ms. Susanne Steensen
Head of the MOPAN Secretariat



Further, UNFPA appreciates the clear recognition of its strengths, including our clear, strategic vision and focus; agility and effective partnerships; continued investments in strengthening risk management and oversight functions; the ongoing efforts to strengthen data analytics, population-development linkages and supply chain management functions; the strong commitment to lessons learned and uptake of recommendations from evaluations; strong presence within the international humanitarian sphere, support to the ongoing reforms, and commitment to national ownership of country programmes; as well as robust results-based management, budgeting, resource allocation and reporting systems.

The assessment notes UNFPA's significant efforts and successes in generating funding for its work and in moving from funding towards funding and financing. Since the last assessment, UNFPA has strengthened partnerships with international financial institutions (IFIs), and has made significant strides in diversifying its funding sources. In 2023, for instance, UNFPA received \$52 million in funding from governments in partnership with IFIs, compared to \$38 million in 2022. While in 2022 this funding was received from six countries collaborating with 2 IFIs, in 2023 this funding was received from 17 countries collaborating with 5 IFIs. UNFPA has one of the highest numbers of core donors among the voluntary funded entities in the UN system and has met and exceeded its Strategic Plan revenue targets for the past three years. These successes are only possible thanks to the strong partnerships we have built and, for that, UNFPA is grateful to all its contributing partners.

Since the last MOPAN assessment in 2018, UNFPA has consolidated and expanded its engagement with the private sector, as evidenced by a 118% growth in resources between the periods 2017/2018 and 2023/2024. To grow this resource base further, UNFPA is rolling out engagements in 2025, both to strengthen UNFPA's positioning and value proposition among foundations and philanthropies and to cultivate new partnership opportunities with these entities. The strategy includes a planned catalytic moment with philanthropic organizations to generate new pledges for UNFPA and the wider sector, as well as the development of tailored regional approaches in high-potential markets, focusing on the Arab States and Asia and the Pacific.

Since 2022, UNFPA has been implementing a strategy to consolidate existing relationships and expand corporate partnerships, not only for financial contributions, but also to leverage the knowledge, technical expertise and innovation the private sector can provide to advance our mandate. Through the UNFPA-led Coalition for Reproductive Justice in Business, for example, UNFPA has adopted an approach to engage the private sector on issues related to sexual and reproductive health and rights in the workplace and supply chains. In 2024, UNFPA developed metrics and indicators alongside Accenture to measure the level of investment companies are making in policies and programmes in the areas of maternal health, family planning, paternity leave, support and counselling for menstrual health and menopause, along with the prevention of gender-based violence.

To further strengthen resource mobilization for core resources, UNFPA has launched an expansion pilot, focusing on expanding its individual giving programme in high potential markets. This expansion is mainly focused on recruiting donors that can give on a monthly basis to UNFPA, helping to ensure alternative, predictable funding sources over time for the organization.

Efforts to diversify funding and to use limited resources prudently will of course remain a critical priority. In 2025, UNFPA is on track to conclude a new financing mechanism with the European Investment Bank to frontload multi-year donor commitments, and enable advanced planning, visibility and commitments to low- and middle-income countries, backed by the European Commission and the Gates Foundation.



With regard to KPI 4, on Protection from Sexual Exploitation and Abuse and Sexual Harassment (PSEA/SH), UNFPA is pleased that the assessment recognizes UNFPA's many achievements in this area as well as its longstanding strong leadership and technical role in inter-agency coordination and collaboration on this issue. The assessment notes the need for increased investment of resources in PSEAH, especially at country level and in the area of sexual harassment.

It is important to stress that UNFPA remains firmly committed to continuing our investment in this critical work. We also wish to underscore the significant results already achieved. UNFPA has consistently been at the forefront of adopting among the most advanced PSEAH-related initiatives in the UN system. UNFPA has set the tone for broader interagency efforts on PSEAH, including in operationalizing the victim/survivor-centered approach; leading the development of the UN-wide comprehensive guide for implementing the UN Protocol on Allegations of SEA involving Implementing Partners ("UN Protocol"); implementing and enforcing the UN Protocol at the country level; and establishing the first cadre of interagency PSEA network coordinators during my tenure as the IASC PSEAH Champion in 2021. UNFPA is one of three UN entities piloting the Misconduct Disclosure Scheme, to supplement the UN ClearCheck system and to enhance protections prohibiting perpetrators of sexual misconduct from moving between and across UN entities and NGOs.

UNFPA continues to strengthen its PSEAH Unit, in spite of limits to regular resources, and the Unit's direct placement within the Office of the Executive Director further underscores its importance and visibility within UNFPA. Furthermore, UNFPA has continued under my tenure to allocate additional financial resources to increase the capacity of the Office of Audit and Investigation Services (OAIS), which accelerated the review of all SEA allegations.

UNFPA also acknowledges those areas identified for improvement highlighted in the report. They are described in more detail below.

UNFPA is already addressing many of the opportunities identified, including introducing a dedicated outcome on population and development, maintaining an ongoing focus on Enterprise Risk Management (ERM), and addressing administrative bottlenecks in humanitarian settings through revised emergency procedures.

On the Strategic Plan and the "three zeros", the assessment notes that UNFPA may need to re-consider its goals in the context of the SDGs and the mid-term review of the UNFPA Strategic Plan 2022-25 that indicates that the ambitious transformative results will not be achieved by 2030 at the global level, given current progress. It also suggests sharpening UNFPA's scope to encompass other SRHR issues within the framework of universal health coverage.

The development of our next Strategic Plan 2026-29 is indeed an opportunity to revisit strategic priorities and the transformative results, and we look forward to working with UNFPA's Executive Board throughout this process. The emerging vision for the next Strategic Plan sees us continuing to accelerate progress towards our existing three transformative results, while moving to respond effectively to global and demographic shifts, including through the introduction of a fourth outcome on demographic resilience. Our new dedicated Population and Development Branch is also looking at integrating the effects of megatrends, such as climate change, demographic shifts, inequalities and digitalization, into programming.

UNFPA is continuously evolving and adapting our business model to ensure relevance, efficiency and effectiveness. Since the last MOPAN assessment, UNFPA has restructured its Human Resources



Division and established its Humanitarian Response Division and Supply Chain Management Unit. With the “Headquarters Optimisation” initiative, UNFPA seeks to ensure we continue to adapt to the rapidly changing landscape, in line with the UN reform and UN 2.0.

With regard to KPI 7, UNFPA has a strong commitment to a culture of results and results-based management (RBM), as noted by the assessment. RBM has been further strengthened in the current strategic plan period. A new system, QuantumPlus, for results and resources planning, monitoring and reporting was developed and rolled out in 2024. The system integrates and strengthens previous such efforts. Through tagging at output and activity level, this system allows reporting on the use of resources by different criteria, including strategic plan outcomes and SDGs. UNFPA has made significant efforts to improve guidance and the capacity of business units on RBM. Among the key initiatives are: an updated guidance for developing a theory of change for country programming, further roll-out of the results-based management principles and standards to identify gaps on RBM, and preparation of action plans by relevant business units to close gaps.

With regard to KPI 6, the protracted nature of crises makes addressing the humanitarian, development and peace continuum all the more critical. This was also a recommendation from the independent evaluation of the UNFPA Strategic Plan. UNFPA will strengthen guidance on programming that integrates humanitarian, development and peace-responsive work, including through developing a conceptual and operational framework in this area. UNFPA has also committed to increase efforts aimed at identifying what works in mainstreaming resilience, prevention and early action.

With regard to KPI 5, in response to the assessment’s note that there are no standards or procedures for ensuring accountability for affected populations (AAP), a new AAP Framework has been drafted and is currently going through internal review, with a roll out planned for the first half of 2025.

Furthermore, under KOI 5 and related to risk management, UNFPA notes that MOPAN's methodological framework, which focuses narrowly on risk management within country programme design, has impacted UNFPA’s rating. It is important to note in this regard that UNFPA has embraced a holistic and comprehensive methodology which entails a structured, integrated, and systematic approach to identifying, analyzing, evaluating, mitigating, and monitoring risks across the entire organization.

UNFPA’s approach is to ensure that risk management becomes integrated across the organization, permeating all levels and functions and enabling UNFPA to proactively identify and address potential risks before they have a detrimental impact on the organization's objectives. It also allows for a more informed and strategic decision-making process, as risks are considered and mitigated at every stage of the organization's operations, not only the country programme design phase.

Since the launch of UNFPA's first comprehensive ERM Policy in April 2022, UNFPA has made considerable progress in rolling it out, especially at the country level. Training and capacity-building initiatives have reached over 340 staff members. Regional risk committees are now responsible for validation of the country offices' risk assessments, and risk response designs for the risk areas/factors operating outside the established risk appetite levels have been formed and are functional. Key tools have all been put in place and rolled out to support all users, especially at the country level, to effectively implement the requirements of the ERM Policy. The UNFPA headquarters risk committee advises and supports the Chief Risk Officer to discharge the risk management process responsibilities. This includes validating the risk assessments and risk response design submitted by relevant headquarters business units and regional offices.



The MOPAN assessment narrative points to limited integration of risk considerations into the Country Programme Documents. UNFPA would like to reiterate the fact that Country Programme Documents are developed under the principle of national ownership, with strict word limits. Nevertheless, risk assessment, mitigation, and management are incorporated into the country programme development process. This integration is achieved, inter alia, through in-depth internal strategic dialogues involving the country offices, regional offices and UNFPA's senior management, as well as through including the detailed Programme Review Committee process which includes a robust quality assurance mechanism.

Also related to KPI 5, on timeliness and delivery, the assessment notes that UNFPA can still resolve some bottlenecks to deliver faster, in particular in humanitarian emergencies. To this end, UNFPA is rolling out new Policy and Procedures for Emergency Response which has gone into effect on 1 March 2025. These are designed to enhance the organization's ability to respond swiftly and effectively to humanitarian emergencies. This policy represents a significant step forward in aligning our emergency response mechanisms with global best practices, ensuring that our work is timely, impactful, and inclusive.

The Policy and Procedures for Emergency Response have been developed in response to lessons learned from past emergencies and are the result of an extensive consultative process involving colleagues across the organization, as well as external evaluations and audits. The policy provides clear roles, responsibilities, and timelines to guide our collective efforts during rapid-onset crises or the sudden escalation of protracted emergencies.

With regard to KPI 12, MOPAN notes the importance of sustainability and ensuring the impact of UNFPA's work is enduring. Programme sustainability is a perennial challenge in all forms of development assistance and more so in the rapidly evolving multiple humanitarian contexts worldwide. UNFPA will continue to prioritize scalability and sustainability in its programmes. Decades of experience and presence in programme countries has taught UNFPA that sustainability of programmes can only come with government and community ownership – and earned UNFPA the trust of its national partners. In response to national requests, the work of UNFPA in many parts of the world to bring about legislative and public policy reforms in advancing the ICPD agenda and ensure sustainability is being further intensified.

UNFPA's Supplies programme is an example where countries graduate from dependency to self-sustaining procurement of SRH commodities by allocating funds from national budgets. Many countries in the Asia-Pacific region, such as Bangladesh, Indonesia and the Pacific Island states, are beginning to prioritize sexual and reproductive health in emergencies and are investing in mainstreaming SRH and GBV prevention and response in natural disasters. In many such contexts, UNFPA's support remains more catalytic, strategic and supportive than resource-intensive vertical support.

By strengthening humanitarian leadership in the West and Central Africa region and by promoting the humanitarian-development-peace complementarity in the Arab States and Latin America regions, UNFPA is laying the necessary foundation to foster great sustainability in its programmes. In addition, the agency's social and environmental standards strive to ensure social and environmental sustainability, well beyond the economic dimension of sustainability.

The Policy and Procedures for Emergency Response mentioned above also emphasize the importance of exit strategies and sustainability by incorporating mechanisms for a smooth transition from emergency response to regular programming. Following the activation of an emergency, a deactivation



and transition plan outlines clear steps to scale down operations while ensuring continued service delivery and capacity-building for long-term resilience.

UNFPA seeks to integrate lessons learned from audits, evaluations, and after-action reviews into organizational policies and guidance, embedding humanitarian principles into regular programming. This approach not only strengthens UNFPA's ability to respond to future emergencies but also enhances its operational capacity in protracted crises, ensuring it is better equipped to deliver sustained impact and resilience in complex and evolving contexts.

Finally, with regard to KPI 3, on financing and the need to further accelerate on funding, UNFPA will increase efforts to leverage development financing, especially domestic public and private financing, for the ICPD Programme of Action and the three transformative results.

Funding challenges highlight the need to continue to use limited resources prudently, and UNFPA has already made a significant effort to ensure operational efficiencies. In terms of planning, UNFPA has undertaken robust scenario building efforts. Our contingency plan builds on a number of pillars.

First, we have continued with our efforts to diversify our funding base. This has included work to launch innovative financing mechanisms, leveraging domestic resources, and expanding financing sources from IFIs, the private sector and individual giving, all of which have grown in recent years, even as it is important to stress that these resources are not a substitute for core.

Second, we have also adopted a prudent and conservative approach to budgeting based on scenario planning for our current and future Strategic Plan and Integrated Budget and we continue to assess and adapt our income projections.

In conclusion, UNFPA welcomes the fact that MOPAN assessments are carried out on a regular basis. This allows UNFPA to track progress over time, and keeps MOPAN assessment findings relevant and actionable. It also facilitates treating each assessment as a learning experience and opportunity for improvements.

UNFPA's leadership is committed to use the findings and recommendations of MOPAN to improve further UNFPA's effectiveness, performance and accountability through changes at various levels. In this spirit, an update on the implementation of the abovementioned actions and initiatives will be presented to MOPAN as part of the envisaged mid-term review of the assessment.

We look forward to working with MOPAN, its membership and UNFPA partners at all levels to build on our organizational strengths and collaborate to further improve our performance for the benefit of women, girls and young people.

Please accept, Excellencies, the assurances of my highest consideration.

A handwritten signature in blue ink, which appears to read "Nkanem", is positioned above the name "Dr. Natalia Kanem".

Dr. Natalia Kanem