DP/FPA/2023/CRP.7

UNFPA MANAGEMENT RESPONSE

to the

Formative evaluation of the UNFPA support to population dynamics and data

(**DP/FPA/2023/CRP.1**)

Agenda item 13: UNFPA – Evaluation

UNFPA Management Response to [*Formative Evaluation of the UNFPA support to population dynamics and data*]						
Evaluation Report Issue Date [02/03/2023]	**Evaluation report tag** [*choose 1 from the list below*]: *1. Programme Level Evaluation (non CPE or RPE evaluations)*	**Additional attributes** [joint, impact or institutional)	**UNFPA Business Units Responsible for implementation** *[list all]*	**Heads of Responsible Business Units** **Final approvers**	**Responsible Unit Managing/Coordinating Focal Point** [name and email address]	**Date of submission**
	Programme Level Evaluation	**Formative**	**TD/PDB, RO/P&D Advisors, DHR, Senior Management**	**Julitta Onabanjo, Director of TD; Priscilla Idele, Chief of PDB; Josephine Mbith, Director of DHR; Executive Committee**	**Tapiwa Jhamba, TD/PDB, Michael Hermann, TD/PDB, Soyoltuya Bayaraa, TD, Regional P&D Advisors**	

EVALUATION RECOMMENDATION(S) AND PROPOSED ACTION POINT(S)

[*List all recommendations below as they appear in the Evaluation Report]*

Recommendation No. 1	**Recommendation 1. Develop a bold P&D strategy reconceptualized around the data, dynamics and development continuum, and including demographic dividends, resilience and policy.**	**Priority: High** [**high**, medium or low]

UNFPA should develop a bold P&D strategy for the next decade that builds upon the current strengths and provides an umbrella strategic framework for all aspects. This should include working across the humanitarian, development, and peace continuum, and across the dimensions of population data, dynamics, and development that is 'fit for purpose' to achieve the three transformative results within a context of climate change and migration as increasing mega-trends. Such a population and development strategy should include:

a. A data value chain between population data, dynamics and development, at global, regional, and country levels and through different modes of engagement;
b. A clear statement on the UNFPA added-value area of HRBA, inclusion, and a gender scale monitoring framework, for all aspects of P&D across negative, blind, neutral, responsive, and transformative results;

	c. Linking of all demographic concepts to UNFPA mandate areas, including demographic dividend linked to adolescents and youth (already strong); healthy ageing linked to adolescents and youth (also already strong through the life cycle approach); but also strongly linking ageing to GBV and SRHR needs for older women; and low fertility to the second transformative result through a more comprehensive understanding of family planning around reproductive choices. d. A cross--cutting proposal for how UNFPA offices and divisions can expand work on population data, dynamics, and development from COD-PS to census work, CRVS, NTAs, demographic dividend, demographic resilience, among others, in chronic and protracted crisis situations.
Management Response to Recommendation acceptance status [Accepted/Partially Accepted/Rejected]	Accepted. UNFPA agrees that it will be important to develop a holistic and impact-driven P&D strategy encompassing the data and policy work, and strongly establishing their links. In particular, there is a need to reframe and adapt UNFPA's strategic priorities and interventions to achieve the 3 transformative results in contexts of low fertility, population ageing and decline, and the growing significance of megatrends such as mobility and displacement as drivers of demographic dynamics. Population and Development Branch (PDB) has developed the Population Data Thematic Fund (PDTF) as a conceptual and operational framework and resource mobilization tool to support capacity strengthening in the collection, access and use of population data. The theory of change underpinning the PDTF establishes how critical investments across the population data value chain can substantially elevate the quality and scale of national population policy interventions and capacities to predict and respond to crises. The scope of the PDTF is currently being expanded to include the use of demographic intelligence and provision of technical assistance for demographic dividend and resilience policies, particularly in low fertility and ageing contexts. The pending completion of the PDTF update will be a key 2023 milestone for the further 2024 development of a holistic strategic framework encompassing all aspects of PD work across the humanitarian-development continuum. To assure greater coherence of the proposed P&D strategy for all thematic work of UNFPA, the strategy will draw on inputs to strengthen the framing and implementation of UNFPA human rights based approaches (HRBA), inclusion, and a gender mainstreaming approach across all aspects of P&D work, and the utilization of population data in UNFPA programming across the humanitarian, peace and development (HPD) continuum.
If recommendation is partially accepted or rejected, provide reasons:	
If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued	

Action point title	Action point text	Due date (MM/DD/YYYY)	Lead implementing unit [specify only one per action point only]	Lead implementing and reporting staff Owner [specify only one per action point only]	Additional units involved in implementation (if any)
1. Population Data Thematic Fund	The 2023 update of the UNFPA Population Data Thematic Fund (PDTF) will be completed, providing a valuable intermediary milestone for the development of the proposed overall P&D Strategy.	7/30/2023	PDB	Tapiwa Jhamba, PDB	TD/ RO P&D Advisors
1a. New P&D Strategy	A clear data value chain will be explicitly addressed within the P&D Strategy	3/15/2024	PDB	Priscilla Idele (incoming PDB Chief)	TD/ RO P&D Advisors
1b. New P&D Strategy	A clear delineation of the UNFPA's added value will be defined with the P&D Strategy.	3/15/2024	PDB	Priscilla Idele, PDB	TD/ RO P&D Advisors
1c. New P&D Strategy	The P&D strategy will include elaborated efforts to spell out the ways in which demographic concepts shape and impact the core mandate of UNFPA, with particular attention to the impact of ageing on GBV and SRH experience and needs of older women, and the implications of low fertility on UNFPA's FP work.	3/15/2024	PDB	Priscilla Idele, PDB	TD/ RO P&D Advisors
1d. New P&D Strategy	The P&D Strategy will include explicit reference to the role of P&D work within chronic and protracted crises.	3/15/2024	PDB	Priscilla Idele, PDB	TD/ RO P&D Advisors

EVALUATION RECOMMENDATION(S) AND PROPOSED ACTION POINT(S)

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Recommendation No. 2	**Recommendation 2. Enhance programming priorities and linkages for internal clarity and external positioning.**	**Priority: High** [high, **medium** or low]
	UNFPA should develop an internal capacity-building and learning priority work plan to increase the common understanding of demographic Dividend, resilience and policy, the role of UNFPA, and how it all links to the three transformative results. This internal clarification should then be used to ensure a common and consistent messaging from all UNFPA HQs, regional, and country offices with a view to coherently positioning UNFPA at the forefront of demographic shifts and demographic diversity. This should include:	

	a. Implementing a strategy to boost the global appropriation and implementation of the Demographic Dividends, Resilience and Policy framework to accelerate a common vision, taking into account context particularities and adaptation needs. The strategy should include contextualization, adaptation and operationalization guidelines to address different realities. b. Developing and disseminating information papers and associated learning webinars on Demographic Dividends, Resilience and Policy: explaining what it is, what it means, how it mirrors the life cycle approach, bringing in an economic societal argument to strength to the rights-based, individual perspective of the life cycle approach, including good practice and impactful interventions; c. Developing and disseminating information papers and associated webinars specifically on ageing and low fertility, explaining the UNFPA role and its niche area in connection with the three transformative results; d. Developing and implementing a common advocacy messaging platform on demographic diversity and the role of UNFPA, under the mandate of the ICPD PoA, as a thought leader in this area.
Management Response to Recommendation acceptance status [Accepted/Partially Accepted/Rejected]	Accepted. UNFPA will establish an internal reference group on *Demographic Dividends, Resilience and Policy* strengthen coordination of demographic dividend, demographic resilience and population policy activities across all 6 regions of UNFPA. . The terms of reference (TORs) are developed and have been cleared by the TD Director. The Reference Group will promote a common understanding of demographic dividends, demographic resilience and population policy and linkages to the three transformative results. More specifically, the reference group will support the development of a core set of standardized and scalable flagship policy products and services that UNFPA can offer to countries that are concerned with demographic change; assure UNFPA representation and messaging in relevant global and regional events; support the organization of global and regional events on demographic dividends, resilience and policies, including, for example, the annual Global Symposia on Ageing, Low Fertility and the Demographic Dividend, as well as the bi-annual European Ministerial Conferences on Demographic Resilience; guide and promote UNFPA tools such as National Transfer Accounts (NTA) and National Time Transfer Accounts (NTTAs); Population Situation Analysis (PSA); and forthcoming UNFPA-WHO Guidelines on National Situational Analysis of Health Ageing. Advocacy and messaging will be advanced through a continuation of the quarterly policy dialogues with Governments, NGOs, academics, and other stakeholders on demographic diversity and demographic dividends (4D Policy Series), co-hosted by UNFPA, the African Union and the Government of Germany. The scope of the dialogues will be expanded to cover issues related to low fertility and ageing. The recruitment of a P3 Technical Specialist on Demographic Dividend, Resilience and Policy is underway, and it is expected that this staff member support of the planned Reference Group, will improve HQ-RO-CO coordination in this area of work.

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2a. Implement strategy through a Reference Group and workplan	Nominations from the RDs and launch of the first virtual meeting. Launch of the UNFPA Reference Group on *Demographic Dividends, Resilience and Policy*, including a global work plan for 2023.	06/30/2023	PDB	Julitta Onabanjo	Regional Offices (ROs)
2b and c. Develop information papers and learning webinars on dividends, resilience and policy, and on ageing and low fertility.	Several information papers are in progress, including a forthcoming report on how changing household structures affect the living arrangements of older persons, an internal review of UNFPA ongoing activities on ageing and low fertility, a commissioned analysis of the impact of low fertility policies at country level, and new operational guidance on NTAs. Once the Reference Group on Demographic Dividends, Resilience and Policy is launched, they will elaborate further plans for papers and global webinars.	12/29/23	PDB	Michael Herrmann, PDB	ROs
2d. Develop and implement common advocacy and messaging	TD plans to continue the recent quarterly policy dialogues on demographic diversity and demographic dividends (4D Series). The co-organizing partners which currently include UNFPA, African Union Commission (AUC) and the Government of Germany may be revised, as other institutional partners such as FCDO and USAID are active in this area of work.	0 3/31/23	PDB	Sandile Simelane, PDB	Soyoltuya Bayarra, TDD Regional Offices, Africa

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Recommendation No. 3		**Priority: High** [**high**, medium or low]
	Recommendation 3. Continue corporate investment in signature data products For UNFPA to maintain its leadership position and credibility with regard to population data, population dynamics, and development, the organization should ensure continued investment in signature data products that have been invested in to date. This should include, at this point: a) Continued corporate financial support for the continued administration, maintenance and updating of the population data portal (PDP); b) Continued support to UNFPA products (including the PDP) that showcase specifically UNFPA's expertise and value-add in data and visibility for LNOB factors.	
Management Response to Recommendation acceptance status [Accepted/Partially Accepted/Rejected]	Accepted. It will be essential to secure funding for the continued administration, maintenance and updating of the population data portal (PDP). Funding has been secured for 2023 and 2024 from the Resource Management Committee (as of 28 March 2023); but future funding will need to be secured within the context of the mid-term review (MTR) of the UNFPA strategic plan for 2025 and beyond. Recent funding covers the Enterprise Licensing of ArcGIS (from Esri), and the server hosting and data storage of PDP through the UN Global Service Centre (UNGSC) in Brindisi. Funding also includes support for short-term analytical and development expertise (UNVs, consultants), to support statistical and geospatial analysis for LNOB use cases, added functionalities, and new thematic, regional and CO products. PDB will continue to develop the business case for the continued support to the PDP within the MTR envelope, through increased use-cases, wider use of PDP at field level, and new applications in support of UNFPA programming, including for development of country programme documents. UNFPA will continue to produce key data products showcasing LNOB analysis, such as mapping child marriage, mapping people living in poverty, vulnerable groups and geospatial inequality using census; conducting geospatial analysis to map population access to SRH/FP services; undertaking analyses of the populations exposed to climate risk; disaggregation of key SDG indicators by the new globally-endorsed definitions of urban degree; and updating and expanding the annual production of Common Operational Data Sets for Population Statistics (COD-PS) which provide baseline population numbers and distributions for all UN humanitarian actors, to inform humanitarian anticipatory action and response.	

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3a. Funding for the Population Data Portal (PDP)	Prepare the business case for the PDP for the Strategic Plan mid-tem review.	29/12/23	PDB	Priscilla Idele	PDP Reference Group, PDP Board
3b. Data products showcasing LNOB analysis	Generate more analytical use cases showcasing LNOB analysis, including geospatial analysis and utilization of geospatial data in PDP. The LNOB analysis aims to fill in the data gaps by generating population data, and integrating population data with programme, facility and environmental data, to optimize development investments and programme planning, including country programme design. Products include analytical methods, guidance documents, reports, tools or online apps.	29/12/23	PDB	Priscilla Idele	PSD, GHRB, ROs

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Recommendation No. 4	**Recommendation 4. Improve data and analytics across UNFPA.**	**Priority: High** [high, **medium** or low]
	UNFPA should use the UN Secretary-General data strategy as a basis for developing a UNFPA-specific understanding of what being 'data literate' means for UNFPA. This should include: a) Developing a UNFPA data strategy, together with a roll-out dissemination plan. Within this data strategy, UNFPA should ensure:	

	i. Defining what data literacy means for UNFPA, and how to measure it. This should be done in general; and then specifically for the areas of SRHR and gender equality, including for adolescents and youth; ii. Designing and conducting an internal survey to estimate the current percentage of data literate staff, as per the defined UNFPA definition, and creating a plan to fill the gap through internal training (design of online courses, communities of practice, among others) and by revising job profiles for new recruitment to ensure that the UNFPA definition of 'data literate' is included in all relevant job profiles. b) Investing in a data quality assurance capacity which oversees not just population data but also all published UNFPA data.
Management Response to Recommendation acceptance status [Accepted/Partially Accepted/Rejected]	Accepted. PDB, in collaboration with PSD, has laid the groundwork for development of a unified UNFPA data strategy aiming to improve the availability, analysis and use of quality population, health and development data for policy development, program planning and implementation, and for monitoring and reporting on the 3 transformative results , 17 priority SDG indicators relevant to UNFPA the ICPD Programme of Action , and regional and national development agendas. The initial draft strategy was shared broadly among UNFPA technical teams at the 2023 Global Technical Meeting (Feb 2023), and is poised for elaboration and further development with an expected rollout and implementation in 2024. The intended operational framework will feature an assessment of data literacy across the organization, and a plan to address critical skill gaps through online courses, webinars and other capacity strengthening mechanisms . The strategy will include the identification of key areas for investments in data innovations, and the establishment of effective internal UNFPA mechanisms for data governance, management and quality assurance. To date, PDB has also worked with TD colleagues to elaborate thematic data strategies within the forthcoming Gender Strategy, the forthcoming maternal and newborn health and wellbeing strategy and the forthcoming Family Planning Strategy; these thematic strategies already raise demands for recruitment of thematic data staff and define areas for capacity strengthening of current staff. PDB/ TD and DHR will work together to undertake the proposed internal survey of staff capacity.
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4a. UNFPA Data Strategy	Building on the data strategy groundwork presented at the GTM 2023, an interdivisional working group will be appointed to carry the task forward. Volunteers for this effort were already noted at the GTM. The strategy will aim in to improve the availability, analysis and use of quality population, health and development data for policy development, program planning and implementation, and for monitoring and reporting on the 3 Transformative Results (3TRs), core SDGs, the ICPD Programme of Action (PoA), and regional and national development agendas. The process will feature the conduct of an organization wide internal assessment of data literacy amongst staff, which will inform the design of a plan to fill skill gaps through internal capacity building initiatives and the recruitment of new profiles. The strategy will further include the data quality mechanisms currently in place, and the areas requiring enhancements, detailed below.	03/30/2024	PDB	Priscilla Idele	PSD, ROs, DHR
4b. Strengthened data quality assurance mechanisms	Data quality assurance mechanisms will be proposed within the UNFPA Data Strategy, including agreed procedures and review for UNFPA data outputs and publications; standards to acquire data for the PDP; and recommendations for using sources beyond PDP data. A data governance group will be proposed, with both organization-wide representation and a clear mandate to set priorities for: data acquisition, data fitness-for-purpose, and implementing the organization's data guidelines. In addition, a corporate data taxonomy will be developed and a metadata management model will encompass all existing metadata documents.	09/30/2024	PDB	Priscilla Idele	PSD, ROs, ITSO

EVALUATION RECOMMENDATION(S) AND PROPOSED ACTION POINT(S) [*List all recommendations below as they appear in the Evaluation Report]*		
Recommendation No. 5	**Recommendation 5. Enhance human and technical resourcing of P&D**	**Priority: High** [high, **medium** or low]
	UNFPA should re-assess the current human and technical capacity of P&D at different levels, vis à vis the increasingly visible leadership statements of UNFPA regarding demographic shifts as a megatrend. This should include: a. Mapping of all current skill sets within UNFPA and cross-referencing that mapping with dimensions of data, dynamics, and development dimensions at different levels, including new skill sets around digitalization and geospatial technologies, economic future casting, population registers and communicating arguments equally founded in economic and rights perspectives with its various partnerships, including ministries of finance or planning as well as the private sector; b. Development of a three-to-five-year resourcing and recruitment plan to address the skill set gaps as have been identified above, both through internal training and capacity development and through external recruitment, including by enhancing and leveraging the skills of young professionals.	
Management Response to Recommendation acceptance status [Accepted/Partially Accepted/Rejected]	Accepted. It will be critical to work within the same survey exercise listed in Recommendation 4, which is to map the data literacy across the organization. Recognizing that data literacy and evidence-based policy communication are distinct skills sets, it will nonetheless be most efficient to include both skill sets within the survey proposed in Recommendation 4, elaborating the skills not only of data degeneration and analysis, but the added capacity to pose pertinent operational research questions, review and evaluate policy impact, and communicate effectively with non-data leaders for policy development. The emerging results will inform the recruitment strategy (see below), but they will also inform the P&D Strategy (Q2 2024) and the UNFPA Data Strategy (Q3 2024), as these operational strategies need to build realistically on the existing capacity of the organization, even if they also include aspirations and recommendations for further improving capacity. Building on the results of the staff survey, a 3-5 year recruitment strategy will be needed to address current gaps and future capacity needs. PDB has already launched a Population Data Fellows Programme for UNVs in data, for support to our regional and country offices. This programme can be utilized to increase staffing at relatively low cost, as a potential complement to the 3-5 year recruitment strategy. The proposed recruitment strategy will also need to be aligned with the range of data staff profiles recommended within the SG Data Strategy for all UN agencies. The survey/mapping and stock taking exercise is proposed for Q4 2023.	

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5a. Mapping skill sets and data needs	Work together across TD and DHR to design, implement and analyze a staff survey on both data capacity, and capacity for evidence-based policy development and communication.	12/31/2023	PDB	Priscilla Idele	ROs, DHR
5b. 3-5 year recruitment plan	Work between TD and DHR to develop a recruitment plan.	06/30/2024	TD	Julitta Onabanjo	DHR