



UNITED NATIONS POPULATION FUND

The UNFPA strategic plan, 2018-2021

Annex 6

Global and Regional Interventions

Summary

UNFPA global and regional interventions complement country interventions, ensuring cohesion to promote the International Conference for Population and Development beyond 2014 agenda and Agenda 2030. This annex presents the purpose and key objectives for 2018-2021 Global and Regional Interventions, the budgeting approach, and management and governance mechanisms. It also outlines the main focus and priorities of 2018-2021 Global and Regional Interventions and their contributions toward achieving the results of the UNFPA strategic plan, 2018-2021.

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I. Background

1. Historically the Global and Regional Interventions (GRI) have undergone significant transformations to maximize their ability to provide integrated technical and programmatic support at global and regional levels to enable countries to achieve national priorities. They have also been strengthened by guiding principles that enhance a corporate approach, transparency, accountability and coherence.
2. The 2018-2021 GRI have evolved from the 2014-2017 GRI and form an integral part of the UNFPA strategic plan 2018-2021 Integrated Results and Resource Framework and the integrated budget.
3. In its decision 2013/31, the Executive Board recognized the role of global and regional interventions in achieving UNFPA strategic plan results. In 2016, the Quadrennial Comprehensive Policy Review (QCPR) of operational activities for development of the United Nations system recognized that “...national efforts should be complemented by supportive global and regional programmes, measures and policies aimed at expanding the development opportunities of all countries...”.
4. As part and parcel of the 2018-2021 UNFPA strategic plan, development of 2018-2021 GRI has been informed by the following key principles: (a) alignment to the 2018-2021 UNFPA SP and 2016 QCPR; (b) lessons learnt from 2014-2017 GRI implementation, including the 2014-2017 SP architecture evaluation and 2015 follow-up audit recommendations; (c) increased transparency through extensive and rigorous internal consultations through the interdivisional working group and external consultative process undertaken at regional and global levels.
5. Both the [Evaluation of the Architecture supporting the Operationalization of the UNFPA Strategic Plan, 2014-2017](#) and the [2015 follow-up audit of Global and Regional Programme \(GRP\)](#) acknowledged improvements on the 2014-2017 GRI in programme design, governance, management, execution, monitoring and reporting. UNFPA management seized the opportunity of the 2018-2021 GRI development to make further improvements, namely: (a) design of the global and regional interventions to enhance focus on priorities and results-oriented budgeting; (b) establishment of a more rigorous quality assurance review of the role that global and regional interventions play in complementing and catalysing in-country resources and advancing implementation of the UNFPA SP; and (c) strengthening the governance and management of the GRI by formally establishing a GRI Secretariat to provide support to the UNFPA Executive Committee to fulfil its governing and oversight role.
6. This document presents: (a) the purpose and objectives of 2018-2021 global and regional interventions; (b) the design, focus and overview of its associated global and regional interventions’ action plans; (c) principles and approach for the global and regional interventions’ budgeting, including progress in costs realignment; and (d) enhanced governance mechanisms, highlighting monitoring and reporting arrangements.

II. Purpose and objectives

7. Global and Regional Interventions (GRI) complement country interventions, ensuring cohesion of programmes at all levels to promote the International Conference on Population and Development (ICPD) Programme of Action and Agenda 2030. UNFPA seeks to effectively promote the ICPD beyond 2014 Agenda and Agenda 2030 among global and regional development partners, expand the use of innovation and knowledge upon which better maternal and reproductive health and reproductive rights can be built, inform and promote international norms and standards, provide policy and technical guidance, and help in facilitating cross-border solutions, for instance in humanitarian settings.
8. To that end, UNFPA Global Interventions include: (a) state-of-the-art knowledge generation, promotion and utilization; (b) promotion of international norms, standards for development and humanitarian programming; (c) global advocacy and intergovernmental policy

dialogue for the ICPD beyond 2014 and SDGs follow-up and review process; (d) global monitoring of national implementation of the [Sendai Framework on Disaster Risk Reduction](#); (e) global outreach with parliamentarians and civil society; (f) building global technical and inter-agency partnerships on issues within the mandate of UNFPA; (g) prevention and response to sexual and gender-based violence in humanitarian settings; (h) strengthening and expanding stand-by partners' surge capacity to implement humanitarian interventions; and (i) complementary field support in specific programme or thematic areas not readily available at the regional level.

9. In contrast to global-level interventions, those at the regional level focus on: (a) advocacy and policy dialogue with regional and subregional entities and in multi-country settings; (b) facilitating regional inter-agency collaboration and coordination, through inter-agency task forces, working groups and joint programmes; (c) provision of technical advisory support to country programmes and intergovernmental regional processes; (d) capacity-building of countries and knowledge-sharing, including brokering national, regional and interregional resources; and (e) programmatic support to country offices and programmes.

10. In providing technical and programmatic support to country offices and programmes, the regional interventions offer primary assistance, whereas global interventions can step in with a regional interventions approach to provide coordinated assistance, as necessary. For example, UNFPA is unable to maintain dedicated capacity within each regional office to ensure alignment of the ICPD national, regional and global level reporting with the SDG follow-up and review, due to both financial limitations and the relatively small size of the organization. As such, guidance is provided from the global level to complement regional capacity.

11. The Global and Regional Interventions provide a systematic approach for more effective inter-agency work to implement UN reform and coherence on the ground, including through the new generation UNDAFs, Delivering as One approach and UNDG standard operating procedures.

12. Within the UNFPA strategic plan 2018-2021, the same design and focus that drive country programmes also drive the GRI, positioning them as a source of, and a prerequisite for, coherence in programming overall. As such, the strategic focus of the Global and Regional Interventions is inseparable from the stipulations of the strategic plan 2018-2021, which places sexual and reproductive health and reproductive rights at the centre of the work of UNFPA.

III. Design and focus

13. The Global and Regional Interventions aim to achieve the results of the strategic plan 2018-2021 and use the same results architecture, supported by the respective theories of change that is applied to specific Global and Regional Interventions' action plans. While strategic in pursuing outcomes consistent with the overall direction of UNFPA, the Global and Regional Interventions also contextualize the means of achieving these outcomes. Results of Global and Regional Interventions are linked to the specific and measurable outputs and outcomes identified in the Integrated Results and Resource Framework of the strategic plan 2018-2021.

14. The basis for the design of the Global and Regional Interventions is a strategic alignment and harmonized approach to operationalize the SP at all levels of programming. Whereas in the past, the GRI comprised fifteen individual action plans, each articulated by a unique geographic region or unit, the 2018-2021 GRI are designed and operationalized through one consolidated global interventions action plan and six regional interventions action plans. Action plans prioritize the programmatic strategies most pertinent to each context and region, representing a more efficient return on investment, as a result of the economies of scope and scale.

15. Guided by the strategic plan 2018-2021, each action plan – at both global and regional levels – links to the organization-wide Integrated Results and Resource Framework. Each action plan has output indicators, baselines and annual targets, describes activities to be undertaken, and identifies partners, required resources and their corresponding results. The results and resource framework is supported by the theory of change that presents the causal conditions

necessary to achieve the result. It also outlines evidence, the causal linkage between the conditions and the result, and spells out risks and assumptions that may interfere and impede the results chain. These, in turn, will contribute, directly or indirectly, to improved country-level results.

16. In prior cycles, the scope of GRI was funded exclusively through regular resources. In response to the reality of shrinking financial resources, as well as audit and evaluation recommendations identifying and quantifying the need for supplementary non-core resources to achieve global and regional interventions' identified results, the design of GRI incorporates several new elements. These include evaluation and partnership plans and theory of change, and, for the first time, the GRI action plans allow for mobilization of non-core resources to achieve their results. Initiatives funded by thematic trust funds, tranches of existing funds and multi-year co-contributions are not part of the GRI.

17. The UNFPA corporate resource mobilization strategy, launched in September 2015, sets an umbrella framework for resource mobilization and defines a corporate road map that describes the current financing landscape, key opportunities and required actions for UNFPA to secure existing funding and attract additional funding from a diverse donor base, as well as strategic partnerships and new channels that UNFPA is exploring in securing such funding. Setting corporate, regional and country annual resource mobilisation targets sets in motion a cycle of resource mobilisation actions that enhances motivation, innovation, and results.

18. In accordance with the paradigm shift responding to the new aid environment and austerity measures implemented by the organization, UNFPA has elaborated innovative and creative resource mobilization plans at both the global and regional level that form part of each GRI action plan. In an effort to strengthen relationships with existing donors and to diversify their donor base, Global and Regional Interventions identify new and emerging donors, forge synergies with ongoing and planned initiatives such as those of regional development banks and a host of foundations, and highlight opportunities for thematic joint inter-agency proposal development, *inter alia*. UNFPA seeks to capitalize on the unique needs, skills, specificities and landscape of opportunity of each region through the implementation of these strategies. Regions such as Arab States with substantial humanitarian needs have proactively considered pre-planning for humanitarian intervention resources. Latin America and the Caribbean region will strengthen interagency joint work to achieve results across all outcomes of the regional intervention through multi-sectoral responses. This approach will be used at regional level to design and implement multi-country proposals, taking into account relevant funding opportunities including thematic windows and multi-donor trust funds.

19. Regional and global resource mobilization plans are designed to institutionalize an understanding and working practice of resource mobilization to increase confidence in outreach and relationships with donors at global and regional levels. Regional interventions will also focus on providing guidance and building skills within country offices for diverse and creative resource mobilization, bringing value in terms of resources, as well as in knowledge and innovation for UNFPA globally.

20. Through development of the new strategic plan and the global and regional interventions, UNFPA will contribute to the alignment of the priorities and resources of the United Nations development system, a harmonization that will facilitate reforms that strengthen results on the ground, increase transparency and accountability, improve intersectoral approaches across the Sustainable Development Goals and ensure that no one is left behind. Building on ongoing collaboration among UN entities, UNFPA will further strengthen interagency policy and programming approaches that are truly cross-cutting and able to address complex, multidimensional issues. This will include securing "fit" and addressing overlap and the duplication of efforts; pooling expertise with other UN agencies where this can yield the best results; working together to build stronger partnerships within and outside the United Nations development system; and achieving greater harmonization and efficiencies in both programmes and operations. This may, in turn, facilitate the development of the joint initiatives and

programmes around key areas of “collaborative advantage” between two or more agencies with complementary strengths, or across the development system as a whole.

21. Conditions for design and approval of interventions were informed by the evaluative evidence and lessons learned from the previous global and regional interventions and the peer-review quality assurance process led by the Programme Review Committee, through a results-based management approach. Strong global and regional leadership and focused global and regional action plans are required to deliver the strategic plan effectively and efficiently.

A. Global Level

22. The 2018-2021 Global Interventions focus on ensuring leadership and strategic direction such that the ICPD Programme of Action and the 2030 Agenda are firmly placed in the global development and humanitarian/recovery agenda. Although many countries have made progress towards the Millennium Development Goals, not all population groups have benefited from this progress. Recognizing this challenge, the SDGs place an emphasis on reducing inequalities and call for a focus on those furthest behind. In many cases, women, adolescents and youth are the furthest behind. They face limited or no access to sexual and reproductive health or to quality education, and their human rights are violated by gender-based violence, harmful or coercive practices and discrimination. These risks are heightened in humanitarian contexts, where women and adolescents face even more difficult circumstances. Addressing inequalities and discrimination is central to the mandate of UNFPA, and is embedded in the UNFPA strategic plan 2018-2021. The Global Interventions action plan 2018-2021 is geared towards enabling countries and regional offices to deliver on the Agenda 2030 and the ICPD beyond 2014 Agenda. The action plan outlines the role that the global interventions will play in creating the enabling environment in support of the four outcome areas of the strategic plan 2018-2021.

23. The global interventions will also enable UNFPA regional and country offices to engage in and, in many cases, lead on behalf of the United Nations country teams the provision of support and policy advice on mainstreaming the sustainable development goals into national development priorities and development plans.

24. In support of outcome one, the global interventions will fill in the gaps in qualitative and quantitative evidence necessary to address inequities in access to integrated sexual and reproductive health and reproductive rights by populations left furthest behind - including people living in extreme poverty, remote areas and in humanitarian settings. They will lead and support intergovernmental processes, reinforce cooperation including via South-South and triangular cooperation, and engage in critical global partnerships and technical working groups to advance the sexual and reproductive health and reproductive rights agenda as well as contribute to policies and strategies prioritizing access to integrated sexual and reproductive health services to reach those furthest behind. Lastly, the global interventions will address emerging priority sexual and reproductive health needs through specific technical and policy guidance and tools to enhance country capacities to evaluate needs, develop, implement, and monitor the availability and quality of integrated sexual and reproductive health services. The global interventions will support country and regional offices in strengthening national health system capacities to mitigate, prepare for and respond to disasters.

25. Toward outcome two, the global interventions will address and support regional and country office capacity to implement sexual and reproductive health and rights programming for key youth populations. Global interventions will also seek to ensure the availability of innovative tools for global, regional and national advocates to engage in global and international fora. They will aim to fill the gap in available guidance and tools addressing the determinants of adolescent and youth sexual and reproductive health and rights, as well as to recognize country-specific cases for investment in adolescents and integrating them as priorities in national development plans as pillars for building human capital. They will facilitate the establishment of mechanisms allowing the systematic inclusion of young people’s voices and leadership in the development agenda of their countries, including through peacebuilding initiatives and in humanitarian settings.

26. Contributing to outcome three, the global interventions will generate analysis and develop evidence-based guidance for country programmes on engaging with international and national human rights mechanisms and on strengthening policy and legal frameworks to advance accountability for gender equality, reproductive rights, gender-based violence, and harmful practices. The global interventions will generate knowledge on emerging issues and broader factors for promoting gender equality and reproductive rights, including free, prior and informed consent, the linkages between reproductive rights and women's economic empowerment, and the importance and power of engaging men and boys. Special emphasis will be placed on promoting the inclusion of those furthest behind, including women, adolescent girls, and the most marginalized populations, in accessing humanitarian assistance. Global interventions will focus on the implementation of existing UN and UNFPA guidance and standards on GBV prevention and response through multi-sectoral services both in development and humanitarian settings. Specific attention will be devoted to developing a conceptual and operational approach to GBV prevention and response across the continuum of humanitarian intervention to development programming. Global interventions will also focus on partnering with a broad range of stakeholders, including civil society organizations and faith-based organizations, to strengthen accountability mechanisms and accelerate progress towards abandonment of gender-based harmful practices.

27. Global interventions in support of outcome four will prioritize international commitment to the production and use of population data, including linkages to the monitoring and implementation of the ICPD beyond 2014 and 2030 Agenda. Global interventions will specifically support the roll-out of geospatial population data platforms, tools and analyses, and the integration of data from different sources. These interventions will inform technical assistance to countries and will contribute to strengthening capacity on disaggregation, monitoring and use of UNFPA priority indicators, including SDGs. Specifically, through these global interventions UNFPA will produce demographic intelligence to inform programming and policy development, lead and support discussions on the demographic dividend, migration and urbanization, population aging and fertility change. The interventions will promote the integration of demographic analysis into national development plans. The above demographic intelligence, embedded in advocacy and outreach, will be provided to intergovernmental and interagency processes and partnerships to prioritize the ICPD beyond 2014 and the strategic plan outcomes, including to advance the 2030 Agenda.

B. Regional action plans

28. *Asia and the Pacific.* The region is home to over 4.1 billion people and two-thirds of the world's extreme poor living on less than US\$1.90 a day. Despite progress made in reducing maternal and child deaths and addressing unmet need for family planning, significant challenges continue to impede the achievement of universal access to sexual and reproductive health and the full realization of reproductive rights. These challenges are linked to widening income inequality, a rapid rise and influence of conservative ideologies and religious extremism, the fast pace of demographic transition resulting in changes in family structures, as well as the increasing frequency and intensity of natural disasters in several countries in the region. This calls for the next UNFPA Asia and the Pacific regional action plan 2018-2021 to focus its interventions on assisting countries to address the needs of those who are left furthest behind in relation to realizing their reproductive rights and renewing political support region-wide for accelerating the implementation of the ICPD Programme of Action within the wider 2030 Agenda for Sustainable Development.

29. As such, the Asia and the Pacific regional action plan will give priority to advancing, both at country and regional level, an enabling policy and legislative environment, including financial protection, for universal access to sexual and reproductive health and reproductive rights through evidence-based policy dialogue and advocacy, strengthening monitoring and accountability mechanisms, and broadening the partnership base to enhance policy coherence and integration within and across related sectors. The regional interventions will be tailored to

country contexts in recognition of the high level of diversity in the region. Countries with the highest burden of maternal and child deaths will continue to receive policy guidance and technical support including evidence-based solutions and innovative practices to address structural barriers and build institutional capacities through a health systems strengthening approach. Support will also be provided to influence domestic health spending including for transitioning to sustainable models of family planning services. With a population in the region of nearly one billion young people aged 10-24, the Asia and the Pacific regional action plan will give priority to improving the quality of comprehensive sexuality education, using the evidence base of its effectiveness in achieving lifelong positive outcomes for young people. Protecting the rights of women and girls, including from gender-based violence and harmful practices, is integral to the full realization of reproductive rights in the region and is a critical component of the regional action plan. A key intervention will be to build institutional capacities for collecting data on the prevalence of violence against women to inform prevention and response efforts. In support of the implementation of the ICPD Programme of Action and the SDGs, UNFPA will continue to build and strengthen national statistical capacities and promote the use of demographic intelligence in shaping development policies and plans, with a particular emphasis on supporting active population ageing policies given the rapid pace of ageing in the region, projected to reach 1.3 billion older persons by 2050.

30. *Eastern Europe and Central Asia.* The countries and territories of Eastern Europe and Central Asia region have made progress in securing the right to universal access to sexual and reproductive health in recent years, however, that progress remains uneven. Europe and Central Asia are at the forefront of the global demographic transformation from population growth to population ageing and population decline. Use of modern contraception remains lower than expected, HIV incidence is on the rise, gender-based violence and stigma persist, young people cannot yet fulfill their potential, data requires strengthening and policies lag behind evidence. Sustained capacity development is required if the ICPD-related SDGs are to be met. The Eastern Europe and Central Asia regional action plan expects to make a significant contribution to ensuring that all people in the region achieve equal access to integrated and human rights-based sexual and reproductive health services and are empowered to claim their sexual and reproductive rights. The action plan will support the advancement of the outcomes of regional and global processes, especially the outcomes of the ICPD beyond 2014 review, the Regional Forum on Sustainable Development and specific thematic frameworks such as the [WHO Regional Action Plan on SRH](#) and the [Istanbul Convention](#). The regional office will continue to collaborate closely with UN agencies in the implementation of its action plan. At the regional UNDG level, UNFPA is co-lead on gender with UN-Women, on youth with UNICEF, and in the Peer Support Group which harnesses regional support for the development of UNDAFs with UNAIDS. There is a range of bilateral collaborations, e.g. with UNDP on youth, peace and security and with UNICEF on multi indicator cluster survey.

31. The specific results of the Eastern Europe and Central Asia action plan are aligned to the strategic plan 2018-2021 and contribute to its four outcomes, contextualized according to regional priorities. The first priority in Eastern Europe and Central Asia shall be to enhance accountability for advancing the implementation of regional and national sexual and reproductive health policies that prioritize equal and equitable access to sexual and reproductive health and reproductive rights of those furthest behind first, including in humanitarian settings, as well as strengthening capacities in delivering quality integrated sexual and reproductive health services, commodities and information for the most marginalized, including in humanitarian settings, and a comprehensive rights-based HIV response for key populations, their sexual partners and the most marginalized women. The second priority shall be to ensure increasingly responsive policies to young people's sexual and reproductive health and reproductive rights, including for comprehensive sexuality education standards; facilitating integration by the regional intergovernmental bodies of the ICPD Programme of Action into national youth policies; and enhancing youth leadership, participation and empowerment especially for the furthest behind. The third priority shall be strengthening national human rights protection systems, regional and national policies, as well as response and capacity to prevent and address gender-based violence and harmful practices. Finally, the fourth priority in Eastern

Europe and Central Asia shall be to provide regional and multi-country support for improved national population data systems to map and address inequalities to advance achievement of the SDGs and the ICPD Programme of Action and to assist countries mainstreaming demographic intelligence to improve socio-economic policies, programmes and advocacy.

32. *Arab States.* The current context in the Arab States is complex and spans a range of humanitarian and development realities in the region. There are acute humanitarian challenges, including a large refugee crisis, internal displacement, and gender-based violence exacerbated by conflict. At the same time, ongoing development needs require attention, such as the policy and legislative environment, institutional capacity building, strengthening health systems and ensuring that reliable and relevant data is available. Involvement in and proximity to acute and protracted crises have negatively affected capacities within the region, strained resources and, due to the fluid situation on the ground, changed priorities of governments and partners. The Arab States regional interventions aim to achieve an enabling environment at country and regional levels in close collaboration with UNFPA country offices, regional institutions and governments, through a resilience-based approach, including the development and sharing of knowledge, tools, strategies, and institutional capacities to establish resilient systems in Arab States.

33. The Arab States regional action plan is aligned with the strategic plan 2018-2021 and complements country programmes in Arab States. Through a consultative process, priority areas were identified within each goal of the strategic plan which respond to the specific needs and gaps in the region. Sexual and reproductive health interventions will focus on the improvement of quality of care and human resource capacity by strengthening midwifery, the integration of sexual and reproductive health services including family planning, and addressing inequities in access to services and achieving reproductive rights. The priority for engaging and empowering youth is to provide them with the knowledge, capacity, and tools to make informed decisions regarding their sexual and reproductive health and to provide opportunities for increased youth leadership, particularly in the context of youth, peace and security and sustainable development. To promote the advancement and fulfilment of women's and girls' sexual and reproductive health and reproductive rights, the action plan will focus on creating a critical mass of human rights actors advocating for a coordinated set of essential and quality multi-sectoral services available to all women and adolescent girls who have experienced gender-based violence and enhancing multi-sectoral coordination on elimination of harmful traditional practices, particularly FGM and child, early and forced marriage. Lastly, changing population structures, migration and other determinants require that national policies address these factors and be responsive to the changing dynamics of the region. The interventions will focus on advocating and advancing regional and country initiatives related to the demographic dividend, supporting the generation of demographic intelligence and strengthening population related data systems to enable quality data collection and analysis. Overall, the action plan will ensure mainstreaming of humanitarian responses into its resilience-based programming in protracted crisis settings, targeting the furthest behind to ensure that they have access to lifesaving SRH and GBV services. It will also support monitoring and reporting on ICPD-related SDGs, particularly SDGs 3, 5, and 10, at country and regional levels.

34. *Latin America and the Caribbean.* The [Montevideo Consensus](#) provides the roadmap for achieving the ICPD Programme of Action in Latin America and the Caribbean region. However, its implementation is challenged by the region's pervasive inequalities, capacity gaps, insufficient evidence base and a resurgence of conservative positions that aim to delegitimize sexual and reproductive health and rights and gender equality. The priorities of the LAC regional action plan include: a) supporting development and implementation of legislation, public policy, programmes and accountability mechanisms oriented to ensure universal access to sexual and reproductive health and rights, including for adolescents and youth; b) increasing opportunities for adolescents and youth to lead and participate in sustainable development, humanitarian action and peace building; c) strengthening national human rights protection systems and institutions to advance gender equality and address gender-based violence; and d) strengthening national population data systems and utilization of population data to inform

public policy design and to report progress toward the SDGs and ICPD. Latin America and the Caribbean regional office maintains strong interagency coordination at regional level through the Regional Director's participation in the UNDG Latin America and the Caribbean and regional office membership in the various UNDG task forces and working groups.

35. The LAC regional action plan has a primary focus on adolescents and youth in light of the ongoing window of opportunity for a demographic dividend in several countries and because of the effect investment in youth can have on sustainability regardless of the age structure of the country. The action plan will also focus throughout the four priority areas on other populations "left behind" including indigenous peoples, afro-descendants and migrants. Strengthening policy dialogue and capacity development processes at regional and country level, LAC regional office will employ well-articulated advocacy, technical support, knowledge management and partnering strategies and will also promote and facilitate South-South and triangular cooperation within the region. LAC regional office will also bolster strategic communication and resource mobilization across all outcome areas and will implement a coordinated advocacy and communication strategy to counteract the rise of conservative opposition to gender equality, sexual diversity and the empowerment of women and youth. Advocacy and preparation for the Regional Conference on Population and Development and the Regional Forum on Sustainable Development will be prioritized, linking follow-up of the ICPD beyond 2014 through the Montevideo Consensus with follow-up on the 2030 Agenda.

36. *East and Southern Africa.* While national and regional entities in the East and Southern Africa region, with support from UNFPA, have been continuously striving for an increase in the number of women and adolescents and youth accessing sexual and reproductive health rights and services, many are still left behind. Although the regional maternal mortality ratio has declined by 50 per cent since 1990, an estimated 85,637 women still die of maternal causes every year. More than a third of young women currently aged 20-24 were married as children; East and Southern Africa accounts for more than 50 per cent of people living with HIV; and between 15 and 32 per cent of women report having experienced physical violence at the hands of their intimate partner. Within the context of declining financial resources, increasingly complex political, economic and humanitarian challenges, and the need to deliver high quality rights-based results within the 2030 Agenda environment, the East and Southern Africa Regional Office will implement a number of changes to essential business practices including increasing operational efficiency throughout the region; providing tailored and dedicated technical support to middle-income countries, with special attention to those countries that have reductions in resources allocated; strengthening coordination and support for preparedness and resilience-building in humanitarian contexts; enhancing resource mobilization capacities and strengthening South-South and triangular cooperation, knowledge management, innovation and communication throughout the region.

37. The East and Southern Africa regional action plan has been developed through an extensive multi-stakeholder consultative process and is founded upon the principles of the ICPD, the African Union's Agenda 2063 and the global Agenda 2030. The regional action plan seeks to: (a) engage in regional and national policy dialogue and evidence-based advocacy for mobilization of commitment and resources to ensure universal access to quality integrated sexual reproductive health services and information; (b) strongly advocate for an enabling environment for human rights-based family planning as well as strengthen national capacities to effectively forecast, procure, distribute and track the delivery of sexual and reproductive health commodities; (c) support regional and national human rights protection systems to advance gender equality and to eliminate gender-based violence; (d) invest in innovative approaches to contribute to the adoption and maintenance of healthy sexual behaviors by young people; and (e) support regional and national entities to effectively collect and utilize socio-economic and demographic data for participatory and evidence-based decision-making processes.

38. *West and Central Africa.* The West and Central Africa region has enormous potential, yet faces many complex and interconnected health, humanitarian, demographic and economic challenges. The region's population, estimated at 414 million people in 2016, is projected to

reach one billion by 2050. It has the highest dependency ratio, fertility, and annual population growth rates globally. The region also faces a combination of crisis situations that have increased violence, caused human rights violations, and undermined security, triggering severe food insecurity, protection and health crises. There is a clear and demonstrated need for further improvements in sexual and reproductive health and the empowerment of women and youth, to pave the way for a demographic dividend and catalyze sustainable development across the region. The 2018-2021 West and Central Africa action plan focuses on supporting and complementing country-level efforts to achieve universal access to sexual and reproductive health and on efforts towards the achievement of the ICPD Programme of Action. The action plan also aims to contribute to the achievement of the African Union's Agenda 2063 and the 2030 Agenda, with a focus on SDGs 3 and 5. It further aims to support advocacy, research and policy development to harness the demographic dividend in the region as a lever for sustainable development.

39. The West and Central Africa regional action plan will operationalize targeted interventions through the four strategic plan outcomes of UNFPA; humanitarian response will be strengthened throughout the four outcome areas. Programme performance will be ensured by operationalizing three of the four outputs on organizational effectiveness and efficiency, namely: improved accountability for results; enhanced management of resources; and increased resource mobilization and improved communication. The plan will build on WCA regional office's integrated working approach, strengthening linkages across technical areas and enhancing efficiency and effectiveness. The first priority of the West and Central Africa action plan is to engage in high-level policy dialogue with regional institutions, positioning population issues into national agendas and enhancing knowledge generation and sharing. The second priority is the development of regional products, including generation and dissemination of data and research on adolescents and youth in both development and humanitarian contexts, and creation of a regional platform for monitoring reproductive health commodities. The regional office plans to facilitate country-level policy development to reduce maternal mortality and address the unmet need for family planning, complemented by support in rolling-out international standards for sexual and reproductive health and reproductive rights. WCA Regional Office will support national efforts toward elimination of harmful practices and mainstreaming the demographic dividend in national programming processes. The third priority will be to enhance support and continue to build country office capacity to implement their country programmes, with particular emphasis on strengthening the coherence and complementarity between development and humanitarian interventions.

IV. Results-based budgeting

40. From the outset of the development of the Global and Regional Interventions, results have been identified and linked directly to the required resources. This process was put in place as part of the 2018-2021 integrated budget development and ensured a comprehensive, unified, results-driven budgeting approach.

41. The holistic peer review of financial proposals took into account the priorities and needs of Global and Regional Interventions, including the need for support to countries identified in their respective action plans. It also considered needs and opportunities to contribute to the outcomes identified in the 2018-2021 strategic plan Integrated Results and Resource Framework.

42. The development of Global and Regional Interventions and their associated budget proposals was guided by the following key principles: (a) coherence with and clear articulation of Global and Regional Interventions' specific contributions to the results of the UNFPA strategic plan 2018-2021; (b) focus on priorities and results of each action plan; (c) rigorous and holistic peer review process from the outset of the action plan development; (d) inclusion into the 2018-2021 integrated budget development process, and (e) transparent decision-making and processes.

Table 1. Indicative allocations for Global and Regional Interventions, 2018-2021, by Outcomes and Operational Effectiveness and Efficiency Outputs in the strategic plan 2018-2021, in millions of dollars.

Global	2018	2019	2020	2021	Total
Outcome 1	4.8	4.87	4.92	4.98	19.57
Outcome 2	1.34	1.37	1.39	1.42	5.52
Outcome 3	1.61	1.63	1.67	1.69	6.6
Outcome 4	6.87	6.32	6.23	6.4	25.82
OEE 1	1.37	1.51	1.28	1.29	5.45
OEE 4	0.36	0.37	0.38	0.38	1.49
Subtotal					64.45
Regional	2018	2019	2020	2021	Total
Outcome 1	7.77	8.0	8.18	8.14	32.09
Outcome 2	3.3	3.18	3.23	3.27	12.98
Outcome 3	3.3	3.39	3.43	3.44	13.56
Outcome 4	4.95	4.81	4.84	5.0	19.6
OEE 1	0.81	0.81	1.16	0.89	3.67
OEE 2	0.62	0.62	0.65	0.66	2.55
OEE 3	0.3	0.3	0.32	0.33	1.25
OEE 4	0.94	0.94	0.92	0.94	3.74
Subtotal					89.44
Grand Total					153.89

Table 2. Indicative allocations for Global and Regional Interventions, 2018-2021, by region in the strategic plan 2018-2021, in millions of dollars.

Regions	2018	2019	2020	2021	Total
APRO	3.28	3.27	3.29	3.33	13.17
ASRO	4.92	4.88	4.93	4.92	19.65
EECARO	3.32	3.38	3.68	3.59	13.97
ESARO	2.8	2.83	2.91	2.91	11.45
LACRO	3.52	3.54	3.58	3.6	14.24
WCARO	4.15	4.21	4.33	4.29	16.98
Total					89.46

V. **Management and governance mechanisms**

43. The UNFPA Executive Director is ultimately and directly accountable for approval of the plans and results of the global and regional interventions. The Executive Committee, led by the Executive Director, is explicitly designated as the definitive decision-making body. A GRI Secretariat, hosted by the Programme Division, is being established to strengthen the overall coordination and management of the Global and Regional Interventions action plans implementation. This body will enable the Executive Committee to more effectively monitor and make timely decisions on GRI.

44. Global and Regional Interventions are designed to be a dynamic mechanism, with regular review and systematic reporting on progress to the Executive Committee to enable timely decision making on adjustments that reflect changes in the development landscape.

45. The annual regular resources ceilings will be determined by the Executive Committee after review of expected income. Disbursements will be recorded in the financial system of UNFPA, and implementation will be monitored on a regular basis. Existing budgetary controls will prevent overspending against set ceilings. Throughout the year, UNFPA will monitor income levels and adjust the ceilings to ensure that spending is commensurate with the overall income levels. Where income levels are lower than expected, austerity measures can be imposed, which may include suspension of activities, hiring freezes and so on.

46. To effectively manage the implementation of the Global and Regional Interventions and associated resources, UNFPA will further strengthen its managerial oversight: within the overall ceiling approved by the Executive Board for Global and Regional Interventions, any requests for resources (e.g. redeployments among units), will first be technically reviewed by the GRI Secretariat, with support from other units as required. The requests, together with the technical recommendations, will be submitted for consideration and approval by the Executive Committee.

47. To ensure the flexibility to respond to the changing development landscape, and depending on resources available, UNFPA will make adjustments to allocations for Global and Regional Interventions annually, whilst ensuring that the overall regular resources ceilings approved by the Executive Board are not exceeded. The organization will conduct a more thorough review, with additional adjustments if required, during the midterm review of the strategic plan 2018-2021, following an equally rigorous process as was followed for the initial allocation.

48. The Directors of divisions and regional offices will be responsible for overseeing the development, implementation, monitoring and evaluation of their respective action plans, ensuring alignment with the UNFPA mandate, strategic plan and internal control and accountability frameworks.

49. Using a results-based management (RBM) approach, the Global and Regional Interventions action plans will be operationalized through annual work plans in the UNFPA Global Programming System. Programmatic and financial review and revisions will likewise take place on an annual basis. Substantively, Global and Regional Interventions will prepare and report on progress against the quarterly milestones identified in their respective annual results plans using the UNFPA Strategic Information System, myResults module. These progress updates will be compiled by the GRI Secretariat, synthesized into a separate semi-annual progress report, and presented to the EC to ensure effective monitoring and timely decision-making on programmatic and financial issues.

50. The Executive Board plays a key role in providing guidance and oversight for management to ensure that UNFPA makes optimum use of its resources toward the achievement its mission.