



## UNITED NATIONS POPULATION FUND

### UNFPA strategic plan, 2018-2021

#### Annex 6

#### Global and regional interventions

##### *Summary*

This annex presents the purpose and key objectives for UNFPA global and regional interventions, 2018-2021; the budgeting approach; and management and governance mechanisms. It also outlines the main focus and priorities of UNFPA global and regional interventions, 2018-2021, and their contributions toward achieving the results of the UNFPA strategic plan, 2018-2021.

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## **I. Background**

1. The global and regional interventions have undergone significant transformations from prior cycles 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 global and regional interventions, 2018-2021, have evolved from the global and regional interventions, 2014-2017, and form an integral part of the UNFPA strategic plan, 2018-2021, integrated results and resources 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. United Nations General Assembly resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, adopted on 26 December 2016, 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 UNFPA strategic plan, 2018-2021, the development of the global and regional interventions, 2018-2021 has been informed by the following key principles: (a) alignment to the UNFPA strategic plan, 2018-2021 and 2016 quadrennial comprehensive policy review of operational activities for development of the United Nations system; (b) lessons learnt from the global and regional interventions, 2014-2017 implementation, including the UNFPA strategic plan, 2014-2017 architecture evaluation and the 2015 follow-up audit recommendations; (c) increased transparency of the strategic plan process through extensive and rigorous internal consultations involving an interdivisional working group, and through external consultations 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 acknowledged improvements to the global and regional interventions, 2014-2017 in design, governance, management, execution, monitoring and reporting. UNFPA management seized the opportunity of the global and regional interventions, 2018-2021 development to make further improvements, namely: (a) designing 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 strategic plan, 2018-2021; and (c) strengthening the governance and management of the global and regional interventions by formally establishing a Secretariat for the global and regional interventions to provide support to the UNFPA Executive Committee in fulfilling its governing and oversight role.

6. This document presents: (a) the purpose and objectives of the global and regional interventions, 2018-2021; (b) the design, focus and overview of its associated action plans; (c) the principles and approach for the global and regional interventions’ budgeting, including progress in costs realignment; and (d) the enhanced governance mechanisms, highlighting monitoring and reporting arrangements.

## **II. Purpose and objectives**

7. Global and regional interventions complement country interventions, ensuring cohesion of programmes at all levels to promote the Programme of Action of the International Conference on Population and Development and the 2030 Agenda for Sustainable Development. UNFPA, together with its partners, seeks to expand the use of innovation and knowledge upon which better maternal and reproductive health and reproductive rights can be built; to inform and

promote international norms and standards; to provide policy and technical guidance; and to help in facilitating cross-border solutions, for instance in humanitarian settings.

8. To that end, the 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 International Conference on Population and Development and the Sustainable Development Goals follow-up and review process; (d) global monitoring of national implementation of the Sendai Framework for 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) coordination and management of prevention and response to sexual and gender-based violence in humanitarian settings; (h) strengthening and expansion of 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) facilitation of 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 as necessary to provide assistance coordinated by regional offices. For example, due to both financial limitations and the relatively small size of the organization, UNFPA is unable to maintain dedicated capacity within each regional office to ensure alignment of the national, regional and global level reporting on the Programme of Action of the International Conference on Population and Development, with the Sustainable Development Goals follow-up and review. As such, guidance is provided from the global level to complement regional capacity.

11. The global and regional interventions, 2018-2021 provide a systematic approach for more effective inter-agency work to implement United Nations reform and coherence on the ground, including through the new generation United Nations Development Assistance Framework, "Delivering as one" approach, and the United Nations Development Group standard operating procedures.

12. Within the UNFPA strategic plan, 2018-2021, the same design and focus that drive country programmes also drive the global and regional interventions, 2018-2021, 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 UNFPA 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, 2018-2021 aim to support the achievement of results of the UNFPA strategic plan, 2018-2021. They use the same results architecture that is supported by the respective theories of change. While strategic in pursuing outcomes consistent with the overall direction of UNFPA, as elaborated in the organization's strategic plan, 2018-2021, the global and regional interventions also contextualize the means of achieving these outcomes. Results of the global and regional interventions are linked to the specific and measurable outputs and outcomes identified in the integrated results and resources framework of the UNFPA strategic plan, 2018-2021. The design of the global and regional interventions,

2018-2021 also incorporates several new elements: evaluation and partnership plans, theories of change, and non-core resource mobilization plans.

14. Alignment to the UNFPA strategic plan, 2018-2021, as well as a harmonized approach to operationalize it at all levels of programming, form the basis for the design of the global and regional interventions, 2018-2021. Whereas in the past, the global and regional interventions comprised fifteen individual action plans, each articulated by a unique geographic region or unit, the global and regional interventions, 2018-2021 are designed and operationalized through one consolidated global interventions action plan and six regional interventions action plans. These action plans prioritize the programmatic strategies most pertinent to each context and region, thereby facilitating a more efficient return on investment, as a result of the economies of scope and scale.

15. Guided by the UNFPA strategic plan, 2018-2021, each global and regional interventions action plan links to the organization-wide integrated results and resources framework. Each global and regional interventions action plan has output indicators, baselines and annual targets, describes activities to be undertaken, and identifies partners, required resources and anticipated results. The results and resources framework of each global and regional interventions action plan is supported by a theory of change that presents the causal conditions necessary to achieve the results. It also outlines evidence, the causal linkage between the conditions and the result, and spells out risks and assumptions that may affect the results chain. These will contribute, directly or indirectly, to improved country-level results.

16. In prior cycles, the global and regional interventions were funded exclusively through regular resources. However, given the reality of shrinking financial resources, together with audit and evaluation recommendations identifying and quantifying the need for supplementary non-core resources, the global and regional interventions action plans for 2018-2021 allow mobilization from non-core resources to achieve the planned results. Establishing annual resource mobilization targets sets in motion a cycle of resource mobilization actions that enhances motivation, innovation, and results. Initiatives funded by thematic trust funds, tranches of existing funds and multi-year co-contributions are not part of the global and regional interventions, 2018-2021.

17. In an effort to strengthen relationships with existing donors and to diversify their donor base, the global and regional interventions, 2018-2021 identify new and emerging donors, forge synergies with ongoing and planned initiatives such as those of regional development banks and foundations, and pursue opportunities for thematic inter-agency proposal development, *inter alia*. UNFPA seeks to identify the unique needs and make use of the specific skills and opportunities characteristic to each region. For instance, regions with substantial humanitarian needs, such as the Arab States, have pursued resilience strategies and proactively considered pre-planning resources for humanitarian interventions. The Latin America and the Caribbean region will strengthen inter-agency 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.

18. 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 innovative resource mobilization, bringing value in terms of resources, as well as in knowledge and innovation for UNFPA globally.

19. The UNFPA strategic plan, 2018-2021, and the global and regional interventions, 2018-2021 have been developed in line with 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 United Nations organizations, UNFPA will further strengthen inter-agency policy and programming approaches that are truly cross-cutting and able to address complex, multidimensional issues. By designing global and regional plans through a theory of change model, UNFPA will ensure that the work undertaken by the organization is most directly tied to its mandate, address overlap and the duplication of efforts, pool expertise with United Nations partner organizations where it can yield the best results, work together to build stronger partnerships within and outside the United Nations development system; and achieve 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 organizations with complementary strengths, or across the development system as a whole.

20. The design and approval of the 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. In line with the 2016 quadrennial comprehensive policy review of operational activities for development of the United Nations system, strong global and regional leadership and focused global and regional action plans are required to deliver the strategic plan effectively and efficiently.

## **A. Global interventions**

21. The global interventions, 2018-2021 focus on ensuring leadership and strategic direction such that the Programme of Action of the International Conference on Population and Development and the 2030 Agenda for Sustainable Development are firmly placed in the global development, humanitarian action and sustaining peace 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 Sustainable Development Goals 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 heightened risks of human rights violations, including gender-based violence, harmful and coercive practices and discrimination. The most vulnerable and/or marginalized women and adolescents have limited or no access to sexual and reproductive health. 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 International Conference on Population and Development and the 2030 Agenda for Sustainable Development. 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 UNFPA strategic plan, 2018-2021.

22. 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.

23. In support of outcome one, the global interventions will fill in the gaps in qualitative and quantitative evidence necessary to address inequities in the utilization of integrated sexual and reproductive health and reproductive rights by populations left furthest behind—including people living in extreme poverty, remote areas and 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 sexual and reproductive health and reproductive rights. They will also 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 accountability and country capacity to evaluate needs and 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.

24. Toward outcome two, the global interventions will address and support regional and country office capacities for 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 sustaining-peace initiatives and in humanitarian settings.

25. 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 United Nations and UNFPA guidance and standards on gender-based violence 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 prevention and response to gender-based violence 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.

26. 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 agenda of the International Conference on Population and Development and 2030 Agenda for Sustainable Development. 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 the Sustainable Development Goals. 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 ageing 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 inter-agency processes and partnerships to prioritize the agenda of the International Conference on Population and Development and the UNFPA strategic plan, 2018-2021 outcomes, including to advance the 2030 Agenda for Sustainable Development.

## **B. Regional interventions**

27. *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.

28. The Asia and the Pacific region has a sound policy platform that captures the complexity and diversity of the region, with clear recommendations for action, as articulated in the 2013 Asian and Pacific Ministerial Declaration on Population and Development, the 2016 Asian Ministerial Conference on Disaster Risk Reduction, and the 2017 Report of the Asia and the Pacific Forum on Sustainable Development, which has contributed to shaping the regional response to the 2030 Agenda for Sustainable Development. These regional policy frameworks have guided the development of the regional interventions action plan, 2018-2021. The regional interventions 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 H6 regional partnership will be mobilized to drive this policy agenda forward in assisting countries to address the needs of those who are left furthest behind.

29. 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 of nearly one billion young people aged 10-24 in the region, the regional interventions action plan will prioritize improving the quality of comprehensive sexuality education, using the evidence base of its effectiveness in achieving lifelong positive outcomes for young people, building on the successful inter-agency advocacy platform for comprehensive sexuality education. Protecting women and girls, including from gender-based violence and harmful practices, and their rights is integral to the full realization of reproductive rights in the region and is a critical component of the regional interventions action plan. In this area, UNFPA will continue to coordinate its efforts with key stakeholders including relevant United Nations organizations and pursue opportunities for joint interventions, while ensuring that the focus of the work of UNFPA is in areas of its comparative advantage. For example, a key intervention will be to build national and regional 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 Programme of Action of the International Conference on Population and Development and the Sustainable Development Goals, UNFPA will continue to build and strengthen national statistical capacities and play a role in coordinating the efforts of concerned regional United Nations organizations and other key partners. UNFPA will promote the use of demographic intelligence in shaping development policies and plans, with a particular emphasis on supporting active population ageing policies in collaboration with relevant United Nations organizations and civil society organizations, 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. Eastern 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 fulfil their potential, population data systems require strengthening and

policies lag behind evidence. Sustained capacity development is required if the Sustainable Development Goals related to the Programme of Action of the International Conference on Population and Development are to be met.

31. Through the regional interventions action plan, UNFPA 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. It will support the advancement of the outcomes of regional and global processes, especially the outcomes of the International Conference on Population and Development beyond 2014 review, the Regional Forum on Sustainable Development, and specific thematic frameworks such as the World Health Organization regional action plan for sexual and reproductive health, and the Istanbul Convention. The regional office will continue to collaborate closely with United Nations partner organizations in the implementation of its regional interventions action plan. At the regional United Nations Development Group level, UNFPA is co-lead on gender with UN-Women, on youth with the United Nations Children's Fund, and in the Peer Support Group which harnesses regional support for the development of United Nations Development Assistance Frameworks with the Joint United Nations Programme on HIV/AIDS. There is a range of bilateral collaborations, e.g. with the United Nations Development Programme on youth, peace and security and with the United Nations Children's Fund on multi indicator cluster survey.

32. The specific results of the regional interventions action plan are aligned to the UNFPA strategic plan, 2018-2021 and contribute to its four outcomes, contextualized according to regional priorities. The first priority 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. This priority includes strengthening capacities to deliver 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 agenda of the International Conference on Population and Development 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 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 Sustainable Development Goals and the Programme of Action of the International Conference on Population and Development and to assist countries mainstreaming demographic intelligence to improve socio-economic policies, programmes and advocacy.

33. *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 need for an improved policy and legislative environment, enhanced institutional capacities, strengthened health systems, and improved availability of reliable and relevant data. Involvement in and proximity to acute and protracted crises have put additional strains on the capacities and resources across the region, and due to the fluid situation on the ground, changed priorities of governments and partners.

34. The regional interventions action plan aims to achieve an enabling environment at country and regional level to establish resilient systems in the Arab States. The regional interventions will rely on close collaboration with UNFPA country offices, regional institutions



and governments to implement a resilience-based approach, including the development and sharing of knowledge, tools, strategies, and institutional capacities. The Arab States regional office aims to increase the contribution of UNFPA to United Nations system-wide results, coordination and coherence in the Arab States by: (a) increasing UNFPA leadership in United Nations Development Group sub-groups and clusters, including through co-chairing the Gender Thematic Group, the Sustainable Development Goals Country Support Group, and the Sustainable Development Goals Data Group; (b) pursuing joint programmes at the regional level with United Nations partner organizations; (c) providing specific support to country offices on implementation of standard operating procedures for “Delivering as one”; and (d) following-up on implementation of relevant 2016 quadrennial comprehensive policy review of operational activities for development of the United Nations system action points.

35. The regional interventions action plan is aligned with the UNFPA strategic plan, 2018-2021 and complements country programmes in Arab States. Through a consultative process, the Arab States regional office identified priority areas within each outcome area of the strategic plan that 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 two priority areas for empowering and engaging youth are to provide 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 promoting human rights activism and bolstering advocacy for a coordinated set of essential and quality multi-sectoral services available to survivors of gender-based violence. It will also work to enhance multi-sectoral coordination on elimination of harmful traditional practices, particularly female genital mutilation 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 regional interventions will therefore focus on 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 regional interventions 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 sexual and reproductive health and gender-based violence prevention and response. It will also support monitoring and reporting on progress toward attainment of the Sustainable Development Goals related to the Programme of Action of the International Conference on Population and Development, particularly the Sustainable Development Goals 3, 5, and 10, at country and regional levels.

36. *Latin America and the Caribbean.* The Montevideo Consensus provides the roadmap for achieving the Programme of Action of the International Conference on Population and Development in the 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. In recent years, economic growth combined with implementation of inclusive social policies has lifted about 70 million people out of poverty in the region. Although income inequality has fallen in recent years, the region remains the most unequal in the world. Millions of women, young people, indigenous peoples and afro-descendants, rural poor, populations living in segregated urban areas, migrants and minority groups, face persistent social exclusion and discrimination. The region has advanced in the promotion and protection of human rights through legislative and policy frameworks. However these are not always abided. The region currently has a unique opportunity to benefit from the demographic transition with the population aged 10-24, which represents 26.1 per cent of the total population, reaching its historical peak.

37. Investment in youth can impact sustainability regardless of the age structure of the country. In light of the ongoing window of opportunity for a demographic dividend in several countries of Latin America and the Caribbean, the regional interventions action plan has a primary focus on adolescents and youth. The regional office will maintain its strong partnership with the Economic Commission for Latin America and the Caribbean and the Regional Conference on Population and Development to achieve results related to population data systems and demographic intelligence, as well as strong inter-agency coordination at regional level through participation in the United Nations Development Group Latin America and the Caribbean and membership in the various United Nations Development Group task forces and working groups. 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 International Conference on Population and Development beyond 2014 through the Montevideo Consensus with follow-up on the 2030 Agenda for Sustainable Development.

38. The action plan will also focus throughout the four priority areas on other populations “left behind”, including indigenous peoples, afro-descendants and migrants. The regional office will employ well-articulated advocacy, technical support, knowledge management and partnering strategies to strengthen policy dialogue and capacity development processes at regional and country level, and will promote and facilitate South-South and triangular cooperation within the region. The 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. The priorities of the regional interventions 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 peacebuilding; (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 Sustainable Development Goals and the Programme of Action of the International Conference on Population and Development.

39. *East and Southern Africa.* Despite continuous UNFPA-supported efforts by national and regional entities in the region to increase the number of women, adolescents and youth accessing sexual and reproductive health services and realizing their reproductive rights, many are still left behind. Although the regional maternal mortality ratio has declined by 50 per cent since 1990, an estimated 85,637 women in East and Southern Africa 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. Between 15 and 32 per cent of women in the region report having experienced physical violence at the hands of their intimate partner.

40. The regional interventions action plan has been designed considering a rapidly changing political, security and development aid environment. It has been developed through an extensive multi-stakeholder consultative process and is founded upon the principles of the Programme of Action of the International Conference on Population and Development, the African Union’s Agenda 2063 and the 2030 Agenda for Sustainable Development. The regional interventions action plan is based on the principle of realization of human rights and aims at improving quality and equitable access to sexual and reproductive health and reproductive rights and HIV prevention with emphasis on adolescents and young people. For its implementation, the regional office will seek to work closely with regional United Nations partner organizations and other partners. The region has the highest number of “Delivering as one” countries globally and the UNFPA regional office is an active member of the regional United Nations Development Group, leading the implementation of the Business Operations Strategy initiative, as well as the overall programmatic quality assurance and support interventions to the 22 United Nations country

teams. Additionally, UNFPA has supported the design of several programmatic frameworks, including the regional middle-income country strategy and the regional resilience framework; and the development of regional joint programmes targeting specific subregions (Great Lakes and Horn of Africa) as well as specific thematic joint programmes, particularly around HIV/AIDS. The regional interventions action plan will seek to work closely with the regional United Nations Development Group members to accelerate the implementation of these frameworks and joint programmes.

41. The regional interventions action plan will contribute to all four outcomes of the UNFPA strategic plan, 2018-2021. In particular it 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 behaviours 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, specifically through implementation of the roadmap of the African Union 2017 Summit on Harnessing the Demographic Dividend through investments in youth, *inter alia*.

42. *West and Central Africa.* Despite improvements, West and Central Africa region still faces many complex and interconnected health, humanitarian, demographic and economic challenges. The region's population, estimated at 414 million 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 resulted in increased violence, caused human rights violations, undermined security, and triggered severe food insecurity and health crises. Notwithstanding the progress made in reproductive health in the past five years, 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 catalyse sustainable development across the region.

43. The regional interventions action plan focuses on supporting and complementing country-level efforts to achieve universal access to sexual and reproductive health and advance progress towards the achievement of the Programme of Action of the International Conference on Population and Development. The regional action plan also aims to contribute to the achievement of the African Union's Agenda 2063 and the 2030 Agenda for Sustainable Development, with a focus on the Sustainable Development Goals 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. A key strategy of the regional action plan is to enhance support for the Programme of Action of the International Conference on Population and Development through partnerships and collaboration with stakeholders, including United Nations partner organizations, government actors, faith-based organizations, youth networks, donors, and civil society. The regional office will ensure continued active engagement with the regional United Nations Development Group. The regional office will aim to enhance partnerships on a range of issues, namely: (a) ending child marriage; (b) addressing gender-based violence and strengthening women's empowerment; (c) responding to the humanitarian crises across the region with the aim of building the continuum of humanitarian intervention to development programming, and working towards peace and security across the region; (d) strengthening reproductive, maternal, newborn, child and adolescent health and advancing universal health coverage for all through the H6 and other partnerships; (e) promoting comprehensive sexuality education; and (f) developing a pathway to leverage the demographic dividend for sustainable development.

44. The regional interventions 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 programming for results; optimized management of resources; and enhanced communication, resource mobilization and partnerships for impact. The plan will build on the regional office's integrated working approach, strengthening linkages across technical areas and enhancing efficiency and effectiveness. The first priority of the regional 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 supporting the roll-out of international standards for sexual and reproductive health and reproductive rights. The 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. Regular resources allocation approach**

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

46. The holistic peer review of financial proposals took into account the priorities and needs of the global and regional interventions, 2018-2021, including the need for support to country offices and programmes identified in their respective action plans. It also considered needs and opportunities to contribute to the outcomes identified in the UNFPA strategic plan, 2018-2021 integrated results and resource framework.

47. The development of the global and regional interventions, 2018-2021 and their associated budget proposals was guided by the following key principles: (a) coherence with and clear articulation of the specific contributions of the global and regional interventions, 2018-2021 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 integrated budget, 2018-2021 development process; and (e) transparent decision-making and processes.

**Table 1. Indicative allocation of regular resources for the UNFPA global and regional interventions, 2018-2021, by outcomes and organizational effectiveness and efficiency (OEE) outputs in the UNFPA strategic plan, 2018-2021, in millions of dollars**

	2018	2019	2020	2021	Total
<b>Global</b>					
Outcome 1	4.80	4.87	4.92	4.98	19.56
Outcome 2	1.34	1.37	1.39	1.42	5.52
Outcome 3	1.61	1.63	1.67	1.69	6.59
Outcome 4	6.87	6.32	6.23	6.40	25.82
OEE output 1	1.37	1.51	1.28	1.29	5.45
OEE output 4	0.36	0.37	0.38	0.38	1.49
<b>Subtotal</b>	<b>16.34</b>	<b>16.07</b>	<b>15.87</b>	<b>16.16</b>	<b>64.43</b>
<b>Regional</b>					
Outcome 1	7.77	8.04	8.18	8.14	32.13
Outcome 2	3.30	3.18	3.23	3.27	12.98
Outcome 3	3.30	3.39	3.43	3.44	13.55
Outcome 4	4.95	4.81	4.84	5.00	19.60
OEE output 1	0.81	0.81	1.16	0.89	3.66
OEE output 2	0.62	0.62	0.65	0.66	2.54
OEE output 3	0.30	0.30	0.32	0.33	1.25
OEE output 4	0.94	0.94	0.92	0.94	3.75
<b>Subtotal</b>	<b>21.99</b>	<b>22.10</b>	<b>22.72</b>	<b>22.65</b>	<b>89.46</b>
<b>Total</b>	<b>38.33</b>	<b>38.17</b>	<b>38.59</b>	<b>38.80</b>	<b>153.89</b>

**Table 2. Indicative allocation of regular resources for the UNFPA global and regional interventions, 2018-2021, by region, in millions of dollars**

Regions	2018	2019	2020	2021	Total
Arab States	3.28	3.27	3.30	3.33	13.17
Asia and the Pacific	4.92	4.88	4.93	4.92	19.66
East and Southern Africa	2.80	2.83	2.91	2.91	11.44
Eastern Europe and Central Asia	3.32	3.38	3.68	3.59	13.97
Latin America and the Caribbean	3.52	3.54	3.58	3.60	14.24
West and Central Africa	4.15	4.22	4.33	4.29	16.98
<b>Total</b>	<b>21.99</b>	<b>22.10</b>	<b>22.72</b>	<b>22.65</b>	<b>89.46</b>

Note: Figures in Tables 1 and 2 are rounded to the closest decimal; therefore, they may not add up.

## V. Management and governance mechanisms

48. The UNFPA Executive Director is ultimately and directly accountable for approval of the plans and delivery of the results of global and regional interventions. The Executive Committee, led by the Executive Director, is explicitly designated as the decision-making body. A Secretariat for global and regional interventions, hosted by the Programme Division, has been established to strengthen the overall coordination and management of global and regional interventions action plans implementation. This body enables the Executive Committee to more effectively monitor and make timely decisions on global and regional interventions.

49. 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.

50. The annual 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.

51. To effectively manage the implementation of 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 Secretariat for global and regional interventions, 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.

52. 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 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 UNFPA strategic plan, 2018-2021, following an equally rigorous process as was followed for the initial allocation.

53. 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.

54. Using a results-based management approach, global and regional interventions action plans will be operationalized through workplans in the UNFPA global programming system. Programmatic and financial review and revisions will likewise take place on an annual basis. Substantively, units implementing global and regional interventions will prepare and report on progress against the quarterly milestones identified in their respective annual results plans using the myResults module of the UNFPA strategic information system. These progress updates will be compiled by the Secretariat for global and regional interventions, synthesized into a separate semi-annual progress report, and presented to the Executive Committee to ensure effective monitoring and timely decision-making on programmatic and financial issues.

55. 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.