



19 July 2021

United Nations Population Fund

UNFPA strategic plan, 2022-2025
(DP/FPA/2021/8)

Annex 4 **Global and regional programmes**

2. Global Programme (2022-2025)

Contents

I.	Programme rationale	2
II.	Programme priorities and partnerships	4
	Accelerating the reduction in unmet need for family planning, preventable maternal deaths and gender-based violence and harmful practices.....	7
A.	Output 1: Policy and accountability	7
B.	Output 2: Quality of care and services	8
C.	Output 3: Gender and social norms.....	9
D.	Output 4: Population change and data.....	9
E.	Output 5: Humanitarian action.....	10
F.	Output 6: Adolescents and youth	11
	Enhancing organizational effectiveness and efficiency	12
G.	OEE Output 1: Improved programming for results.....	12
H.	OEE Output 3: Expanded partnerships for impact.....	13
III.	Programme and risk management.....	13
IV.	Monitoring and evaluation	14
	Annex 1: Results and resources framework for the Global Programme (2022-2025).....	15

I. Programme rationale

1. The world has seen major social development gains in the past few decades. These extend from reducing extreme poverty, increasing health care coverage, defining and delivering sexual and reproductive health, to advancing many dimensions of gender equality. Yet the full implementation of the International Conference on Population and Development (ICPD) Programme of Action remains unfinished business. Globally, sexual and reproductive health needs continue to be leading causes of ‘disability-adjusted life-years’ for women and girls of child-bearing age, particularly in the least developed countries, across much of sub-Saharan Africa and in States grappling with conflict, displacement or other humanitarian crises. These challenges and inequalities, exacerbated by the COVID-19 pandemic, are especially dire for women and girls, because norms of female subordination undermine women’s agency, and diminish their ability to seek health care, to say no to sex, to avoid unintended pregnancies and unsafe abortion, and to avoid the risk of HIV and other sexually transmitted infections.

2. The intensity and scale of humanitarian emergencies over the last two decades have dramatically amplified the number of persons affected, including many vulnerable women, particularly those who are either very young or very old. According to the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), a record 235 million people will need humanitarian assistance and protection in 2021. Conflicts remain the main driver of lost infrastructure and mass movements of people, yet by 2030, disaster-related humanitarian needs are projected to increase by 50 per cent, with a rapid acceleration of regional climate disasters ranging from droughts to tropical cyclones and torrential rains. Climate change has already begun to exacerbate other emergencies, e.g. where it intersects with resource depletion, conflict and persistent underdevelopment to create complex, protracted and cyclical emergencies. More and better data are needed to monitor population vulnerabilities to climate change and improve preparedness and strengthen resilience.

3. The inability to decide whom to marry, whether to have sex, whether and when to have children, or whether and where to seek health care are routine for millions of women and girls across the world. Research from 57 countries shows that only about half the women of reproductive age can make decisions that underpin bodily autonomy and integrity. Such subordination diminishes the health of women and girls, but it also curtails their opportunities for learning, their participation in community or political life and their lifetime earnings. Gender discrimination is compounded when it intersects with other forms of discrimination, whether based on ethnicity, language, migration status, sexual orientation, age, disability or other factors. The COVID-19 pandemic underscored that complex, mutually reinforcing inequalities constrain the rights, health and opportunities of millions of people every day. Indigenous women across the globe, for example, have significantly worse maternal health outcomes than others; women and girls with disabilities are at much higher risk of gender-based violence; and female genital mutilation and child marriage are highest in remote, socially sequestered areas with high poverty. Developing methods and global guidance for systematically locating, identifying and redressing such inequalities is a core rationale for the Global Programme of UNFPA.

4. Gender-based violence remains alarming worldwide. More than 640 million women aged 15 years and older (26 per cent) have been subjected to intimate partner violence in their lifetime, but the incidence remains highly variable between and within different populations. For example, recent data on intimate partner violence shows that in most societies with data, the highest incidence of intimate partner violence is among young married women, and often far higher than among older women. Yet much of the data on intimate partner violence and gender-based violence (GBV) is inadequate for tracking change, or measuring the impact of interventions; generating more and better data on violence, and promoting proven interventions, is a core rationale for the UNFPA Global Programme for advancing change.

5. Countries are demographically more diverse than ever before, with falling fertility rates and large-scale population ageing in some countries, coinciding with high fertility and youthful populations in others. Approximately 55 per cent of the world’s population now lives in towns and cities, with the level of urbanization projected to reach almost 70 per cent by 2050. For many, urbanization has opened opportunities for better health and socioeconomic prosperity, but insufficient infrastructure has led to high population densities in slums and informal settlements. These areas often lack essential infrastructure, e.g. clean water, sewage, reliable electricity, transport or health care. Civil society provides substantial sexual and reproductive (SRH) care and services in some locations, but SRH and GBV services are often lacking. Expanding these services within underserved areas is a core aspiration of the UNFPA Global Programme.

6. Globally, the use of modern family planning services has increased only marginally over the past 20 years: from 73.6 per cent in 2000 to 76.8 per cent in 2020. Since 2015, Family Planning 2020 identifies 8 countries where demand has plateaued (Ethiopia, Malawi, Mali, Senegal, Tanzania, Uganda, Zambia and Zimbabwe) and where further supply-side programming is unlikely to increase contraceptive use. Rather, more research is warranted to understand the dynamics of demand and address any service shortfalls. While adoption of modern contraceptives has plateaued in some countries, unmet need remains high in others; more than 200 million of the 885 million women in developing regions who wished to prevent pregnancy were not using modern contraceptives. The proportion of women of reproductive age who want to avoid or space out pregnancy within the next two years but are not using any method of family planning varies from 3 per cent to 27 per cent in low- and middle-income countries.¹ Wide subnational variations are also apparent, with an unmet need for modern contraception especially high among adolescents, migrants, urban slum dwellers, refugees and women in the postpartum period. Tracking the impact of services or interventions in these communities calls for using the UNFPA Population Data Platform to map coverage of services, identifying where service needs are greatest, and targeting interventions to leave no one behind. This will allow for a new level of UNFPA operational planning and impact evaluations of UNFPA-supported interventions during the next strategic plan cycle (2022-2025).

(a) Recent assessments have made specific recommendations relating to the role and responsibilities of the Global Programme: (a) operate as the primary vehicle through which UNFPA integrates innovative adaptation, taking into account a focus on countries' efforts to rebuild stronger systems and resilient communities; (b) develop guidance and tools to better articulate the linkages between the ICPD Programme of Action and the SDGs in the Decade of Action for enhanced, integrated policy and programme implementation and financing for sustainable development; (c) facilitate acceleration of best practices around coordination and collaboration, flexibility and inclusion, leveraging technology and digital tools, including mobile technology and telemedicine, to reduce costs while strengthening the 'leaving no one behind' approach; (d) institutionalize thematic knowledge hubs across headquarters, regional offices and country offices, including enabling virtual platforms and mechanisms that are human-centred in design and ensure easy access to and exchange of evidence-driven good practices; (e) facilitate development of knowledge products linking the ICPD Programme of Action with mandate-critical concerns and emerging issues to respond to evolving needs and challenges; (f) explore a more integrated, accountable and service-oriented system for rapid and high-quality provision of technical, operations and programme support to UNFPA offices as well as to national Governments; (g) roll out the corporate results-based management learning agenda, (h) build capacity of staff to more effectively integrate South-South and triangular cooperation into programmes.

7. Building on these recommendations and lessons learned from both the global action plan of 2018-2021 and from the COVID-19 pandemic, the Global Programme, during 2022-2025, is designed to address: (a) the new essential focus on populations left furthest behind; (b) the adoption of proven interventions at scale as well as testing and evaluation at scale; (c) expanding the boundaries of innovative partnerships and multisector collaboration. The essential characteristics of Global Programme support are as follows:

(a) Build capacity to map, identify and locate those left furthest behind, by disaggregating data across a wide range of priority outcomes (e.g. unmet need among youth); adopt better data and mapping skills at all levels, and use the Population Data Platform applications to visualize and advocate for populations furthest behind, and for targeting interventions aimed at leaving no one behind; expand UNFPA geospatial data capacity to assure continued leadership in this type of data analysis; and to expand outputs and national use cases;

(b) Support the participation of UNFPA country offices by "opting-in" to common protocols for tracking key sexual and reproductive health and reproductive rights indicators as well as multi-site research on COVID-19 and GBV. The COVID-19 pandemic highlighted the operational value of faster and more frequent tracking of country data on changes in demand for sexual and reproductive health and reproductive rights services. New COVID-19 pandemic-related semi-annual tracking by UNFPA offices of institutional births, contraceptive stock-outs and the volume of call-ins to GBV response centres will be expanded to scale. Other global "opt-in" common protocols are expected to expand, including for measuring GBV through kNowVAWdata² protocols; research and analysis on addressing harmful masculinity and reducing stigma and discrimination; mapping population access to high-quality emergency obstetric care and SRH services;

¹ UNFPA, 2020, Costing the Three Transformative Results

² kNowVAWdata is an initiative by UNFPA and the Australian Department of Foreign Affairs and Trade to support and strengthen regional and national capacity to measure violence against women in Asia and the Pacific.

demand research in family planning; tracking the COVID pandemic's impact on fertility; research on youth aspirations;

- (c) Boost the establishment of internal technical support mechanisms, including potential reference groups of subject-matter experts to support recommended forms of data display or analysis, to provide operational support to opt-in protocols, and to advise on relevant UNFPA learning modules;
- (d) Transform capacity development to capitalize on remote learning innovations; propose a functional infrastructure for knowledge management at UNFPA and options for publicly sharing related learning resources in key areas of UNFPA expertise;
- (e) Review and refine mechanisms to identify and support research and academic partner institutions across UNFPA, harmonize criteria for key partnerships and standardize agreements;
- (f) Leverage opportunities to boost multi-stakeholder partnerships that can accelerate progress on the ICPD agenda, including with financial institutions, faith-based organizations, new United Nations data consortiums, private-sector partners and regional development groups;
- (g) Strengthen normative frameworks and advocate for stronger commitments to the human rights of those left furthest behind through relevant intergovernmental and inter-agency policy coordination processes; and through the human rights-based and gender-transformative programmatic work of UNFPA.

8. The new Global Programme is fully aligned with the 2020 quadrennial comprehensive policy review of operational activities for development of the United Nations system (General Assembly resolution 75/233) and the UNFPA strategic plan, 2022-2025. It contributes to accelerating progress towards achieving all three interconnected, transformative, and people-centred outcomes of the strategic plan: (a) reduce preventable maternal deaths; (b) reduce the unmet need for family planning; and (c) reduce gender-based violence and all harmful practices, including female genital mutilation, child, early and forced marriage, and gender-biased sex selection.

9. The Global Programme will respond to the global call to deliver on the SDGs within the Decade of Action, including by ensuring mutually reinforcing the implementation of the ICPD Programme of Action and its integration within SDG follow-up processes, and by supporting policy coherence in alignment with the transformative results. In this regard, the Global Programme will harness the voluntary global commitments made in the context of ICPD25 and leverage the repositioned United Nations development system for accelerated action. The Global Programme will focus on facilitating global advocacy and intergovernmental policy dialogue as well as strengthening partnerships with all relevant stakeholders, including civil society organizations, faith-based organizations and parliamentarians, to address persistent development challenges, including within the context of the sustainable, inclusive and resilient recovery from the COVID-19 pandemic.

II. Programme priorities and partnerships

10. The Global Programme contributes to the 2030 Agenda through the goal of the UNFPA strategic plan, 2022-2025, to achieve universal access to sexual and reproductive health, realize reproductive rights, to accelerate progress to implement the ICPD Programme of Action. It will most directly support the achievement of Sustainable Development Goals 1, 3, 5, 10, 13, 16 and 17.

11. The vision of the Global Programme is to enable UNFPA and partners to deliver on the bold agenda of the UNFPA strategic plan, 2022-2025, through thought leadership to enact change at scale, fostering a harmonized approach and collaboration at all levels to strengthen synergistic and integrated assistance to countries, informed and shaped by local contexts. The Global Programme will expand the outreach and impact of UNFPA in countries and regions by supporting the global agenda-setting and strong positioning of the ICPD priorities, and the transformative results, within global platforms and forums.

12. In this Decade of Action, the Global Programme will seek to collectively realize Sustainable Development Goal 17 (strengthen the means of implementation and revitalize the global partnership for sustainable development),³ by promoting multi-stakeholder partnerships to track diverse megatrends and assure resilience, innovation and financing to achieve the 2030 Agenda. Crucial among the global megatrends are demographic changes, increasing population ageing, urbanization and climate change. Understanding and addressing the

³ "Goal 17: Revitalize the global partnership for sustainable development". <https://www.un.org/sustainabledevelopment/globalpartnerships/>. Accessed on 7 May. 2021.

linkages between demographic change, other megatrends and sustainable development will be critical for the Global Programme, providing thought leadership on the linkages between population projections, environmental security, and sustainable development strategies, policies and programmes.

13. The Global Programme is guided by the outcomes of the UNFPA strategic plan, 2022-2025. It invests in the interconnected pillars of the strategic plan to increase availability, accessibility, acceptability and quality of services and interventions, and improve gender equality and the empowerment of women and girls. The pillars are the six interconnected strategic plan outputs: (a) policy and accountability; (b) quality of care and services; (c) gender and social norms; (d) population change and data; (e) humanitarian action; and (f) adolescents and youth.

14. The main target groups for the Global Programme are women, adolescents and youth, but the overall programme applies a life-course approach, recognizing that people have different and changing health service needs throughout their lives and into old age. The new strategic plan will significantly expand research, partnerships and programming with adolescents and youth: new 'leaving no one behind' and policy research undertaken, adolescent indices evaluated at scale, integrated programming on youth promoted and evaluated in major transit cities, in humanitarian crises and fragile contexts, and concerning national investments for a demographic dividend.

15. In recognition that local responders are critical to effective and sustainable GBV and SRH responses, the Global Programme will deliver against the commitments of the Sendai Framework on Disaster Risk Reduction to fulfil organizational targets for advancing the localization agenda and policies on working with local organizations, specifically women-led organizations. The programme will continue to support transforming the humanitarian system with and for young people.

16. The Global Programme will advance the ICPD agenda through advocacy, policy dialogue and intergovernmental support to Member States to promote agreed language, international norms and standards as well as by supporting follow-up of the voluntary global ICPD25 commitments. The Global Programme will reinforce and support national and regional efforts through technical thought leadership, advocacy and partnerships. In this regard, the Global Programme will strengthen support for multi-stakeholder engagement, including women, young people and other vulnerable groups, as well as faith-based organizations and support alignment and ICPD integration in the relevant global forums and related multilateral processes.

17. The Global Programme aligns fully with priorities set out by Member States for achieving the SDGs in the Decade of Action and leverage the revitalized United Nations development system. The programme will enhance the contribution of UNFPA to SDG follow-up and review, including through the voluntary national reviews. It will contribute to inter-agency and programmatic efforts of United Nations country teams to support to deliver on the SDGs; through guidance and tools on human rights-based approaches to gender equality and leaving no one behind; use of census and population data for mapping those furthest behind, and underpinning the common country analyses of the United Nations Sustainable Development Cooperation Frameworks; and aligning UNFPA diagnostic and programmatic work in countries with the Secretary General's Call to Action for Human Rights, the United Nations gender and indigenous system-wide action plans, the United Nations Disability Inclusion Strategy, and the United Nations Data Strategy, among others.

18. The Global Programme recognizes that strengthening engagement with multi-stakeholders is key to creating a conducive environment to position the UNFPA mandate in the follow-up to the voluntary ICPD25 commitments. It will therefore expand outreach and engagement outside traditional orbits, strengthening alliances with development and financial institutions, youth-led and youth-serving networks, social movements and women's groups by providing policy and advocacy platforms for effective participation in decision-making processes at global and intergovernmental levels. The Global Programme will provide strategic policy guidance and build the capacity of civil society and parliamentarians to advocate for alternative opportunities and adequate national resources for the full implementation of the ICPD Programme of Action.

19. The Global Programme will provide leadership on South-South and triangular cooperation to facilitate and expand partnerships within the government and non-governmental entities following the principles agreed at the second High-level United Nations Conference on South-South Cooperation (BAPA+40). This will include harmonizing criteria for identifying collaborating centres and centres of excellence, and providing technical guidance for research and academic partners, and facilitating networking with these partners.

20. In response to COVID-19 interruptions of in-person learning, global programming on capacity strengthening will build on new learning platforms and partnerships; the Global Programme will support the transformation of UNFPA learning tools to increase self-paced, virtual learning, and greater use of remote, in-person learning.

21. The Global Programme will focus on ensuring complementarity between humanitarian, development and peace-responsive interventions, especially in conflict and post-conflict contexts, in line with the UNFPA comparative advantages and the 2020 quadrennial comprehensive policy review. It will scale up efforts across the multilateral system to strengthen risk reduction, prevention, preparedness, early action and recovery, with an emphasis on strengthening resilience. Learning from the COVID-19 pandemic response, the Global Programme will guide country offices on preparedness, readiness, early warning and early action. UNFPA, in partnership with other United Nations agencies, will strengthen the capacity of countries to implement the anticipatory action frameworks for swift collective action on predictable shocks, such as acute or slow-onset climate crises and global displacement trends. The programme will expand the annual production of common operational datasets on population statistics for the humanitarian community; these are posted on the OCHA website. It will also strengthen its efforts in building climate resilience and adaptive capacity.

22. The Global Programme will leverage the growing number of global partnerships on strengthening data systems to expand the capacity of Governments to generate and use key national data sources for development. The Global Programme will (a) improve the scope and quality of available census and civil registration and vital statistics data; (b) scale up efforts to use georeferenced population data to project population changes and locate those furthest behind in sexual and reproductive health and reproductive rights, gender equality, human capital, prospects for demographic dividend and for achieving the three transformative goals; (c) expand capacity to use health-facility data to trace routine service and demand indicators on the impact of the COVID-19 pandemic; better understand determinants of demand for contraception and SRH services; and map population access to high-quality SRH and GBV services; (d) expand kNOwVAWdata coverage and online resources on violence and related interventions; (e) support innovations to enable faster data in humanitarian settings; (f) support new research and metrics on gender norms and the needs and aspirations of young people; and (g) support global partnerships addressing data privacy and security.

23. The Global Programme will serve as a platform for sharing successes and good practices to ensure that best practices related to coordination, collaboration and adaptation are documented and shared systematically. By building on successes, the Global Programme will prioritize scaling up to accelerate progress towards achieving the three transformative results, focusing on leveraging innovative solutions for increased impact. Through joint collaboration, the Global Programme will engage with country offices at different stages of the innovation cycle (from project design to implementation support) to advance knowledge management, partnership building and policy dialogue. The programme will play a leading role in connecting the most promising innovations with best-in-class platforms and thought leaders to drive impact at scale, supporting cross-fertilization across regions and informing country programmes with best practices in innovation.

24. The proposed programme will be implemented by applying four key principles: (a) promoting and protecting human rights; (b) prioritizing leaving no one behind; (c) improving accountability, transparency and efficiency; and (d) applying gender-transformative approaches to contribute to gender equality and women's empowerment.

25. Based on the UNFPA contribution to the 2030 Agenda, in particular, SDG 3 target 3.7 to achieve universal access to sexual and reproductive health services, and to enhance progress on the ICPD agenda, the Global Programme proposes a series of interrelated and interlinked interventions to contribute to the UNFPA strategic plan, 2022-2025, and the three transformative results: (a) end preventable maternal deaths; (b) end the unmet need for family planning; and (c) end gender-based violence and harmful practices, including child marriage and female genital mutilation.

Accelerating the reduction in unmet need for family planning, preventable maternal deaths and gender-based violence and harmful practices

A. Output 1: Policy and accountability

By 2025, improved integration of sexual and reproductive health and reproductive rights, as well as the prevention of and response to gender-based violence and harmful practices, into universal health coverage-related policies and plans, and other relevant laws, policies, plans, and accountability frameworks

26. The global interventions will support the work of UNFPA in countries and regions to address structural and policy barriers, including through a global review of policies and laws that restrict women's and girls' access to sexual and reproductive health and reproductive rights, informed by thematic research and analyses. Particular focus will be placed on providing guidance and policy tools, including access to high-quality data to support the implementation of laws and policies that promote access to and utilization of SRH services, with prioritization and monitoring of factors that leave the most vulnerable populations without SRH information and services.

27. The Global Programme will support policy dialogues and the integration of demographic intelligence on population changes, including urbanization and other megatrends, and their implications for achieving the 2030 Agenda, the three transformative results, and the demographic dividend, within national development policies and plans addressing sexual and reproductive health and reproductive rights and gender equality.

28. Technical guidance and research will be undertaken to advance the normative and policy work of the United Nations and partners to address discriminatory laws on sexual and reproductive health and reproductive rights, gender-based violence and harmful practices. Inter-agency collaboration will aim at strengthening the integration of the ICPD Programme of Action into system-wide guidance and tools for the achievement of the SDGs in the Decade of Action. Efforts will also focus on mobilizing human rights mechanisms in operationalizing the human rights-based approach and advancing efforts on leaving no one behind, in particular, to advance comprehensive sexual and reproductive health and reproductive rights and gender equality, preventing stigma and discrimination of any kind, promoting and protecting the rights of vulnerable and marginalized populations, in all contexts.

29. The global interventions will develop evidence-based investment cases and online policy tools that demonstrate the cost-effectiveness and importance of investing in sexual and reproductive health and reproductive rights. Through inter-agency collaboration, the Global Programme will support regional and country-level policy work, including the development and utilization of country-level investment cases.

30. The Global Programme will develop technical tools and guidance to support the integration of a comprehensive package of sexual and reproductive health and reproductive rights interventions and GBV prevention as integral elements of universal health care and its monitoring frameworks. Key interventions will include developing global guidance and strategy, conducting research and analyses on evolving needs and interlinkages with population dynamics and sustainable development. Implementation research will identify effective, high-impact practices to support and inform regional, national and local efforts to revise and update relevant population, gender and SRH policies and laws.

31. To facilitate domestic resource mobilization for sexual and reproductive health and reproductive rights, the Global Programme will develop policy tools on sustainable and equitable financing and promote shared accountability for comprehensive SRH services in the realm of universal health care and other national health plans. It will guide global advocacy to remove financial barriers to ensure equitable access to high-quality SRH services.

32. The Global Programme will mobilize and leverage resources through multisectoral partnerships, including with financial institutions, multilateral partners and non-traditional donors. Global interventions will aim to position the sexual and reproductive health and reproductive rights agenda, including sexual and reproductive health and rights of adolescents and youth and minority populations, as key to sustainable development efforts and resilience building. Strategic guidance will be provided to regional and country offices to create alternative opportunities for domestic resource mobilization, budgeting and financing. Institutional capacity will be strengthened to identify opportunities and risks with current universal health care financing efforts, to inform and guide global partnerships and to improve UNFPA monitoring of domestic financing and related advocacy work.

33. To sustain and elevate political commitment for the ICPD Programme of Action and the implementation of the SDGs in the Decade of Action, the Global Programme will continue evidence-informed advocacy and policy

dialogue through intergovernmental processes and high-level engagements, including strategic guidance, coordination and support for the global and regional reviews of the ICPD Programme of Action implementation, to integrate the ICPD agenda into sustainable development priorities and commitments. The Global Programme will strengthen its engagement with and provision of policy guidance for multi-stakeholder engagement, including with civil society organizations, women-led and youth-led organizations and faith-based organizations, to build global momentum and support for the implementation of the ICPD Programme of Action and the SDGs in the Decade of Action at all levels.

B. Output 2: Quality of care and services

By 2025, strengthened capacity of systems, institutions and communities to provide high-quality, comprehensive sexual and reproductive health information and services, including supplies, as well as essential services to address gender-based violence and harmful practices

34. The global interventions will support the work of the regional and country offices to facilitate the implementation of a comprehensive sexual and reproductive health and reproductive rights package, including HIV and GBV prevention and response, with a life-course lens and through a ‘health systems strengthening’ approach. To ensure equity in access and quality of services, operational guidance on comprehensive sexual and reproductive health and reproductive rights will be developed, and tools will be provided for adaptation by the UNFPA regional and country offices in all areas of the package. Good practices and lessons learned from regions and countries will be documented and disseminated. The guidance will include tools for monitoring the comprehensive package to develop and strengthen quality-assurance mechanisms.

35. The Global Programme will support and expand operational research capacity for integrating population data, health surveys and facility-based service data to map people’s proximity to sexual and reproductive health and reproductive rights services, align interventions with demand for services, and locate vulnerable groups that are marginalized in access to essential sexual and reproductive health and services, including GBV services.

36. To accelerate progress towards ending the unmet need for family planning, global guidance and evidence-based tools will be developed to amplify existing resources and good practices on family planning, including implementation and operations research on the use and discontinuation of contraceptives, in particular among young people. This will inform the regional and country interventions to expand the method mix, and scale innovative platforms for supply and demand planning of contraceptives.

37. To further accelerate progress on ending preventable maternal deaths, the Global Programme will support institutional capacity strengthening for delivering a human rights-based, comprehensive sexual and reproductive health and reproductive rights services package at scale, to strengthen efforts to create an enabling environment for professional midwifery training and performance. The global interventions will expand innovations in virtual capacity-building and delivery (telehealth) and self-care, among others. The Global Programme will support UNFPA country and regional offices’ support to Governments on the prevention of unsafe abortion and access to comprehensive post-abortion care.⁴

38. The Global Programme will support inter-agency and partnership efforts to promote and strengthen integrated SRH services, in all contexts, by strengthening the provision of emergency obstetric and neonatal care, and building the capacity of health systems, in particular, strengthening their functionality, resilience and financing.

39. The Global Programme will also develop knowledge products and advance evidence-based advocacy to support accessible, non-stigmatizing and non-discriminatory sexual and reproductive health services for groups that are marginalized in access to sexual and reproductive health services, including young migrants, indigenous peoples, persons with disabilities, youth and key populations, and their needs for multisectoral responses beyond the health system.

⁴ Support in this area will be in line with WHO guidance and consistent with paragraph 8.25 of the ICPD Programme of Action.

C. Output 3: Gender and social norms

By 2025, strengthened mechanisms and capacities of actors and institutions to address discriminatory gender and social norms to advance gender equality and women's decision-making.

40. The Global Programme will support regional and country offices to address harmful social, cultural and gender norms and stereotypes as part of efforts to ensure equitable sexual and reproductive health and reproductive rights outcomes and achieve gender equality.

41. To support efforts to advance women's decision-making and prevent GBV and harmful practices, technical and programming packages on gender-transformative programmes will be developed to scale up UNFPA work in this area. Thematic research and analysis on addressing harmful masculinity and reducing stigma and discrimination will be taken forward, with good practices identified, documented and disseminated. Additionally, guidance and accountability tools will be provided to ensure a unified approach and inter-agency coordination efforts on gender equality, a human rights-based approach and leaving no one behind.

42. The Global Programme will further expand geospatial analysis and incidence risk estimation of harmful practices to guide the design and implementation of interventions. The global interventions will support the expansion of coverage for SDG 5 targets 5.6.1 and 5.6.2 to increase the number of countries with data on the two indicators for which UNFPA is the custodian agency.

43. The Global Programme will mobilize and leverage resources through multisectoral partnerships to strengthen attention to and action on supporting women's decision-making on sexual and reproductive health and reproductive rights, including for those left furthest behind, as a critical component of programming to achieve gender equality and prevent gender-based violence.

44. Initiatives will include scaling up costing studies of harmful masculine stereotypes. In addition to the added value for advocacy and programming at the national level, the exercise will allow for the calculation of global and regional estimates. Technical guidance will be provided to regional and country offices on working with civil society, community-based organizations, and feminist networks, to remove discriminatory barriers that prevent women and girls from exercising their rights. Platforms and mechanisms will be created to catalyse and sustain a collective social movement in favour of sexual and reproductive health and reproductive rights.

45. The Global Programme will support the scaling-up of innovative approaches to transform harmful discriminatory norms and stereotypes. In addition, guidance and tools for engaging with media and journalists to accurately and ethically report on gender-based violence, particularly in public spaces, using a survivor-centred approach, will be expanded.

46. To facilitate accelerated action to achieve gender equality and the empowerment of women and girls, the Global Programme will continue to leverage global advocacy and policy dialogue in various intergovernmental processes and high-level events and provide strategic policy guidance for multi-stakeholder engagement for the gender-responsive implementation of the SDGs in the Decade of Action.

47. The Global Programme will foster innovative partnerships with civil society organizations, including faith-based organizations, to strengthen institutional capacities to promote and protect the rights and safety of women and girls, to accelerate social norms change, and to address the root causes of harmful practices that are deeply entrenched in society through culture, tradition and religion.

D. Output 4: Population change and data

By 2025, strengthened data systems and evidence to account for population changes and megatrends, including ageing and climate change, in development policies and programmes, especially those related to sexual and reproductive health, and reproductive rights.

48. The Global Programme will generate technical guidance, tools and standards to strengthen the scale and quality of data collection, promote data sharing and accessibility, as well as shared analysis and research, to facilitate stronger data-driven programming, evidence-informed population policies and decision-making in all programme countries, in particular, to achieve the three transformative results.

49. The global interventions will provide data and evidence that supports the positioning of sexual and reproductive health and rights priorities in demographically diverse contexts, including addressing demographic dividends in population-related policies and programmes.

50. Continued global support will be provided to strengthen national population data systems for all contexts, through support to population censuses, and census modernization in particular, demographic and health surveys, administrative data, such as civil registration and vital statistics, and other data collection mechanisms, including for geospatial data, to strengthen evidence-based programming for sexual and reproductive health and reproductive rights, gender equality and sustainable development. This will continue to be undertaken through strong partnerships with academic institutions, research think tanks, United Nations entities and other partners, including through South-South and triangular cooperation.

51. The global interventions will provide research evidence, guidance and tools to strengthen the use of population data for planning and implementation of a comprehensive sexual and reproductive health and reproductive rights package, address unmet demand for contraceptives and prevent gender-based violence and harmful practices, including the use of geospatial analysis and georeferenced data to identify and locate shortfalls in the three transformative results, and populations and areas left furthest behind.

52. The global interventions will guide the development of an expanded UNFPA humanitarian data strategy, expanding from the UNFPA production of common operational data sets on population statistics to an increased use of agile and geospatially-enabled systems on immediate needs, better informing data-driven decision-making in emergencies, in particular on gender-based violence and sexual and reproductive health services. There will be a particular focus on ensuring the safe and ethical collection of data on violence against women and girls.

53. The Global Programme will provide cutting-edge guidance, knowledge, data and solutions to address “leaving no one behind” in programme planning and implementation. It will provide global methodologies including geospatial data analysis to map leaving no one behind in the context of sexual and reproductive health and gender-based violence.

54. The Global Programme will support scaling-up innovative approaches to expand access to and use of data for planning and decision-making on emerging priorities and for policies related to population dynamics, such as climate change, ageing, and low fertility. This includes support for the Population Data Platform, which will facilitate data access and offer analytical tools and other inter-agency virtual data platforms for monitoring the SDGs.

E. Output 5: Humanitarian action

By 2025, strengthened the capacity of critical actors and systems in preparedness, early action and in the provision of life-saving interventions that are timely, integrated, conflict- and climate-sensitive, gender-transformative and peace-responsive

55. The Global Programme will focus on enhancing readiness and early action by strengthening the capacity of partners, countries and UNFPA offices to enable flexibility, adaptability, anticipation and speedy humanitarian action. It will expand partnerships with leading humanitarian agencies, international nongovernmental organizations, the private sector, national partners and community-level actors to benefit from shared decision-making and existing infrastructure for humanitarian delivery.

56. The Global Programme will update the minimum preparedness actions, in line with the new Inter-agency Standing Committee guidelines, strengthen the capacity for emergency preparedness, and develop standards and policies on early anticipatory actions that integrate sexual and reproductive health and reproductive rights and gender-based violence.

57. The Global Programme will, by leveraging UNFPA expertise and leadership on population data, continue to lead the United Nations humanitarian system-wide efforts in ensuring available, high-quality and usable population data – in the form of the common operational datasets on population statistics – to support both humanitarian preparedness actions and operational response. This work is carried out in direct collaboration with OCHA and aligned with support to core common operational datasets on administrative boundaries and humanitarian caseload. Moreover, efforts will also focus on supporting an intersectional lens in the design, development and roll-out of needs assessments, development and humanitarian policies and planning, including the promotion of data disaggregation by ‘leaving no one behind’ factors.

58. The Global Programme will develop guidelines and tools for integrated health care that is safe and accessible to people in humanitarian crises, including to survivors of gender-based violence, for immediate life-saving care as well as support for the lengthier process of healing and recovery.

59. The Global Programme will continue to lead coordination at the global level in strategic inter-agency forums as a key member of the WHO-led Global Health Cluster to advocate and work to meet the sexual and reproductive health and reproductive rights needs of women, adolescent girls and young people in humanitarian emergencies. As a founding member of the Inter-Agency Working Group on Reproductive Health in Crises, the Global Programme will convene, as appropriate, sexual and reproductive health working groups under the global health cluster.

60. The global interventions will focus on building capacity for sexual and reproductive health and gender-based violence coordination and strengthening surge and standby rosters for sexual and reproductive health and GBV expertise. For effective delivery of the Minimum Initial Service Package at scale, the Global Programme will (a) develop and maintain sufficient capacity to ensure that the Minimum Initial Service Package is coordinated and implemented rapidly at the onset of all crises, as recommended by the global humanitarian evaluation; (b) support the capacity of partner organizations, especially at the local and community levels, to deliver sexual and reproductive health and reproductive rights in emergencies that are responsive to the specific needs of key and vulnerable populations; (c) strengthen and reinforce sustainable supply chains and logistics systems that can deliver to “the last mile”; and (d) advocate for sustained, multi-year and flexible financing for sexual and reproductive health, including family planning, across humanitarian, development and conflict and post-conflict contexts.

61. Playing a critical role as a coordinator and the inter-agency provider of life-saving sexual and reproductive health supplies on behalf of humanitarian partners, the Global Programme will lead procurement and management of the interagency emergency reproductive health kits as well as dignity kits on behalf of the inter-agency working group. It will enhance its partnership with supplies, health and logistics partners in humanitarian settings to ensure a coordinated, responsive and integrated supply chain. The Global Programme will facilitate the implementation of the humanitarian supplies strategy to strengthen supply-chain systems to improve the quality, availability and timeliness of humanitarian supplies to “the last mile”.

62. The Global Programme will strengthen mechanisms for systematic incorporation of feedback from people affected by or vulnerable to crisis into actions across the humanitarian programming cycle. These channels will be shared across humanitarian actors, and are especially critical for displaced, conflict-affected and hard-to-reach populations.

63. Prevention of sexual exploitation and abuse and sexual harassment is vital for accountability to affected populations in humanitarian settings; this work will bolster country mechanisms, strengthening coordination and cooperation, and ensuring that survivors of sexual exploitation and abuse have access to timely, high-quality assistance offered through gender-based violence referral pathways.

64. The Global Programme will also focus on developing and maintaining sufficient capacity to deliver on gender-based violence programming, ensuring availability, access, relevance and quality of multisector services, including mental health and psychosocial support.

F. Output 6: Adolescents and youth

By 2025, strengthened skills and opportunities for adolescents and youth to ensure bodily autonomy, leadership and participation, and to build human capital

65. The Global Programme will support the roll-out of guidelines and modules to advance the implementation of the ‘My Body, My Life, My World’ strategy, as a UNFPA contribution to Youth 2030: The UN Youth Strategy. Particular attention will be paid to advancing sexual and reproductive health and reproductive rights, including comprehensive sexuality education, as a transformative investment in strengthening the skills and capabilities of young people in exercising their agency and rights, bodily autonomy, decision-making and leadership. To address social and cultural norms and barriers, global guidance, tools and intervention models will be developed to advance gender-transformative approaches, including promoting positive masculinities with participation and engagement of young men and boys, as an essential part of eliminating GBV and harmful practices.

66. To support the efforts of regional and country offices to position young people’s sexual and reproductive health and reproductive rights within multisectoral, socioeconomic response plans for increased investment, the

global interventions will expand multisectoral partnerships to prioritize adolescents and youth sexual and reproductive health and rights in key decision-making global platforms. An operational framework, guidance and tools will be developed to support multisectoral investments in adolescents and youth development and well-being, in particular their sexual and reproductive health and reproductive rights, in partnership with United Nations agencies, financing institutions, youth organizations and the private sector.

67. To expand evidence on the service, programme and policy needs of young people, the Global Programme will support data generation and youth-focused research, including dedicated census analyses, demographic dividend atlases and new surveys on youth aspirations.

68. In the follow-up to the ICPD commitments, the global interventions will support intergenerational co-leadership and community initiatives towards universal access to sexual and reproductive health and reproductive rights and gender equality. It will facilitate networking and coalition-building among youth-led and women-led networks and organizations, technical guidance on youth leadership and participation, and youth-led accountability mechanisms for sexual and reproductive health and reproductive rights, human rights, gender equality, climate change and other priorities, including links to human rights mechanisms such as universal periodic reviews and voluntary national reviews.

69. Learning from the COVID-19 pandemic, the Global Programme will continue working with the Global Compact on Youth in Humanitarian Action to support and accelerate young people's participation, engagement and leadership in preparedness and response in emergencies, actively implementing the Inter-Agency Standing Committee youth guidelines and providing guidance on timely concrete action. It will develop a knowledge hub on young people's experience in humanitarian response, risk communication and community engagement, gender equality and sexual and reproductive health and reproductive rights.

70. Digital platforms for outreach to and engagement with marginalized and vulnerable adolescents and youth will be scaled-up, including through joint inter-agency work. The Global Programme will collect and disseminate innovative approaches for the digital delivery of comprehensive sexuality education, innovative engagement with adolescents and youth, in remote areas and in humanitarian contexts, as they are often excluded from mainstream youth programmes.

Enhancing organizational effectiveness and efficiency

G. OEE Output 1: Improved programming for results

71. Learning from the COVID-19 pandemic, the Global Programme will focus on enhancing organizational effectiveness and efficiency to become more flexible, innovative and agile. UNFPA will strengthen capacities to improve its programming for results.

(a) The Global Programme will contribute to enhancing the overall quality of UNFPA programmes to ensure that country programmes articulate and implement the transformative ambition of the UNFPA strategic plan, 2022-2025. The Global Programme will help to strengthen programming policies and global technical standards as well as enhanced support for country offices to ensure that UNFPA nurtures integrated organization-wide support to programming, including through the United Nations Sustainable Development Cooperation Frameworks.

72. The Global Programme will strengthen results-based management, focusing on collective accountability for results and moving towards learning and adaptive management as part of rolling out the 'RBM Seal' – an initiative for certifying country offices that perform well against the organization's principles and standards in results-based management. It will strengthen peer-to-peer support in results-based management and build capacity in scenario planning as part of organization-wide efforts to strengthen resilience to become 'fit for the future' and capable of leading on a global transformative approach.

73. The Global Programme will build staff capacity in the country and regional offices on South-South and triangular cooperation as part of an organizational commitment to leverage its position as a broker for sharing solutions among countries of the global South.

74. Harnessing innovation to meet tomorrow's challenges and boost its impact, especially for those left furthest behind, will be one of the priorities of the Global Programme. It will seek to accomplish that by (a) strengthening the corporate innovation architecture and capabilities; (b) scaling up innovations that have proven to be effective

and impactful; (c) elevating new partnerships and connecting with innovation ecosystems; (d) strengthening and leveraging financing for innovation; and (e) expanding the communities and culture for innovation.

H. OEE Output 3: Expanded partnerships for impact

75. The Global Programme will place partnerships at the centre of acceleration toward the 2030 Agenda, recognizing that strengthening strategic engagement with a broader network of multi-stakeholders, at all levels, is key to contributing to achieving the three transformative results.

76. The Global Programme will continue to align and improve system-wide coordination, leveraging the United Nations reform to deliver on the strategic plan. The Global Programme will build the capacity of UNFPA offices to support SDG follow-up and review efforts, including in the context of the voluntary national reviews. The Global Programme will also foster continued alignment and integration of Member State guidance, such as the 2020 quadrennial comprehensive policy review.

77. The Global Programme will coordinate and support the implementation of the Chief Executives Board for Coordination policy on inter-agency programme criticality and provide assessment support to United Nations country teams in high-risk countries for humanitarian response to stay and deliver.

III. Programme and risk management

78. The Global Programme will be managed by the relevant UNFPA headquarters departments, including the Policy and Strategy Division, Technical Division, Humanitarian Office, Division for Communication and Strategic Partnership, Office of the Executive Director and the representational offices in Addis Ababa and Geneva. The directors of divisions and heads of offices will be responsible for overseeing the development, implementation, monitoring and evaluation of activities of their respective departments, ensuring alignment with the UNFPA mandate, strategic plan, and internal control and accountability frameworks.

79. The Global Programme will continue using the ‘focal point’ approach established as a coordination mechanism to implement and monitor the programme. It will be implemented with multi-stakeholder partners using the harmonized approach to cash transfers with other United Nations agencies in a coordinated fashion.

80. The Global Programme will be implemented through the team of programme and technical experts of relevant UNFPA headquarter departments and will engage a limited number of implementing partners, including academic institutions for developing models, capacity building and technical support to countries. The human resources alignment of the Global Programme was part of the UNFPA integrated budget, 2022-2025, development process of the respective departments.

81. The proposed programme is informed by the analysis of risks specified in its theory of change. These include but are not limited to (a) widespread stigma, coercion and discrimination against marginalized and underserved populations; (b) reduced domestic resources and official development assistance, including humanitarian assistance; (c) increased humanitarian needs and climate change challenges, as well as setbacks due to the COVID-19 pandemic; (d) protracted conflict and lack of functioning, weak or overloaded health systems; weak supply-chain management; (e) growing regulation deficit on actionable data (especially population data and sexual and reproductive health and reproductive rights data beyond maternal and child health and family planning), regarding data ownership, rights to privacy, and quality assurance; and (f) opposition and counter-movements to sexual and reproductive health and reproductive rights.

82. The series of mitigation strategies address these risks through expanded multi-stakeholder partnerships, optimized resources and opportunities, systematic monitoring of programme interventions and quality assurance, advocacy for prioritization of sexual and reproductive health and reproductive rights in the political agenda, and regular engagement with multi-stakeholder partners. Economic and political and humanitarian risk will be continuously assessed, and mitigation measures will be undertaken, including reprogramming in response to emerging issues and unforeseen circumstances.

83. Resources and efforts will be dedicated to active participation in and contribution to global United Nations inter-agency platforms and partnership initiatives to position and monitor the integration of the sexual and reproductive health and reproductive rights priorities and the ICPD agenda within universal health coverage, climate change and multisectoral development frameworks. This aims to further strengthen partnership synergies across all tiers of the organization to leverage collaboration and coordination at the global level for more impactful

joint work in regions and countries. As an innovative and cost-effective programming strategy, South-South and triangular cooperation will be used in strengthening capacity as non-monetary development interventions, such as knowledge resources, in-kind contributions, mutual support, recognition and goodwill. It will serve as risk mitigation measures in decreased funding scenarios.

84. In promoting the principle of “nothing about us, without us” to reach those left furthest behind, the Global Programme will support youth-led accountability mechanisms, women’s movements, and intergenerational leadership initiatives to ensure greater accountability for sexual and reproductive health and reproductive rights, gender equality and women’s rights and adolescents’ rights. It will foster partnerships that comprise meaningful and safe inclusion and participation, particularly of groups facing intersecting forms of discrimination.

85. Governments, civil society, development partners and the private sector need to come together to address and mitigate the socioeconomic impact of the COVID-19 pandemic. Building back better will require multi-stakeholder partnerships to re-imagine solutions and ensure adequate funding by pooling resources across sectors and with the active contribution of local communities. The Global Programme will seek to supplement efforts by stakeholders to create alternative and creative opportunities for domestic resources and financing.

86. UNFPA will apply diversified approaches to mobilize resources. Since delivery of results will depend on the amount of resources mobilized, results will be reviewed and adjusted, if necessary, during the midterm review of the programme implementation. The Global Programme resource mobilization will focus primarily on the multi-stakeholder partnerships, donor countries and joint programming with United Nations organizations.

87. This global programme document outlines its contributions to the UNFPA strategic plan, 2022-2025, results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at the global level. Accountabilities of division directors and heads of offices at headquarters levels are prescribed in the UNFPA programme and operations policies and procedures, and the internal control framework and follow up on audit recommendations.

IV. Monitoring and evaluation

88. The Global Programme will be monitored to assess the contribution, effectiveness and efficiency of the strategic interventions, tracking and reporting on programme results, as well as ensuring greater accountability and ownership.

89. UNFPA and partners will all implement quality assurance to improve accountability and promote a results-based management culture. Milestones will be documented to improve programme implementation and adjust the course of action. Thematic evaluations will be conducted as per the Global Programme evaluation plan, adopting innovative and participative approaches to generate evidence, ensure accountability and promote a learning culture.

90. A monitoring and evaluation framework will be deployed alongside the corporate strategic information system, to periodically track progress and make adjustments, through a set of specific and measurable performance indicators, in line with the strategic plan requirements and evolving global programme needs.

91. A variety of international (and where possible, national) sources of data and evidence will be used to track progress on global programme contribution towards achieving the transformative results and the related SDGs, including for the preparation of the voluntary national reports, and where appropriate data collection and reporting will be harmonized with other United Nations entities to maximize the use of common indicators.

92. The Global Programme will develop tools and quality assurance and conduct capacity-building initiatives for UNFPA country and regional offices to enhance their results-based management capacity, including within the context of United Nations development system reforms.

93. UNFPA will continuously strengthen the national institutional capacity for producing disaggregated high-quality population data in a user-friendly format for better monitoring of the transformative results, the SDGs and progress on the ICPD agenda.

94. The Global Programme will contribute to the annual report of the Executive Director on the performance of UNFPA, which will form the annual performance review, based on the expected results and indicators in the results framework, which are aligned with the integrated results framework of the UNFPA strategic plan, 2022-2025.

Annex 1: Results and resources framework for the Global Programme (2022-2025)

UNFPA strategic plan, 2022-2025, Goal: Achieved universal access to sexual and reproductive health and realization of reproductive rights, and accelerated progress on the implementation of the ICPD Programme of Action			
UNFPA strategic plan, 2022-2025, Outcome 1: By 2025, the reduction of preventable maternal deaths has accelerated		Indicative resources \$42.3 million: (\$27.3 million from regular resources and \$15 million from other resources)	
UNFPA strategic plan, 2022-2025, Outcome 2: By 2025, the reduction of unmet need for family planning has accelerated		Indicative resources \$48.4 million: (\$31.2 million from regular resources and \$17.2 million from other resources)	
UNFPA strategic plan, 2022-2025, Outcome 3: By 2025, the reduction in gender-based violence and harmful practices has accelerated		Indicative resources \$30.3 million: (\$19.5 million from regular resources and \$10.8 million from other resources)	
Organizational Effectiveness and Efficiency		Indicative resources \$2.9 million: (\$2.4 million from regular resources and \$0.5 million from other resources)	
Global Programme output	Output indicators, baselines and targets	Partner contributions	Indicative resources
<u>Output 1:</u> By 2025, improved integration of sexual and reproductive health and reproductive rights, as well as the prevention of and response to gender-based violence and harmful practices, into universal health coverage-related policies and plans, and other relevant laws, policies, plans, and accountability frameworks	<ul style="list-style-type: none"> Number of policy products and tools produced and rolled out to support countries to integrate sexual and reproductive health and reproductive rights into the universal health coverage plans, including financing arrangements, benefit packages, and/or financial protection mechanisms <i>Baseline: 9; 2022 Target: 15; 2023 Target: 17 2024 Target: 16; 2025 Target: 18</i> Proportion of Secretary-General reports supported by UNFPA that address ICPD issues and UNFPA priorities in the Decade of Action to deliver the SDGs <i>Baseline: 60%; 2022 Target: 60%; 2023 Target: 60% 2024 Target: 65%; 2025 Target: 70%</i> Proportion of outcome documents of global intergovernmental processes supported by UNFPA that integrate the commitments related to the achievement of transformative results <i>Baseline: 90; 2022 Target: 90%; 2023 Target: 90% 2024 Target: 90%; 2025 Target: 90%</i> Proportion of [UNFPA Programme Country] voluntary national reviews (VNRs) that integrate efforts to advance the transformative results and ICPD themes, as a result of effective UNFPA VNR engagement, in the Decade of Action. <i>Baseline: 60%; 2022 Target: 70%; 2023 Target: 80% 2024 Target: 85%; 2025 Target: 90%</i> The number of UN inter-agency mechanisms that UNFPA engages in at the global level for the achievement of the transformative results, including through strengthened integrated responses 	WHO/HRP, WB, GFF, UNAIDS, UN Women, FP 2030, UHC 2030, Avenir Health, John Hopkins University, London School of Economics, the European Parliamentarian Forum (EPF), BMGF, USAID, FCDO, Germany, AUC, Action Canada (Canada); Care (Australia); DSW(Germany); Equilibres and Populations (France); All-party Parliamentary Group on PD (UK); PND Factor (Portugal); FPFE(Spain); IFPA (Ireland); Sexual Health (Switzerland); RFSU (Sweden); Sensoa (Belgium); Sex and Politik (Denmark); NSSR (Norway); OFG (Austria); Vaestoliitto (Finland); NZFPA (New Zealand); IPPF/EN (Brussels); other CSOs; APHRC, UNDESA, KOSTAT	\$30.4 million: (\$25.4 million from regular resources and \$5.0 million from other resources)

UNFPA strategic plan, 2022-2025, Annex 4: Global and regional programmes, 2. Global programme

	<p><i>Baseline: 10; 2022 Target:12; 2023 Target: 14; 2024 Target: 16; 2025 Target: 18</i></p> <ul style="list-style-type: none"> • Number of global advocacy and policy partnerships, including through South-South cooperation, fostered to leverage political and financial resources to support the acceleration of transformative results and ICPD Programme of Action <i>Baseline: 21; 2022 Target: 21; 2023 Target: 24; 2024 Target: 24; 2025 Target: 24</i> • Number of policy dialogues convened, and platforms created, for civil society to engage, and for addressing population change and implications for 3 transformative results and demographic dividends. <i>Baseline: 6; 2022 Target: 12; 2023 Target: 14 2024; Target: 18; 2025 Target: 19</i> 		
<p>Output 2: By 2025, strengthened capacity of systems, institutions and communities to provide high-quality, comprehensive sexual and reproductive health information and services, including supplies, as well as essential services to address gender-based violence and harmful practices.</p>	<ul style="list-style-type: none"> • Number of global guidance, standards and tools produced and rolled out to support countries in operationalising the comprehensive package of sexual and reproductive health and reproductive rights interventions <i>Baseline: 9; 2022 Target: 14; 2023 Target: 13 2024 Target: 16; 2025 Target: 17</i> • The number of global UN inter-agency products and tools that UNFPA contributed to for the achievement of the three transformative results <i>Baseline: 10; 2022 Target:12; 2023 Target: 14; 2024 Target: 16; 2025 Target: 18</i> • Number of reproductive health and population development institutions at the national level for which capacities strengthened as a centre of excellence, including for South-South and triangular cooperation (SSTC) <i>Baseline: 1; 2022 Target: 3; 2023 Target: 5 2024 Target: 8; 2025 Target: 10</i> 	<p>WHO, UNICEF, UNDP, UN Women, BMGF, USAID, JSI, Reproductive Health Supplies Coalition</p>	<p>\$14.2 million: (\$11.2 million from regular resources and \$3.0 million from other resources)</p>
<p>Output 3: By 2025, strengthened mechanisms and capacities of actors and institutions to address discriminatory gender and social norms to advance gender equality and women's decision-making</p>	<ul style="list-style-type: none"> • Number of global products and tools produced and rolled out to support the advancement of gender equality and the empowerment of women and girls through gender-transformative programmes. <i>Baseline: 3; 2022 Target: 4; 2023 Target: 5 2024 Target: 6; 2025 Target: 7</i> • Number of global dialogues convened, and platforms created for civil society to advance gender transformative approaches. <i>Baseline: 11; 2022 Target: 17; 2023 Target: 21 2024 Target: 25; 2025 Target: 29</i> • Number of countries supported with technical guidance and tools for strengthened capacity in research, and evaluations to fill the knowledge gaps on sexual and reproductive health and reproductive rights, gender and social norm change to prevent gender-based violence and harmful practices <i>Baseline: 83; 2022 Target: 10; 2023 Target: 10 2024 Target: 10; 2025 Target :10</i> 	<p>UN-Women, WHO, OHCHR, women- and youth-led organizations, feminist organizations, social movements Department of Global communication, Office of first Vice-President of Costa Rica, Office of the UN DSG, People of African Descent focused women and youth civil society organizations, Regional Economic Commissions; World Bank, UNICEF</p>	<p>\$16.7 million: (\$14.7 million from regular resources and \$2.0 million from other resources)</p>
<p>Output 4: By 2025, strengthened data systems and evidence that take into</p>	<ul style="list-style-type: none"> • Number of global products and tools produced and rolled out to strengthen data and statistical capacity and support evidence-based population policies that advance the transformative results. 	<p>UN DESA, World Bank, Columbia University, Flowminder, World Pop</p>	<p>\$15.3 million: (\$12.3 million from regular resources and</p>

UNFPA strategic plan, 2022-2025, Annex 4: Global and regional programmes, 2. Global programme

<p>account population changes and other megatrends including ageing and climate change, in development programmes and policies, especially those related to sexual and reproductive health and reproductive rights</p>	<p><i>Baseline: 10; 2022 Target: 13; 2023 Target: 15 2024 Target: 17; 2025 Target: 19</i></p> <ul style="list-style-type: none"> • The number of global UN inter-agency (data) products and tools that UNFPA contributed to for the achievement of the three transformative results. <i>Baseline: 10; 2022 Target: 13; 2023 Target: 17 2024 Target: 20; 2025 Target: 23</i> • Number of new partnerships and reference groups operationalized for strengthening national population data systems and data generation and use. <i>Baseline: 6; 2022 Target: 2; 2023 Target: 2 2024 Target: 2; 2025 Target:2</i> 	<p>programme supported by Bill and Melinda Gates Foundation (BMGF); US Census Bureau; Inter-Agency and Expert Group on Gender Statistics; Inter-Agency Group on GBV Data; Maternal Mortality Estimation Inter-Agency Group; International Development Research Center (IDRC); UN Global Geospatial Information Management network (UN-GGIM); OHCHR, Department of Global communication, Office of first Vice-President of Costa Rica, Office of the UN DSG, People of African Descent focused women and youth civil society organizations, ECLAC, UN-Women, WHO</p>	<p>\$3.0 million from other resources)</p>
<p><u>Output 5:</u> By 2025, strengthened capacity of critical actors and systems in preparedness, early action and in the provision of life-saving interventions that are timely, integrated, conflict- and climate-sensitive, gender-transformative and peace-responsive</p>	<ul style="list-style-type: none"> • Number of global policy products and tools produced and rolled out to support countries to strengthen preparedness, climate-sensitive, peace-responsive humanitarian action capacities. <i>Baseline: 4; 2022 Target: 7; 2023 Target: 8 2024 Target: 10; 2025 Target:12</i> • Number of countries reporting on indicators developed to track the resources channelled to women's led organizations in humanitarian settings with built capacity by the Global Programme. <i>Baseline: 10; 2022 Target: 14; 2023 Target: 16 2024 Target: 18; 2025 Target:20</i> • Number of partnerships in place with youth-led and women-led organizations to support UNFPA humanitarian and peace-responsive interventions. <i>Baseline: 6; 2022 Target: 8; 2023 Target: 8 2024 Target: 9; 2025 Target:10</i> • Percent of global surge deployments requests filled to support GBV and SRH programming and coordination. <i>Baseline: 80%; 2022 Target: 80%; 2023 Target: 80%; 2024 Target: 80%; 2025 Target:80%</i> • Number countries capacitated by the Global Programme to have a functioning inter-agency coordination mechanism or platform to address: (a) gender-based violence; and (b) sexual and reproductive health and reproductive rights. <i>Baseline: 15; 2022 Target: 18; 2023 Target: 20; 2024 Target: 23; 2025 Target:25</i> • Number of multi-stakeholder partnerships established for humanitarian preparedness and response, and for peace-responsive interventions 	<p>OCHA, IRC, UNICEF, Call to Action, GBV AoR members, UN Women, UN DRR Focal Pts Group, ICVA, IFRC, Gender and Disasters Network, UNHCR, Standby Partners (surge), Johns Hopkins University Center for Humanitarian Health, Swiss Agency for Humanitarian and Development Cooperation</p>	<p>\$39.1 million: (\$11.1 million from regular resources and \$28.0 million from other resources)</p>

UNFPA strategic plan, 2022-2025, Annex 4: Global and regional programmes, 2. Global programme

	<p><i>Baseline:10 ; 2022 Target: 12; 2023 Target:13; 2024 Target:15 ; 2025 Target:17</i></p> <ul style="list-style-type: none"> Percentage of humanitarian preparedness and response countries supported by global programme to produce up-to-date Common Operational datasets on Population Statistics <i>Baseline: 45 ; 2022 Target: 49; 2023 Target: 54; 2024 Target:67; 2025 Target:73</i> 		
<p>Output 6: By 2025, strengthened skills and opportunities for adolescents and youth to ensure bodily autonomy, leadership and participation, and to build human capital.</p>	<ul style="list-style-type: none"> Number of global policy products and tools produced and rolled out to support countries in strengthening adolescents and youth agency, participation and leadership to uphold their sexual and reproductive health and rights. <i>Baseline: 2; 2022 Target: 4; 2023 Target:4; 2024 Target:6; 2025 Target: 6</i> Number of innovative global platforms and mechanisms to reach out to and engage vulnerable and hard-to-reach adolescents and youth. <i>Baseline:1; 2022 Target: 2; 2023 Target: 4; 2024 Target: 5; 2025 Target: 6</i> The number of UN inter-agency mechanisms that UNFPA engages in at the global level for the achievement of the transformative results, including through integrated approach to youth development. <i>Baseline: 4; 2022 Target: 4; 2023 Target: 5; 2024 Target: 5; 2025 Target: 6</i> The number of global UN inter-agency products and tools that UNFPA contributed to for the implementation of the Youth2030 Strategy. <i>Baseline: 5; 2022 Target:5; 2023 Target:7; 2024 Target:8; 2025 Target: 9</i> Number of global multi-stakeholder partnerships to facilitate increased investment in young people’s sexual and reproductive health and reproductive rights youth development. <i>Baseline: 3; 2022 Target: 4; 2023 Target: 4; 2024 Target: 6; 2025 Target: 8</i> 	<p>WHO, UNICEF, Office of the SG Youth Envoy, ILO, youth-led and youth-serving organizations</p>	<p>\$5.1 million: (\$3.1 million from regular resources and \$2.0 million from other resources)</p>
<p>OEE 1: Improved programming for results</p>	<ul style="list-style-type: none"> Number of UNFPA country offices certified in results-based management. <i>Baseline: 0; 2022 Target: 10; 2023 Target: 15; 2024 Target: 30; 2025 Target: 45</i> Number of SSTC solutions documented and shared. <i>Baseline: 0; 2022 Target:0; 2023 Target: 25; 2024 Target: 25; 2025 Target: 50</i> Proportion of programme supplies waste and losses identified through ‘last-mile’ assurance activities. <i>Baseline: 4%; 2022 Target: 3.75%; 2023 Target: 3.50%; 2024 Target: 3.25%; 2025 Target: 3%</i> 	<p>UNFPA regional and country offices</p>	<p>\$2.8 million: (\$2.3 million from regular resources and \$0.5 million from other resources)</p>
<p>OEE 3: Expanded partnerships for impact</p>	<ul style="list-style-type: none"> Number of UNFPA country offices supported to contribute to joint initiatives. <i>Baseline: 40% ; 2022 Target: 50% ; 2023 Target: 65% 2024 Target: 70% ; 2025 Target:75%</i> 	<p>UNFPA regional and country offices</p>	<p>\$0.09 million: (\$0.09 million from regular resources, \$0 million from other resources.)</p>