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United Nations Population Fund

UNFPA strategic plan, 2022-2025
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Annex 4 **Global and regional programmes**

1. Rationale

Summary

This annex presents the purpose and key objectives for the UNFPA global and regional programmes, 2022-2025, and the management and governance mechanisms for these programmes. It also outlines the main focus and priorities of the UNFPA global and regional programmes, 2022-2025, and their contributions toward achieving the results of the UNFPA strategic plan, 2022-2025.

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I. Programme rationale

1. The UNFPA strategic plan, 2022-2025, calls for urgent actions to achieve universal access to sexual and reproductive health and realize reproductive rights, as envisioned by the International Conference on Population and Development (ICPD) Programme of Action. In its second of three consecutive strategic plans leading to 2030, UNFPA focuses, during 2022-2025, on accelerating the achievement of three transformative results as part of its direct contribution to the 2030 Agenda for Sustainable Development and the Decade of Action. The transformative results are (a) ending unmet need for family planning; (b) ending preventable maternal deaths; and (c) ending gender-based violence and harmful practices, including female genital mutilation and child, early and forced marriage.

2. Global and regional programmes are part and parcel of the UNFPA strategic plan, 2022-2025, and are crucial for its effective and efficient delivery. The purpose, therefore, of the global and regional programmes is to complement country programmes, ensuring a comprehensive approach to promote the implementation of the ICPD Programme of Action and the 2030 Agenda across all levels.

3. United Nations General Assembly resolution 75/233 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, adopted on 21 December 2020, 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. In response to the guidance provided by Member States' through the 2020 quadrennial comprehensive policy review on advancing reforms to achieve the Sustainable Development Goals (SDGs) during the Decade of Action, the global and regional programmes for 2022-2025, in line with UNFPA strategic plan, 2022-2025, focus on accelerating progress toward achievement of the three transformative results within the broader context of achieving the SDGs by 2030.

5. Global and regional programmes support intergovernmental and regional processes in advancing the implementation of global and regional commitments through data-informed policy dialogue and advocacy. Through interagency collaboration, the global and regional programmes maximize support to countries in achieving their respective national priorities, including by providing technical support and building the capacity of partners. They play a key role in guiding advocacy, partnerships and resource mobilization and leading knowledge exchange and scaling-up of innovation.

6. The global and regional programmes, 2022-2025, are aligned to the UNFPA strategic plan, 2022-2025, and the 2020 quadrennial comprehensive policy review. They draw on lessons learned from implementing the global and regional interventions during the previous cycle (2018-2021), and also from the COVID-19 pandemic response and recovery as well as the evaluative evidence from the evaluations of the global and regional action plans. The programmes have been developed through a broad consultative process.

7. Implementing the global and regional interventions during 2018-2021, UNFPA learned that (a) the availability of knowledge, solutions and high-quality disaggregated data are essential for identifying and responding to the needs of those left furthest behind and the hardest-to-reach populations; (b) political engagement and partnership are essential in positioning the three transformative results in global, regional and continental frameworks and for influencing national laws and policies; (c) youth capacity for innovative and digitized approaches can be instrumental in all transformative results areas; (d) disaster preparedness, adaptation and flexibility have proven to be effective strategies during the COVID-19 pandemic, ensuring resilience and achievement of results in spite of unprecedented challenges; (e) broad-based partnerships and South-South and triangular cooperation with Governments, United Nations agencies, civil society organizations, faith-based organizations, women-led and youth-led organizations, grassroots movements and the private sector are excellent opportunities for innovation, mutual support and collaboration; and (f) an intersectional 'social norms' approach is required to effectively address the root causes of inequalities and gender-based violence.

II. Objectives and design

8. The objectives of the global and regional programmes are to (a) enhance UNFPA's role in coordinating the positioning of the ICPD and the three transformative results in intergovernmental, interagency and other multilateral processes; (b) promote international norms and standards, including capacity building of partners and

countries to strengthen normative and operational linkages; (c) facilitate knowledge exchange and generate and scale up innovation and best practices; (d) engage in and fully leverage the United Nations system-wide mechanisms to advance the ICPD agenda and the SDGs during the Decade of Action; (e) facilitate system-wide inter-agency coordination for scaling-up humanitarian action; and (f) provide field support.

9. The specific objectives of the global programme are (a) positioning sexual and reproductive health and reproductive rights and the ICPD priorities within key global partnerships, intergovernmental processes and thematic platforms to achieve the three transformative results; (b) integrating the approach on ‘leaving no one behind’ and ‘reaching those furthest behind first’ to achieve the three transformative results by providing cutting-edge guidance, knowledge, data and solutions; (c) scaling up risk analysis, humanitarian preparedness, anticipatory action and resilience-building through country and regional offices; (d) enhancing humanitarian capacity at the regional and country levels to safeguard sexual and reproductive health and reproductive rights and lead on ending gender-based violence; (e) guiding the ‘whole-of-organization’ integrated approach on effective and efficient policy, advocacy, programming and operations across development, humanitarian and peace-responsive efforts; (f) leading humanitarian coordination, expand partnerships and financing to deliver on the three transformative results; (g) scaling up the application of knowledge products from joint and thematic programmes to deliver a comprehensive sexual and reproductive health package through a gender-transformative approach; and (h) promoting or facilitating the use of geospatial analysis and georeferenced data to account for population changes and megatrends and ensure that sexual and reproductive health and reproductive rights, gender equality and sustainable development are integrated into policies and planning documents.

10. The global and regional programmes jointly facilitate knowledge exchange on successful partnerships at global, regional and country levels as a way to further programme enhancement, replicability and sustainability. They expand cross-regional collaboration to serve as a platform for partnership building to support programmes to find more agile and effective ways to communicate learnings and best practices for country offices to adapt, replicate and scale up innovations that address intractable challenges for achieving the three transformative results. The global and regional programmes also jointly facilitate the establishment of networks and ‘communities of practice’ and promote the regional and interregional flow of technical and programmatic support. As a function of integrating COVID-19 pandemic-related adaptations, the global and regional programmes will explore alternatives – to traditional mission-based technical and programme support to countries – such as hybrid models that use virtual platforms for ongoing learning. In providing technical and programmatic support to countries and partners, the regional offices will offer primary assistance; the global programme will step in, as necessary, to provide assistance coordinated by the regional offices.

11. The specific objectives of the regional programmes are (a) promoting advocacy and intergovernmental policy dialogue on laws and policies towards the realization of the three transformational results; (b) building national capacities to deliver the essential package of sexual and reproductive health and reproductive rights interventions, applying equity in access, quality of care and accountability across the implementation; (c) promoting and supporting the integration of social and gender norms change through implementation of global-level normative guidance on social norms, as well as through gender-transformative behaviour-change interventions; (d) strengthening the capacities of countries, partners and UNFPA country offices to collect, analyse and utilize sex, age and location-disaggregated data, including data that captures the multiple discriminations faced by populations left furthest behind; (e) amplifying the scale and use of generated knowledge products to benefit all countries; (f) providing technical and programmatic advisory support to countries, partners and UNFPA country offices, including support and oversight of country programme development, monitoring and evaluation; and, (g) equipping national partners and actors with norms and standards, including knowledge products, with a focus on adapting normative evidence and tools to the regional context.

12. To enhance inter-agency collaboration for a better collective impact at global and regional levels during the Decade of Action, regional programmes will continue to integrate the work of the regional collaborative platforms and enhance interagency collaboration through joint programmes and issue-based coalitions for collective impact. To support regional ICPD reviews and enhance engagement in regional sustainable development forums as well as other intergovernmental processes, regional programmes will leverage ‘success stories’ and lessons learned, including evidence-based analysis on effective engagement with regional economic commissions and continental entities in advancing regional and continental-level policy initiatives and advocacy to accelerate progress towards achievement of the three transformative results.

13. Regarding the design, the global and regional programmes, 2022-2025, are a mechanism through which UNFPA operationalizes acceleration and accountability and scales up effective methods and intervention models

at global and regional levels. The global and regional programmes contribute directly to the achievement of the results of the UNFPA strategic plan, 2022-2025, through the respective results and resources frameworks of one global programme and six regional programmes. The results frameworks of these programmes are aligned with the integrated results and results framework of the UNFPA strategic plan, 2022-2025.

14. The global and regional programmes are informed by the six strategic plan outputs and accelerators for the achievement of the three transformative results. The global programme uses the same outputs of the UNFPA strategic plan, 2022-2025, to contribute to their achievement. The regional programmes tailor the outputs of their programmes to the priorities of each region but align them to the strategic plan outcomes.

15. The programme design takes into consideration the six strategic plan accelerators, namely (a) human rights-based and gender-transformative approaches; (b) innovation and digitization; (c) partnerships, South-South and triangular cooperation, and financing; (d) data and evidence; (e) 'leaving no one behind' and 'reaching the furthest behind first'; and (f) resilience and adaptation and complementarity among development, humanitarian and peace-responsive efforts.

III. Focus of the global and regional programmes

16. The focus of the programmes is driven by five key principles: (a) promoting and protecting human rights; (b) prioritizing leaving no one behind; (c) improving accountability, transparency and efficiency; (d) applying gender-transformative approaches to contribute to gender equality and empowerment of women and girls; and (e) being informed by evaluative evidence and lessons learned, including from the COVID-19 pandemic.

17. The global and regional programmes will accelerate progress through several partners and cooperation frameworks at national, regional and global levels, leveraging the increased capacities in knowledge management and information and communication technologies for development and humanitarian settings.

18. Prevention of sexual exploitation and abuse and sexual harassment is vital for accountability to affected populations in humanitarian settings; this work of the global and regional programmes will bolster country mechanisms, strengthening coordination and cooperation, and ensure survivors of sexual exploitation and abuse have access to timely, high-quality assistance offered through gender-based violence referral pathways. The global and regional interventions will focus on building capacity for sexual and reproductive health and gender-based violence coordination and strengthening surge and standby roster for sexual and reproductive health and gender-based violence expertise.

19. Within the global and regional programmes, 2022-2025, UNFPA will institutionalize thematic knowledge hubs across all levels of the organization, including enabling virtual platforms and mechanisms that are human-centred in design and ensure easy access to and exchange of evidence-driven good practices. Additionally, South-South and triangular cooperation modalities will be enhanced to allow multi-country offices, such as those in the Caribbean and the Pacific, to benefit from the experiences of countries with similar development settings. The global and regional programmes will also facilitate the development of knowledge products linking the ICPD Programme of Action with mandate-critical and emerging issues in response to evolving needs and challenges, ensuring that country and regional offices are well-equipped when faced with new opportunities as well as new challenges.

A. The global programme

20. The global programme, 2022-2025, interventions focus on accelerating and scaling up efforts across the organization to deliver on the three transformative results. The global programme will expand its outreach and engagement with actors outside of its traditional orbits, strengthening alliances with development and financial institutions, youth networks, faith-based actors, social movements and women's groups by providing policy and advocacy platforms for effective participation in decision-making processes at the global and intergovernmental levels.

21. The global programme will play a leadership role in coordinating the positioning of the ICPD and three transformative results in intergovernmental, interagency and other multilateral processes. With its strong focus on leaving no one behind and reaching the furthest behind first, using human rights-based and gender transformative approaches, the global programme will reinforce and support efforts at national and regional levels through assisting intergovernmental processes, the provision of technical leadership, advocacy initiatives and the fostering

of partnerships, as well as population data to strengthen national efforts for the implementation and review of the SDGs, including in the context of the voluntary national reviews.

22. 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 implementation of the ICPD Programme of Action.

23. The global programme will continue to equip regional and country offices, national partners and actors with norms and standards, including knowledge products. It will lead, in collaboration with regional and country offices, the development and dissemination of global guidance, standards and tools on UNFPA mandate areas, focusing on leaving no one behind and reaching the furthest behind first. Additionally, the global programme will provide capacity development around gender-transformative programmes using the social norms change approach and survivor-centred gender-based violence services.

24. The global programme will also provide leadership, coordination and implementation of the Secretary General's call to action on human rights and also support the implementation of the United Nations gender and indigenous system-wide action plans (SWAPs), as well as the United Nations Disability Inclusion Strategy. UNFPA will continue to provide leadership in system-wide efforts to combat gender-based violence in emergencies as the lead agency in the gender-based violence area of responsibility. The global programme will play a critical role as the coordinator and the interagency provider of life-saving sexual and reproductive health supplies on behalf of humanitarian partners.

25. The global programme will contribute to the United Nations system interagency and programmatic efforts to support United Nations country teams to deliver on the SDGs, effectively leveraging synergies and co-benefits across the implementation of the ICPD Programme of Action and the 2030 Agenda to ensure that no one is left behind. It will focus on bridging humanitarian, development and peace-responsive efforts, especially in high-risk settings and protracted crises. It will facilitate the implementation of the 2020 quadrennial comprehensive policy review guideline of contributing to a comprehensive 'whole-of-system' response towards collective outcomes, including through greater cooperation and complementarity among development, disaster risk reduction, humanitarian action and sustaining peace. The global programme will focus on leveraging innovative solutions for larger community impact to accelerate progress towards achieving the three transformative results and will move toward a "solution clusters" approach that supports cross-fertilization across regions, informing country programmes with innovations and emerging best practices.

26. The priorities of the global programme are detailed in the global programme document; it includes a results and resources framework, which spells out how the performance of the programme will be tracked.

B. The regional programmes

27. The regional programmes, 2022-2025, are designed to catalyse the achievement of the transformative results in each region by leveraging the convening power of UNFPA, generating new ideas and connecting with innovation ecosystems partnerships. The UNFPA regional programmes will support and establish platforms, such as centres of excellence, for experience-sharing between and among countries with similar contexts, for example, by facilitating leadership at the regional and cross-regional levels through South-South collaboration; and by encouraging and supporting middle-income countries with the skills and technologies to document, share and disseminate their experiences.

28. In supporting efforts to expand multi-stakeholder engagement and build new partnerships to scale up and accelerate progress toward achieving the three transformative results, the regional programmes will explore opportunities for engaging with a broader network of partners, including in advocacy for ICPD-related issues.

29. To effectively address region-specific challenges related to the objectives of the strategic plan, each regional programme will embrace integrated approaches across humanitarian, development and peace-responsive efforts, developing cross-cutting thematic areas and addressing the interrelated population issues in the ICPD Programme of Action for which countries have pressing technical needs for evidence-based policy and programming advice.

30. In supporting countries to achieve results through regional advocacy, knowledge management and technical assistance, the regional programmes will prioritize reaching those furthest behind to achieve their sexual and reproductive health and reproductive rights. The programmes will also prioritize addressing societal, political, economic and cultural norms and attitudes that act as barriers to the achievement of sexual and reproductive health and reproductive rights for all.

31. Leveraging the successes of engagement in regional partnership platforms and United Nations interagency mechanisms, including issue-based coalitions, within the framework of United Nations development system reforms, the regional programmes will continue to accelerate joint actions towards accelerating the implementation of the ICPD Programme of Action and the achievement of the Sustainable Development Goals by 2030. The programmes will complement country-level work by contributing to an enabling policy environment, influencing regional frameworks and processes and providing, jointly with other agencies, technical expertise and tools to support the acceleration of progress toward the envisioned development results in the region.

32. Regional programmes will mainstream innovation into a range of programmes and internal systems to maximize opportunities presented by the COVID-19 pandemic response, including adopting digital technology. Innovation will also be applied to generate relevant industry data and evidence through targeted research and market intelligence.

33. The priorities of the regional programmes are detailed in the individual regional programme documents. Each regional programme document includes a results and resources framework, which spells out how the performance of the programme will be tracked.

IV. Management and governance mechanisms

34. The UNFPA Executive Director has the final accountability for approval of the programmes and delivery of the results of global and regional programmes. Within the organization, an executive committee, led by the Executive Director, is designated as the decision-making body. A secretariat for global and regional programmes, hosted by the Policy and Strategy Division, provides overall coordination and management of the global and regional programme implementation through a mechanism of focal points representing the six regions and the headquarters units.

35. The global and regional programmes are designed to be a dynamic mechanism, with regular reviews and systematic reporting on progress to the Executive Committee, to more effectively monitor progress and decide on adjustments, if needed.

36. To ensure the flexibility to respond to the changing development landscape, depending on the resources available, UNFPA will make adjustments to allocations for global and regional programmes annually, while ensuring that the overall ceilings approved by the Executive Board are not exceeded. The organization will conduct a thorough review, leading to additional adjustments, if required, during the midterm review of the UNFPA strategic plan, 2022-2025, following an equally rigorous process as was followed for the initial allocation.

37. The directors of headquarters divisions and the regional offices are responsible for overseeing the development, implementation, monitoring and evaluation of the respective global and regional programmes, ensuring alignment with the UNFPA mandate, the strategic plan, 2022-2025, and internal control and accountability frameworks.

38. The Executive Board will continue to play a key role in providing guidance and oversight for UNFPA management to ensure the organization makes optimum use of its resources toward the achievement of its mission.
