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UNFPA – Strategic plan, 2022-2025

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**United Nations Population Fund
UNFPA strategic plan, 2022-2025**

Summary

The UNFPA strategic plan, 2022-2025, while reaffirming the relevance of the current strategic direction of the Fund, calls for urgent action to achieve universal access to sexual and reproductive health, realize the reproductive rights for all, and accelerate the implementation of the ICPD Programme of Action. With this ‘call to action’, the Fund contributes directly to the 2030 Agenda for Sustainable Development, in line with the Decade of Action for the Sustainable Development Goals.

The strategic plan, 2022-2025, is the second of three consecutive UNFPA strategic plans in the lead up to 2030. It focuses on critical pathways and strategies necessary to accelerate the achievement of three transformative results: (a) ending the unmet need for family planning; (b) ending preventable maternal deaths; and (c) ending gender-based violence and harmful practices, which UNFPA committed to in the strategic plan, 2018-2021. These transformative results cannot be achieved at the current rate of progress. The COVID-19 pandemic has harmed women’s and girls’ access to sexual and reproductive health and reproductive rights; the pandemic has, in many cases, reversed much of the progress made in recent decades and further stalled the progress towards the three results.

In response, this strategic plan calls upon United Nations Member States, organizations and individuals to build forward better from the pandemic, recover the gains lost, and accelerate the already lagging progress.

The strategic plan, 2022-2025, was developed through an extensive consultative process and building on good practices and lessons learned, including during the COVID-19 response. It is informed by the best available evidence on the most impactful solutions that can accelerate progress.

Elements of a decision are contained in section IX of the report.

I. Overview

1. The UNFPA strategic plan, 2022-2025, is a ‘call to action’. Building on the momentum generated by the ICPD25 process, it calls for urgent interventions to accelerate the implementation of the Programme of Action of the International Conference on Population and Development (ICPD) and the achievement of the three transformative results: (a) ending the unmet need for family planning; (b) ending preventable maternal deaths; and (c) ending gender-based violence and all harmful practices, such as child, early and forced marriages and female genital mutilation, which UNFPA committed to in the strategic plan, 2018-2021; and, it emphasises the centrality of data to ensuring evidence-informed actions across the three transformative results. The strategic plan ultimately contributes to the acceleration of the achievement of the Sustainable Development Goals by 2030.

2. The strategic plan, 2022-2025, calls for ensuring that no one is left behind in the pursuit of achieving the Sustainable Development Goals. It calls for protecting and promoting human rights, particularly for the most vulnerable and marginalized, and recognizes the need to transform unequal gender power structures in societies to accelerate the ICPD Programme of Action and to achieve universal access to sexual and reproductive health and reproductive rights.

3. To effectively and coherently support the transformative results, within the overall framework of a reformed United Nations development system, UNFPA must also transform itself. The strategic plan, therefore, offers a blueprint of how UNFPA will transform itself to lead the way forward in addressing gender equality, equity and empowerment of women and girls and the pursuit of sexual and reproductive health and reproductive rights. The blueprint will ensure that all essential organizational processes of the Fund (policies, programmes, technical support, human resources, resource mobilisation, partnerships and communications) fully align with the mission of UNFPA – delivering a world where every pregnancy is wanted, every childbirth is safe, and every young person’s potential is fulfilled.

4. While the strategic plan contributes to the achievement of all 17 Sustainable Development Goals, it most directly contributes to Goals 1 (eradicating poverty), 3 (ensure healthy lives and promote well-being for all at all ages), 5 (achieve gender equality and empower all women and girls), 10 (reduce inequality within and among countries), 13 (climate action), 16 (promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels) and 17 (strengthen the means of implementation and revitalise the global partnership for sustainable development) (see figure 1 below).

Figure 1
Updated bull's eye with the strategic vision and alignment to the Sustainable Development Goals



5. The strategic plan for 2022-2025 is the second of three consecutive UNFPA strategic plans to 2030. The first strategic plan, for 2018-2021, continued advancing the implementation of the ICPD Programme of Action and set the stage for the three transformative results, developing actions, policies and plans at global, regional and national levels to achieve the results. However, during this period, the world faced the COVID-19 pandemic, which disrupted the provision and use of services, which resulted in an increase of incidents of gender-based violence and worsened an already lagging progress towards the three transformative results. The second strategic plan, for 2022-2025, therefore, while continuing to advance the ICPD Programme of Action, will also concentrate on recovering better from the COVID-19 pandemic, restoring the gains lost and accelerating progress. Time is of the essence. If not enough progress is made in the next four years, it will not be possible to accelerate the implementation of the ICPD Programme of Action and achieve the three transformative results by 2030.

6. Recovering from the COVID-19 pandemic and accelerating progress will require bold, innovative and clear solutions and building on strategic public and private partnerships and innovative financing approaches that can stand the test of time amid global uncertainties and complex megatrends.

To this end, the strategic plan, 2022-2025, will provide a blueprint for key shifts and for adopting new ways of doing business (see box 1 below).

Box 1	
Key strategic considerations and shifts of the strategic plan, 2022-2025	
(a)	Aligning the entire organizational focus on achieving the three transformative results;
(b)	Increasing the focus on populations left behind, emphasising reaching those furthest behind first;
(c)	Expanding the humanitarian response capacity to better safeguard the lives of women, adolescents and youth, especially adolescent girls, while addressing also mental health and psychosocial issues;
(d)	Mainstreaming resilience, prevention, preparedness, and early action and the complementarity between humanitarian, development and peace interventions in all contexts;
(e)	Tackling structural inequalities that hamper gender equality and women's empowerment, such as discriminatory gender and social norms;
(f)	Enabling youth leadership and participation to effect change;
(g)	Integrating the effects of megatrends, such as climate change, demographic shifts, inequalities and digitalization, into programming;
(h)	Strengthening the normative role in all countries where UNFPA is present;
(i)	Shifting the focus from 'funding' to 'financing' the ICPD agenda;
(j)	Reinvigorating and expanding partnerships, including with the private sector, civil society organizations, international financial institutions, media and through South-South and triangular cooperation;
(k)	Tailoring programmatic and technical assistance to better respond to local contexts.

7. The strategic plan was developed through an intensive process of consultations, including with UNFPA staff and external stakeholders, notably the Executive Board and other Member States and sister United Nations agencies. It was formulated using the latest available evidence, including that from recent evaluations of UNFPA programmes. The strategic plan, 2022-2025, aligns itself with the principles of the 2030 Agenda for Sustainable Development, including the centrality of human rights, gender equality, leaving no one behind and partnerships. The plan is also fully aligned with the United Nations reform efforts and the principles outlined in the General Assembly resolution (75/233) on the quadrennial comprehensive policy review of operational activities for development of the United Nations system.

8. The strategic plan, 2022-2025, is firmly grounded in the conviction that achieving universal sexual and reproductive health, the realization of reproductive rights and the three transformative results can only be realized with an increased focus on protecting and promoting the rights and inclusive participation of women, adolescent and youth, especially adolescent girls, as agents of change, with accelerated and specific actions across humanitarian and development programming and contributions to social cohesion and peace.

9. UNFPA believes that women-led movements, organizations and initiatives are central to the achievement of its mandate, taking into account the notion of intersectionality – that the dimensions of race, class, and gender can be regarded as creating overlapping and interdependent systems of discrimination or disadvantage. UNFPA recognizes the need to transform fundamentally unequal gender power structures, to ensure women and girls worldwide can exercise bodily autonomy, enjoy their rights and access opportunities free from discrimination, exclusion, and violence, including harmful practices. UNFPA will therefore prioritize funding, programmes and internal resources that are dedicated to gender equality, women's rights and women's leadership, bodily autonomy, inclusive participation, and empowerment.

10. In the following sections, this document presents (a) the context that has informed the formulation of the strategic plan, 2022-2025; (b) the expected results by 2025; (c) where and how the results will be delivered; (d) the internal UNFPA capacities that will require improvements to deliver the

results; (e) the identified risks and mitigation measures; and (f) the monitoring and evaluation of the implementation and achievement of the results of the strategic plan.

II. Context

11. The COVID-19 pandemic has so far claimed over 3.4 million lives and infected more than 164 million people. It has had a disproportionately negative impact on women and girls. Moreover, vulnerable populations, including young people, older persons, indigenous people, people of African descent, persons with disabilities, migrants and refugees, also experienced severe effects from the pandemic. COVID-19 has had alarming health and economic impacts for women and brought about dramatic increases in reported incidences of gender-based and domestic violence.

12. The COVID-19 pandemic is expected to push an additional 71 million people into extreme poverty. It will likely increase female poverty. It has intensified women's unpaid care work. And, the pandemic has exposed vulnerabilities and exacerbated inequalities within and between countries, hitting the poorest and most vulnerable people particularly hard. The pandemic disrupted progress towards the three transformative results and, in some cases, reversed hard-won progress.

13. There are concerns that the pandemic will lead to reductions in official development assistance until countries recover to pre-pandemic levels. Such reductions will likely aggravate, in particular, development assistance for population and sexual and reproductive health programmes, which had already been declining, from \$8,435 million in 2016 to \$5,959 million in 2019.

14. Until the COVID-19 pandemic, there was good progress in achieving the three transformative results. Globally, access to modern family planning services had increased, from 73.6 per cent in 2000 to 76.8 per cent in 2020. In the least developed countries, primarily the UNFPA priority countries, the proportion of women married or in a union who have their need for family planning satisfied with modern methods had also increased, from 39.4 per cent in 2000 to 58.5 per cent in 2020.

15. The unmet need for family planning declined worldwide, from 11.3 per cent in 1990 to 9 per cent in 2019. Despite this progress, the unmet need for family planning remained high in many least developed countries; more than 200 million of the 885 million women in developing regions who wish to prevent pregnancy cannot access or do not want to use modern contraceptive information and services. The unmet need for contraceptives is higher among adolescents than in any other age group. The COVID-19 pandemic is estimated to have prevented 12 million additional women from using modern contraceptives.

16. Maternal deaths declined from 451,000 in 2000 to 295,000 in 2017 – a 38 per cent reduction. The global lifetime risk of maternal mortality for a 15-year-old girl in 2017 was approximately half the risk in 2000. The proportion of women of reproductive age (aged 15-49 years) who died due to maternal causes was estimated at 9.2 per cent in 2017 – down by 26.3 per cent since 2000. Approximately 13 per cent of these deaths were caused by unsafe abortions and lack of post-abortion care, affecting girls 15-19 years of age disproportionately.

17. Ninety nine percent of maternal deaths happen in low and middle income countries with more than 50 per cent of these deaths occurring in humanitarian and fragile settings. The reduction in maternal mortality is, therefore, still not at the level required to achieve the Sustainable Development Goal target on maternal mortality (fewer than 70 maternal deaths per 100,000 live births) or to reach the UNFPA transformative result to end preventable maternal deaths by 2030. These targets will not be achieved unless all direct causes are addressed.

18. The progress in reducing gender-based violence and harmful practices showed similar trends, a steady decline. However, a review of available population-based prevalence data for women aged 15 years and older from 2000 to 2018 indicates that an estimated 736 million women – almost 1 in 3 women – have been subjected to intimate partner violence, non-partner sexual violence, or both, at least once

during their lifetime. More than 640 million women aged 15 years and older (26 per cent) have been subjected to intimate partner violence.

19. Harmful practices also showed the same trends. During the last decade, the proportion of young women who were married as children decreased by 15 per cent, from 1 in 4 girls to approximately 1 in 5 girls. Before the pandemic, the largest decline in child marriage in the last 10 years occurred in South Asia, where a girl's risk of marrying before her 18th birthday dropped by more than a third. Female genital mutilation has declined by 25 per cent. In the 30 countries with nationally representative prevalence data, approximately 1 in 3 girls aged 15-19 years today have undergone the practice, compared to nearly 1 in 2 girls in 2000.

20. The COVID-19 pandemic likely caused a one-third reduction in progress towards ending gender-based violence and one-third reduction in progress towards ending female genital mutilation by 2030. It is projected that 2 million female genital mutilation cases could occur over the next decade that would otherwise have been averted, and an additional 13 million child marriages between 2020 and 2030 that otherwise would not have occurred.

21. Some global megatrends have already shaped the progress towards the three transformative results. Climate change, environmental degradation, natural disasters and conflicts have disrupted the provision and use of sexual and reproductive health services and exacerbated gender-based violence. Emerging demographic shifts – characterized on the one hand by low fertility and population ageing, especially in developed countries, and on the other hand by youth bulges in many low-income countries – have in some cases been accompanied by discrimination and infringement on the right to access to sexual and reproductive health information and services and on the freedom to exercise one's reproductive rights. The right of individuals to decide freely and responsibly the number and spacing of their children is a cornerstone of the ICPD Programme of Action. Moreover, the increasing inequalities have meant that more people have been excluded and left behind, especially women and girls, youth, and other vulnerable groups, from the development process.

22. There is growing evidence that the digital revolution has created a digital divide, exacerbating existing inequalities and hampering progress. However, digitalization has also created opportunities, including 'mobile health' (mHealth), which has greatly increased access to and use of sexual and reproductive health information and services and the ability to participate in the development process.

23. The adverse effects to the progress toward the three transformative results notwithstanding, the international development architecture also offers opportunities for accelerating progress. The 2030 Agenda, the Decade of Action and the United Nations reform process bring more opportunities for acceleration. The momentum generated from the 25th anniversary of the adoption of the ICPD Programme of Action (ICPD25) in 2019, including through the over 1,400 voluntary commitments made by Governments, multilateral agencies, civil society organizations, the private sector and many other stakeholders, as well as the 25th anniversary of the adoption of the Beijing Platform of Action in 2020, are providing opportunities to strengthen partnerships and harness synergies to confront the global challenges to recover better from the COVID-19 pandemic and resume progress towards the three transformative results.

24. The evidence, experiences and lessons learned from implementing the strategic plan, 2018-2021, and responding and recovering better from the COVID-19 pandemic provide a firm ground to build on and accelerate universal access to sexual and reproductive health and reproductive rights and the three transformative results. The experience shows that acceleration requires several factors:

- (a) the need for multisectoral and multi-stakeholder approaches and ecosystems to address common challenges;
- (b) a development approach that is rooted in respect for fundamental human rights;
- (c) the importance of timely, high-quality and relevant data;
- (d) the imperative of strategic investments in accelerators for change and innovation;
- (e) a focus on underlying structural inequalities and gaps;

- (f) mainstreaming resilience and employing a systems approach;
- (g) a firm commitment to leave no one behind and to reach the furthest behind first; and,
- (h) the ability to learn and adapt.

25. Experience also showed that the three transformative results of UNFPA cannot be achieved without substantial investments in the Fund's ability to operate effectively and efficiently in humanitarian and fragile contexts. Much progress can be gained by expanding the capacity of the organization in humanitarian and conflict-affected settings. Linked to that is the need for agile and adaptive programming and resilience-building approaches.

26. Some 1.8 billion people alive today are aged 10-24 years. Most of them live in developing countries, often comprising a huge proportion of the population. How well they navigate adolescence will determine not only the course of their own lives, but also that of the world. Yet too many youths are unable to participate fully in society. Around 175 million young people in low-income countries cannot read a full sentence. Among those aged 15-24 years, some 500 million live on less than \$2 a day; over 73 million are unemployed. For girls, the barriers to participation are even higher. Hence, ensuring meaningful youth participation is critical for sustainable development.

27. Partnerships, including public and private partnerships, and South-South and triangular cooperation, can open doors for accelerating the three transformative results. Achieving these results by 2030 globally will require substantial investments, in the order of \$222 billion for the period 2020-2030, beyond those projected based on the currently available official development assistance (table 1). This will require mobilising additional international and domestic resources, through public and private partnerships.

Table 1
Investment required to achieve the transformative results

Transformative result	New investment required for 2020-2030 period ¹
1. Ending the unmet need for family planning	\$59.9 billion
2. Ending preventable maternal deaths	\$103.6 billion
3. Ending gender-based violence and harmful practices	\$58.7 billion

28. Investing in sexual and reproductive health and reproductive rights, gender equality and women's empowerment is not only the right thing to do, it is the smart thing to do. These investments will have multiple-fold future social and economic benefits to countries and societies.

III. Expected development results

29. The strategic plan, 2022-2025, aims to achieve universal access to sexual and reproductive health and reproductive rights and accelerate the implementation of the ICPD Programme of Action. Achieving these goals will directly contribute to the 2030 Agenda for Sustainable Development, and most directly to Sustainable Development Goals 1, 3, 4, 5, 10, 13, 16 and 17 – keeping to the 2030 Agenda's principles of human rights, universality and leaving no one behind.

30. The strategic plan's main target groups are women, adolescents and youth. UNFPA will apply a life course approach, recognizing that people have different and changing needs throughout their lives.

¹ Unmet need for family planning and preventable maternal deaths estimates for 120 priority countries; Gender-based violence estimates for 132 countries; child marriage estimates for 68 high-burden countries; female genital mutilation estimates for 31 high-burden countries

The strategic plan specifically focuses on leaving no one behind and targets the furthest behind first in achieving the results; it considers seven core factors, in addition to gender, that increase the chances of individuals being left behind:

- (a) Age;
- (b) Culture, ethnicity, race, language and religion;
- (c) Disability;
- (d) Location;
- (e) Migration, asylum, refugees and displacement status;
- (f) Sexual orientation and gender identity;
- (g) Socio-economic factors.

31. The plan will also take into account additional specific factors that are relevant in a particular region or country.

32. The strategic plan will continue to advance efforts to achieve the three transformative results by 2030; it will also, collaboratively with other UN agencies and other partners, contribute to three outcomes by 2025:

Outcome 1. By 2025, the reduction in the unmet need for family planning has accelerated.

Outcome 2. By 2025, the reduction of preventable maternal deaths has accelerated.

Outcome 3. By 2025, the reduction in gender-based violence and harmful practices has accelerated.

33. UNFPA will contribute to these three outcomes by achieving six interrelated outputs. All the outputs contribute to the achievement of each outcome; they have a multidimensional, ‘many-to-many’ relationship with these outcomes.

34. The *six outputs* are:

(a) *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;

UNFPA works on this output jointly with several United Nations partners, including WHO, UN-Women, UNDP, UNICEF.

(b) *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;

UNFPA works on this output jointly with several United Nations partners, including UN-Women, UNICEF, UNAIDS, WFP, UNDP, IOM.

(c) *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;

UNFPA works on this output jointly with several United Nations partners, including UN-Women, UNDP, UNICEF.

(d) *Population change and data:*

By 2025, strengthened data systems and evidence that take into 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;

UNFPA works on this output jointly with several United Nations partners, including WHO, UN-Women, UNICEF, UNDP.

(e) *Humanitarian response:*

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;

UNFPA works on this output jointly with several United Nations partners, including UN-OCHA, WHO, UNHCR, UNICEF, WFP, IOM, UN-Women.

(f) *Adolescents and youth:*

By 2025, strengthened skills and opportunities for adolescents and youth, in particular adolescent girls, to ensure bodily autonomy, leadership and participation, and to build human capital;

UNFPA works on this output jointly with several United Nations partners including UNICEF, UN-Women, ILO.

35. UNFPA identified *six accelerators* for the achievement of these six outputs:

- (a) Human rights-based and gender transformative approaches;
- (b) Innovation and digitalization;
- (c) Partnerships, South-South and triangular cooperation, and financing;
- (d) Data and evidence;
- (e) Leaving no one behind and reaching furthest behind first; and
- (f) Resilience and adaptation, and complementarity of humanitarian action, development and peace-responsive efforts.

Figure 2
Six plus six accelerators and outputs framework for accelerating the transformative results

... towards realizing the strategic plan goal of:

Universal access to sexual and reproductive health and reproductive rights and the acceleration of the implementation of the Programme of Action of the International Conference on Population and Development



... that contribute to the achievement of the shared outcomes of:

By 2025, the reduction in the unmet need for family planning has accelerated.	By 2025, the reduction of preventable maternal deaths has accelerated.	By 2025, the reduction in gender-based violence and harmful practices has accelerated.
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...to accelerate the achievement of the six interconnected outputs of*:

Policy and accountability	Quality of care and services	Gender and social norms	Population change and data	Humanitarian response	Adolescents and youth
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Six accelerators...



Human rights-based and gender transformative approaches	Innovation and digitalization	Partnerships, South-South and triangular cooperation, and financing	Data and evidence	Leaving no one behind and reaching furthest behind first	Resilience and adaptation, and complementarity of humanitarian action, development and peace-responsive efforts
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UNFPA global programme interventions	UNFPA regional programme interventions	Country programme interventions under the United Nations Sustainable Development Cooperation Frameworks and humanitarian response plans
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*output titles only

See annex 2 for details of the change story of the strategic plan, 2022-2025

36. The section below explains how UNFPA and partners can capitalize on the pathways to achieve the six outputs and the identified six accelerators, thereby directly contributing to the outcomes and accelerating the transformative results.

Outcome 1. By 2025, the reduction in the unmet need for family planning has accelerated

37. Outcome 1 will focus on accelerating the progress toward ending the unmet need for family planning. It will directly contribute to achieving Sustainable Development Goal 3 (good health and well-being) and Goal 5 (gender equality and women empowerment). More specifically, the outcome contributes to the target 3.7 on universal access to sexual and reproductive health-care services, including family planning. This will also contribute to achieving the Global Strategy for Women's, Children's and Adolescents' Health, 2016-2030.

38. Previous experience has shown the importance of strengthening the enabling environment and addressing gaps in both supply-side and demand-side family planning interventions. UNFPA found that accelerating the reduction of ending unmet need for family planning will not happen unless the world: (a) prioritizes the integration of family planning into sexual and reproductive health and reproductive rights policies, programmes and equitable health financing schemes; (b) invests in right-based, people-centred, integrated family planning services, including products that are offered based on informed choice, free from constraints, coercion, discrimination and violence; (c) strengthens health data systems; (d) prioritizes the demand for women's and young people's access to family planning services by addressing harmful socio-cultural norms, and promoting young people's agency and bodily autonomy; and, (e) prioritizes the rights of marginalized populations and those in humanitarian and post-humanitarian situations.

39. In the strategic plan, 2022-2025, UNFPA will continue to advocate for and support the integration of family planning into reproductive, maternal, newborn, child and adolescent health programmes and policies, by (a) integrating family planning as a core element of the universal health coverage benefit package; (b) supporting policies that facilitate method mix, access, regulatory frameworks; and (c) facilitating financing and financial protection arrangements to attain sustainable financing for family planning. UNFPA will also expand the leadership and participation of young people into the sexual and reproductive health policy development and other decision-making bodies.

40. Discontinuation of contraceptive methods is lower where there is an informed choice, options and access. UNFPA will continue to invest in and advocate for the people-centred quality of family planning services and products at facility and community levels by focussing on: (a) expanding equitable access to high-quality family planning products and services; (b) expanding the method mix and choice; (c) expanding rights-based and skills-based family planning training to strengthen service provider capacity; and (d) strengthening accountability through increasing client feedback mechanisms.

41. As a global leader in supplying contraceptives and sexual and reproductive health commodities, UNFPA will focus on strengthening resilient supply chains to reach 'the last mile' with contraceptives. UNFPA will strengthen market intelligence in terms of procurement options and capacity. UNFPA will continue investing in green procurement practices. UNFPA will continue to consider the 'UNFPA Supplies Partnership' as the main vehicle to accelerate progress in countries with the highest rates of unmet need for family planning.

42. To end the unmet need for family planning by 2030, UNFPA and partners must address the global humanitarian and fragility landscape. UNFPA will leverage and advocate for the systemic implementation of the updated minimum initial services package that positions family planning as a life-

saving intervention. UNFPA will put more efforts into the integration of family planning into disaster risk reduction and climate response strategies, including National Adaptation Programmes of Action.

43. UNFPA will expand supporting demand-side interventions for family planning by empowering women and girls to decide on their reproductive life. Apart from strengthening the policy environment and scaling of high-quality services and care, UNFPA will (a) continue to support comprehensive sexuality education in schools and out of schools; (b) expand the work with men and boys; and (c) strengthen partnerships beyond the health sector to include the private sector and civil society actors. UNFPA will also scale up interventions for addressing discriminatory gender and socio-cultural norms towards family planning, including in low fertility settings.

44. The availability and analysis of geo-referenced and disaggregated data are critical for accelerating the progress towards ending the unmet need for family planning. UNFPA will therefore expand the analysis and assess demand-side interventions by strengthening relevant data systems. UNFPA will expand the development of evidence-based investment cases to demonstrate the impact of family planning on socio-economic development under different demographic scenarios.

45. UNFPA will continue to support implementation and strengthening of surveys and data systems, including the 2020 round of population and housing census, civil registration and vital statistics data systems, demographic and health surveys and other relevant data collection mechanisms to improve on data-driven family planning programming and decision making.

46. UNFPA will continue to support the implementation of the 2020 round of population and housing census as this helps to guide the accounting of everyone for access to family planning and other sexual and reproductive health services. The strategic plan will support the scaling up of data in humanitarian settings. UNFPA will also continue to work with UNICEF to scale up the civil registration and vital statistics data systems.

47. In response to the lessons learned in the COVID-19 pandemic, UNFPA will scale up self-care interventions (i.e. self-awareness, self-screening and self-management), including self-injection that can be delivered rapidly to large numbers of people by non-specialists with minimal training. UNFPA will also support virtual delivery modes, such as mobile learning (m-Learning), to disseminate information and services.

Outcome 2. By 2025, the reduction of preventable maternal deaths has accelerated

48. Outcome 2 will focus on accelerating the reduction in preventable maternal deaths by 2025. This outcome will directly contribute to achieving Sustainable Development Goal 3 (good health and well-being). It will also contribute to achieving the Global Strategy for Women's, Children's and Adolescents' Health, 2016-2030. UNFPA also commits, together with the H6 partners (UNICEF, UN-Women, WHO, UNAIDS, and World Bank Group), to ending preventable maternal newborn mortality and morbidity. This outcome will complement the achievement of the Sustainable Development Goal 3 target 3.7 on universal health coverage.

49. UNFPA learned that the acceleration in reducing preventable maternal deaths cannot be achieved unless the world: (a) prioritizes the integration of sexual and reproductive health and reproductive rights into the policies, strategies, plans and equitable financial schemes related to universal health coverage and primary healthcare; (b) invests in the quality of care of comprehensive sexual and reproductive health interventions at scale; (c) strengthens health data systems; (d) scales up humanitarian response and provision of life-saving sexual and reproductive health services; and (e) improves the skills, knowledge and education of adolescent and youth.

50. UNFPA will strengthen the integration of sexual and reproductive health and reproductive rights into the universal health coverage benefit packages, financial protection mechanisms and other policies and programmes from a people-centred and human rights-based life course approach by: (a) addressing unfavourable laws and policies on the age of consent to sex, marriage and accessing services; (b) mobilizing domestic resources for sexual and reproductive health; (c) developing evidence-based investment cases to demonstrate the cost-effectiveness; (d) strengthening the capacity of governments to

exercise strategic leadership and coordination; (e) improving health system management at the subnational level and ensure decentralized funding at the district and facility levels; and (f) integrating sexual and reproductive health and reproductive rights as an integral element of universal health coverage measurement frameworks.

51. UNFPA will continue to strengthen resilient health systems, in close collaboration with the World Health Organization. UNFPA will prioritise strengthening national preparedness, anticipatory action, and contingency planning and integrating gender and sexual and reproductive health and reproductive rights into the climate policies and programmes. UNFPA will put more efforts in women and young people's leadership and meaningful engagement addressing sexual and reproductive health and climate issues.

52. UNFPA will strengthen national interventions on equity in access and on the quality of comprehensive sexual and reproductive health care by supporting national efforts for scaling up the implementation of the essential sexual and reproductive health package. This includes, inter alia, comprehensive sexuality education, counselling for family planning/contraception, antenatal, childbirth, and postnatal care, the prevention and treatment of HIV and other sexuality transmitted infections, access to comprehensive post-abortion care², counselling and services for sexual health and well-being, detecting, preventing and managing reproductive cancers and other morbidities, such as fistula and counselling and services for infertility. Also, UNFPA will continue to lead the global campaign to end fistula by 2030.

53. UNFPA will also expand the quality of care, through: (a) strengthening national healthcare facility networks, including emergency obstetric and newborn care; (b) developing the quality of care policies, standards and protocols for all components of the essential package of sexual and reproductive health services; (c) prioritizing primary healthcare delivery systems, in particular readiness, functionality, quality, resilience and financing; (d) strengthening health workforce capacity and deployment; and (e) improving the capacity to mainstream the rights of the populations furthest behind into policies and accountability mechanisms, technical guidance and support, medical supplies, training and capacity building, as well as funds for fistula prevention, treatment and social reintegration and advocacy programmes.

54. The three transformative results will not be achieved without investing in midwifery. UNFPA will strengthen thought leadership on midwifery by creating an enabling environment and prioritizing the professionalization of midwifery and supporting cadres. UNFPA will scale the support for: (a) licensing and regulating the midwives in line with international standards to their full scope of practice; (b) supporting the implementation of midwife-led continuity of care models; (c) improving pre-service and in-service education; and (d) strengthening deployment strategies; (e) improving psycho-social wellbeing and address any systemic bias in the health system related to gender inequality.

55. To scale up the humanitarian response towards ending preventable maternal deaths, in addition to the provision of family planning and contraception services, UNFPA will: (a) strengthen sexual and reproductive health coordination; (b) improve sexual and reproductive health information management; (c) support maternal deaths audits; and (d) develop investment cases in humanitarian settings.

56. UNFPA will expand innovations in virtual delivery (telemedicine), self-care (self-awareness, self-screening and self-management), midwifery care through mobile job aids and virtual capacity building, and ensure that midwifery curricula are increasingly aligned with international standards, along with a regulated and licensed health workforce.

57. UNFPA will strengthen health-seeking behaviours and the utilization of services by women, adolescents and youth. In this regard, it will support interventions to promote positive masculinity to transform existing norms to improve equality and create an enabling environment that encourages men's and boys' supportive and respectful engagement with women and girls, thus reinforcing changes to the

² Support in this area will be in line with WHO guidance and consistent with paragraph 8.25 of the ICPD Programme of Action.

underlying negative social structures, policies and social norms that perpetuate gender inequalities, including in the health system. UNFPA will strengthen linkage between community and health facilities, including outreach of sexual and reproductive health services support to referral mechanisms and community involvement in health governance.

58. UNFPA will strengthen the availability and quality of routine sexual, reproductive, maternal, newborn and adolescent health data at national and subnational levels to improve the quality of care. To that end, UNFPA will (a) develop sexual and reproductive health coverage and financial protection indices, (b) identify vulnerable populations with inequities in access to comprehensive sexual and reproductive health and reproductive rights information and services; and (c) improve facility-based data of health facilities, call centres and youth centres.

Outcome 3. By 2025, the reduction in gender-based violence and harmful practices accelerated

59. Outcome 3 will focus on ending gender-based violence and harmful practices by 2030. This outcome responds to the Sustainable Development Goal 5, target 5.2, on ending gender-based violence and target 5.3 on ending harmful practices, including child, early and forced marriage, and female genital mutilation.

60. UNFPA recognizes that gender-based violence and harmful practices against women and girls are deeply rooted in gender inequality and lack of women's and girls' agency. Therefore, the promotion of gender equality and the empowerment of women and girls requires a transformation of social norms and gender power relations.

61. UNFPA will continue to pursue, together with the United Nations Children's Fund (UNICEF), their shared commitment to ending child marriage and female genital mutilation, working through the world's largest joint programmes on harmful practices. UNFPA will also continue, together with other United Nations organizations and partners, to support eliminating all forms of violence against women, including working through the Spotlight Initiative to eradicate all forms of violence against women and girls. In the strategic plan, 2022-2025, UNFPA will continue to lead efforts to end 'son preference' and gender-based sex selection and other harmful practices.

62. Experience has shown that accelerating the reduction of gender-based violence and harmful practices will not happen unless the world (a) strengthens policy, legal and accountability frameworks related to gender-based violence and harmful practices; (b) tackles harmful or discriminatory gender and socio-cultural norms and stereotypes; (c) scales up access to high-quality and gender-sensitive, survivor-centred essential services; (d) scales up humanitarian response and the provision of life-saving services, including mental health and psychosocial support services; (e) improves the agency and decision-making capabilities of adolescents and youth, especially adolescent girls; and (f) increases the availability and use of data related to gender-based violence and harmful practices.

63. UNFPA will therefore strengthen the integration of prevention and response to gender-based violence and harmful practices into the universal health coverage plans. UNFPA will operationalise comprehensive vision to institutionalise the accountability towards gender-based violence and harmful practices; UNFPA will: (a) align laws related gender-based violence and harmful practices with international human rights standards and supporting their implementation; (b) scale up support to States implement relevant recommendations of human rights mechanisms such as convention on the elimination of all forms of discrimination against women and universal periodic review; (c) strengthen civil society organizations and feminist movements; and (c) advocate for increasing resources for prevention strategies of gender-based violence and harmful practices.

64. UNFPA will scale up prevention efforts on gender-based violence and harmful practices, and further strengthen the risk of exposure to gender-based violence and harmful practices through all aspects of service provision. UNFPA will scale up strategies for responding to survivors and ensuring that perpetrators suffer consequences for their actions. UNFPA will also enhance the protective dimensions of its response to gender-based violence and harmful practices.

65. UNFPA will strengthen the accessibility to multi-sectoral essential services including prevention, protection and care related to gender-based violence and harmful practices. UNFPA will also invest in the quality of essential services by: building national and local capacity of stakeholders, especially women, who participate in decision-making and the design and implementation of programmes

66. UNFPA will prioritize interventions towards tackling discriminatory gender and social norms to address gender inequality, which is often the basis for gender-based violence and harmful practices. To that end, UNFPA will (a) promote ‘positive masculinities’ to challenge discriminatory norms; (b) strengthen a range of civil society, feminist, faith-based and grassroots organizations and activists; (c) support feminist movements and assist women’s rights defenders and human rights defenders as well as young feminist organizations; and (d) engage with the media on these issues.

67. During the strategic plan, UNFPA will strengthen the skills and capabilities of women and girls to exercise their agency and rights, bodily autonomy, decision-making, leadership, and self-determination, focusing on those most left behind, including women and girls with disabilities and most at risk of violence and discrimination.

68. UNFPA will invest more in strengthening data systems on gender-based violence and harmful practices by (a) strengthening the violence-against-women data collection; (b) building national capacity in data disaggregation, analysis, dissemination and utilization; (c) identifying gender gaps and vulnerabilities, including in humanitarian settings; (d) increasing data coverage for the Sustainable Development Goal 5 target 5.6 indicators (universal access to sexual and reproductive health and reproductive rights); and (e) expanding the ‘kNOwVAW’ data initiative.

69. As the United Nations lead agency coordinating the mitigation and response to gender-based violence in humanitarian contexts, UNFPA will scale up the provision of life-saving support for survivors, including providing mental health psychosocial services. It will strengthen its ability and capacity for coordination of gender-based violence interventions, under the leadership of the designated lead for the global protection cluster within the inter-agency standing committee (IASC). UNFPA will scale up the human resources capacity for coordinating the area of prevention from sexual exploitation and abuse. UNFPA will also strengthen the capacity of women’s organisations to lead or play a key role in the response to humanitarian crises.

70. UNFPA will support feminist movements, with specific attention to youth-led and women-led groups and organizations, to accelerate progress in this area.

IV. Where and how will UNFPA deliver the results

Priority countries and populations to accelerate access to sexual and reproductive health and reproductive rights

71. In the strategic plan, 2022-2025, the relative proximity to reaching universal access to sexual and reproductive health and reproductive rights – and in particular, the level of progress towards the three transformative results – will largely determine where and how UNFPA will deliver the strategic plan results. UNFPA will focus on accelerating progress towards the three transformative results, building on its core comparative advantages – having a presence in over 150 countries and territories through its global, regional and country programmes; decades of knowledge and experiences; and expertise in providing innovative, evidence-informed and rights-based solutions that cover both normative and operational dimensions.

72. UNFPA will use its footprint to support programme countries in the implementation of the ICPD Programme of Action and in advancing the three transformative results, in line with the 2030 Agenda. It will use its presence to support programme countries in dealing with their unique population and development challenges. The Fund will prioritise support for countries that are furthest behind achieving the three transformative results. In addition, UNFPA will also pay special attention to fragile states and conflict-affected countries and territories. In all UNFPA-supported programme countries, including

middle-income countries, the support will be tailored to their unique needs and priorities, and in line with the United Nations Sustainable Development Cooperation Frameworks and the national development plans.

73. Following a needs-based approach, UNFPA will classify countries according to how far they are from achieving the three transformative results, based on an indicator of progress for each result and a threshold for considering the result ‘achieved’ – in other words, the 2030 operational target. Table 2 below shows the indicators by results and the respective thresholds: (a) 75 per cent of women have needs of family planning satisfied with modern methods (for unmet need); (b) 70 deaths per 100,000 live births for preventable maternal deaths; and (c) a 0.3 score on the gender inequality index (for ending gender-based violence and harmful practices). On this basis, programme countries will be classified in three distinct tiers: tier I countries have not met any of the three thresholds; tier II countries have met one of the three thresholds; and tier III countries have met two or all three thresholds.

Table 2
Indicators by results and the thresholds

Transformative result	Indicator	Threshold (‘results achieved’) of desired progress by 2030
Ending the unmet need for family planning	Need for family planning satisfied with modern methods	75 per cent
Ending preventable maternal deaths	Maternal mortality rate	70 per 100, 000 live births
Ending gender-based violence and harmful practices	Gender inequality index	0.3 (1-inequal, 0-equal)

74. According to the classification, as shown in figure 3:

- (a) 56 programme countries are in tier 1, where a country has not met the thresholds of any of the three transformative indicators;
- (b) 31 programme countries are in tier II, where a country has met one of the three thresholds for the indicators; and
- (c) 32 programme countries are in tier III, where a country has met at least two of the three thresholds of the indicators.
- (d) In addition, there are two multi-country programmes in the Pacific and the Caribbean,

75. UNFPA will prioritize tier 1, which includes 39 least developed countries and 15 landlocked developing countries. UNFPA will also prioritize countries in humanitarian and post-humanitarian settings, since the three transformative results cannot be achieved without addressing the situation in these settings; and UNFPA will increase its support to the small island developing states and multi-country offices. This prioritization responds to the 2020 quadrennial comprehensive policy review and aligns with the Istanbul Programme of Action, the Vienna Programme of Action and the Samoa Pathway.

for upstream, high-level technical assistance and policy implementation support, including brokerage of expertise, as well as facilitation of South-South and triangular cooperation.

79. After deducting the floor amount, the remaining programmatic resources will be allocated based on a model that measures three key dimensions: (a) distance from achieving the three results (b) health inequality; and (c) vulnerability to natural and human-made disasters. The model also makes two other adjustments to account for population size and income levels:

- (a) *Distance from reaching the three transformative results* – measured by the need for family planning satisfied, maternal mortality ratio, and gender inequality index, respectively;
- (b) *Health inequality* – measured by disability-adjusted life years (DALY), a measure of global disease burden due to maternal morbidity and mortality; and
- (c) *Vulnerability* – measured by the INFORM Risk Index, an open-source measure of risk, vulnerability and coping capacity toward natural and human-made disasters;
- (d) Two additional adjustments: (i) *total female population aged 10-24 years*, to capture the population size; and (ii) *gross national income in purchasing power parity per capita*, to capture the average income level, a proxy measure for the ability to finance for development needs.

80. As a result of the allocation system, the indicative resources for individual country programmes comprise (a) the pre-established ‘floor’ amount and (b) the resources allocated, according to the resource allocation model.

81. During the strategic plan, 2022-2025, UNFPA will ensure that at least 60 per cent of the regular resources for country programmes will go to tier I countries. In addition, the Fund will increase its resources available for programmes to small island developing states. UNFPA further plans to establish for these countries a funding modality for mobilizing non-core resources, aligned with United Nations reform provisions, and to expand possibilities for partnerships.

82. To increase (public and private) domestic and other resources for programming on population and development programmes in programme countries, UNFPA plans to set aside \$5 million annually for the next 4 years, out of the total of \$815.5 million to create a ‘strategic investment facility’. Open to all countries, the strategic investment facility will support leveraging and catalysing resource mobilization and help to unlock additional domestic financing, for accelerating the implementation of the ICPD Programme of Action and achieving the three transformative results by 2030.

Modes of engagement

83. When it comes to the modes of engagement through which support is provided, one of the main lesson learned is that ‘business as usual’ and top-down approaches are no longer an option. UNFPA will continue to offer its five modes of engagement – advocacy and policy dialogue and support; knowledge management; capacity development; service delivery; and coordination, partnership and South-South and triangular cooperation. However, the Fund will decentralize the determination of these modes of engagement, moving from a centrally-defined determination to a country-led determination of the modes of engagement required to achieve the desired results. This more tailored approach will allow UNFPA to provide more customized solutions that respond to local realities and priorities, including emerging challenges such as low fertility, ageing, climate change and people on the move, and solutions that would have the most impact on accelerating the three transformative results. UNFPA aims to remain agile and stay relevant by leveraging its environment scanning and adapting to the diverse country contexts and needs.

V. Operational effectiveness and efficiency: an organization fit for the future

84. Transforming the world also means reinvigorating, reimagining and transforming UNFPA itself, within a reformed United Nations Development System. Since the development landscape in which UNFPA operates continually evolves – with advances in technology growing exponentially, impacting

the lives of human beings as never before, and complex global challenges, such as climate change and the COVID-19 pandemic, threatening development gains, UNFPA must continue to evolve and adapt.

85. To address the needs of the future, as is becoming increasingly apparent in a post-COVID-19 world, UNFPA needs to transform itself into an agency that is more agile, more flexible and more innovative, an organization that attracts and retains the high calibre staff with the right skill sets, a Fund that constantly expands its pool of donors and partners, a United Nations entity that is capable of doing new ways of business with public and private partners to reach those left behind and accelerate efforts to achieving the Sustainable Development Goals. Therefore, building on the change management exercise the Fund recently undertook to align with the ambitious agenda of the three transformative results, UNFPA will strengthen and, where necessary, overhaul its capacities to improve its programming, enhance management of resources, invest in human resources, expand partnerships, to become ‘fit-for-future’ and capable of leading on the global transformative agenda.

Improved programming for results

86. UNFPA will enhance programme quality by ensuring the next generation of programmes articulate and implement the transformative ambition of the strategic plan, 2022-2025 and support acceleration to the three transformative results. UNFPA will revise the programming process to ensure it nurtures integrated organization-wide support to programmes, tracks programmatic and corporate commitments, aligns its country programme documents with the United Nations sustainable development cooperation frameworks and humanitarian response plans developed in the various programme countries, and supports quality assurance to address possible risks that have been identified. The next generation of programmes will apply the latest social and environmental standards and safeguards, scale-up volunteerism and utilize more robust and accurate results and resource planning.

87. The Fund 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 units 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, strengthen knowledge management, pursue evaluation designs that maximize organisational learning, and build capacity in scenario planning as part of organization-wide efforts to strengthen resilience to remain ‘fit for the future’. UNFPA will operationalize the adaptive management framework during the strategic plan period.

88. UNFPA programmes will continue to promote gender equality and empowerment of all women and girls by enhancing and accelerating gender mainstreaming by fully implementing the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) and by working across sectors. UNFPA will also promote gender equality – supporting women’s movements and other human rights defenders, including grassroots organizations – as a core element of its programming.

89. UNFPA will institute measures to leave no one behind. It will continue to build in-house expertise and promote inclusive practices, including by providing more accessible facilities and information, strengthen capacity in disability-inclusive evaluations to accelerate mainstreaming of people with disabilities. It will step up engagement with adolescents and young people, guided by the new system-wide requirements defined in the United Nations Youth Strategy (Youth 2030). UNFPA will analyse and track the inclusion of youth issues, including financial resources (‘youth marker’), into country programmes and human resource initiatives (including through training and championship of young professionals internally to foster multigenerational leadership).

90. UNFPA will enhance its internal supply-chain management capabilities, particularly for humanitarian supplies, by creating a Supply Chain Management Unit that is more responsive to programmatic needs to deliver quality-assured supplies to ‘last-mile’ beneficiaries on time.

91. The Fund will manage risk and strengthen the capacity of implementing partners to support more cost-effective programme delivery. In line with the United Nations Secretary General’s efficiency agenda, UNFPA will report yearly operational efficiency gains from the United Nations reform efforts.

92. UNFPA will build staff capacity in field offices on South-South and triangular cooperation, UNFPA will also improve the measurement mechanism of South-South and triangular cooperation.

93. UNFPA will harness innovation to meet tomorrow's challenges and boost its impact, especially for those furthest behind, and leverage opportunities, social capital, funding and technology, 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.

Optimized management of resources

94. UNFPA will deploy its talent efficiently and effectively, placing the right people with the right skills in the right place at the right time. The organization will align its strategic staffing to enhance its ability to respond to humanitarian situations and effectively bring in new skills through recruitment and to develop them internally. It will transform the UNFPA personnel to meet the agenda through capacity building, hiring and career development. To this end, UNFPA will (a) enhance strategic staffing and global mobility policies, practices and tools and streamline recruitment; (b) emphasize equitable representation, fair treatment, equal opportunity and foster a sense of belonging for all employees; (c) promote a corporate culture that embodies the organization's mission and values, embraces inclusion, enhances trust, supports innovation and accepts accountability; (d) continue to provide a duty of care and promote the mental health and well-being of its staff; (e) develop strong human resources analytics for making timely decisions based on reliable evidence.

95. With the changing funding structure of the organization and the increasing proportion of non-core resources, improving coordination and consolidating of the resource management functions is necessary to integrate resource planning and budgeting at UNFPA. Furthermore, in line with the principles of the 2020 QCPR reaffirming the principle of full cost recovery, UNFPA will strengthen its capacity in preparing clear and fully costed programme funding proposals.

96. UNFPA will improve its operational capacity to deliver at scale, and with speed in emergencies, focusing on preparedness and anticipatory action, with clear accountability lines, improved supply chain management, forecasting and prepositioning, streamlined and quicker recruitment processes, particularly in emergency settings, rapid and efficient surge deployment, and stronger data systems for results monitoring and improved accountability to affected populations, to meet all humanitarian needs related to sexual and reproductive health, reproductive rights and gender-based violence, as part of UNFPA efforts to achieve and sustain the three transformative results.

97. The UNFPA information and communication technologies transformation project will be fully implemented. The enterprise resource planning system, which is its main component, will provide user-friendly systems to support streamlined processes and more effective programme delivery, while also strengthening cybersecurity.

98. UNFPA will strengthen its enterprise risk management to a higher maturity level following the high-level commission on management reference maturity model and the Enterprise Risk Management report of the Joint Inspection Unit benchmarks. UNFPA will achieve this by: (a) operationalizing a new enterprise risk management policy; (b) enhancing risk management framework and a risk appetite statement; (c) improving system functionalities that will include automated preventive controls, business intelligence features and data-driven monitoring capabilities.

99. UNFPA is committed to mainstreaming social and environmental sustainability in programming, preventing pollution, reducing the environmental footprint of its programmes and operations, and pursuing climate neutrality, as part of the United Nations Strategy for Sustainability Management, 2020-2030. UNFPA is implementing (a) the environmental efficiency strategy to reduce its environmental footprint; (b) the social and environmental standards to ensure that there is no inadvertent harm on people and the environment caused by its programming; and (c) the climate change strategy to integrate climate change into the existing policy, advocacy and programmatic support.

Expanded partnerships and strategic communications for impact

100. UNFPA will expand its multi-stakeholder and innovative partnerships for impact. UNFPA places partnerships at the centre of acceleration toward the 2030 Agenda and recognizes that strengthening its strategic engagement with a broader network of public and private stakeholders, at all levels, is key to contributing to the emerging social movements, building on the voluntary national commitments made in the context of ICPD25.

101. UNFPA will continue to adapt and improve system-wide coherence and collaboration and capitalize on the United Nations reform as an enabler and opportunity to deliver on the strategic plan. In line with the 2020 QCPR, and against the backdrop of the COVID-19 pandemic, UNFPA is committed to providing and advancing integrated policy and programmatic support to accelerate the implementation of the Sustainable Development Goals during the Decade of Action.

102. UNFPA will expand new collaborations with traditional and non-traditional partners, including the general public. Learning from the successful partnerships in the context of the COVID-19 pandemic, UNFPA will implement deliberate outreach and engagement with actors outside of its traditional orbits and connect with corporate, philanthropic, innovation and scientific actors within ecosystems of partnerships. UNFPA will also strengthen alliances with development and financial institutions, youth networks, social movements and women's groups. UNFPA will upscale South-South and triangular cooperation and expand humanitarian partnerships to enhance operational and logistic capacity and widen its reach. UNFPA will also invest and grow the UNFPA Individual Giving Programme to raise funds from the general public.

103. UNFPA will continue expanding the donor and contribution base to diversify predictable and flexible funding modalities and increase co-financing through thematic funding mechanisms. Despite progress in generating revenue from sources other than the traditional donors' direct contributions, investment in the management of public-sector partnerships and associated resources remains critical to grow and diversify the Fund's revenue volume and modalities; This also helps to support countries to generate financing and introduce innovation in areas central to the mandate of UNFPA. This priority will only increase in the context of United Nations reform and the Decade of Action leading to 2030, making the global investment cases of the three transformative results, as well as the costing of the organization's ambition in an array of intervention areas, imperative.

104. Communication is mission critical to accelerating the transformative results. During the strategic plan, 2022-2025, UNFPA will scale up implementing the new 'promote, protect, evolve' strategy to position the UNFPA brand and engage stakeholders and key audiences to advocate on our behalf. This audience-first approach will shape the environment, spark dialogue and drive change on the ground in humanitarian and development contexts through strengthened influence and expanded partnerships.

VI. Anticipated risks and measures to mitigate them

105. UNFPA may encounter several risks in operationalizing the six outputs towards accelerating the achievement of transformative results. In the strategic plan, 2022-2025, UNFPA expects two types of risks: (a) programmatic risks; and (b) ecological or contextual risks.

106. Achievement of the outcomes of the strategic plan may be influenced by several other determinants outside of the six outputs proposed by UNFPA. Without addressing them, UNFPA will not be able to achieve the shared outcomes. UNFPA has identified five key programme risks: (a) not enough investment in strengthening physical infrastructure; (b) interventions for the economic empowerment of women and young people have not scaled up; (c) increased trends of non-communicable diseases; (d) not enough investments in the education of young people, mainly adolescent girls; and (e) low nutrient intake of women and young people.

107. UNFPA will implement more joint initiatives to work with the United Nations organizations and other entities to ensure that these conditions are met parallel to the investments made by UNFPA. UNFPA will monitor the status of those conditions during the strategic plan period.

108. Ecological risks are the risks associated with the environment where the strategic plan will be implemented. UNFPA has identified four ecological risks: (a) opposition, false narratives and counter-movements to sexual reproductive health and reproductive rights; (b) reduced domestic resources and official development and humanitarian assistance; (c) increased humanitarian needs due to increasingly protracted crises, including conflict and climate change; and (d) shrinking space for civil society action and hostility to women and young people as human rights defenders.

109. To mitigate these risks, UNFPA will: (a) scale-up its advocacy initiatives and communications initiatives; (b) promote a multisectoral approach to the achievement of transformative results; (c) innovate partnerships and resource mobilization strategies; and (d) mainstream resilience, preparedness and early action in programmes, communications and operations in all country contexts.

VII. Tracking the progress towards the strategic plan results

110. The monitoring and evaluation of the strategic plan will focus on the progress towards the three transformative results, including the performance against the strategic plan on the innovative and enduring solutions for accelerating the progress. The strategic plan monitoring and evaluation priorities will include:

- (a) Monitor at the outcome and impact levels the indicators for measuring the progress and acceleration toward the three results; hence, support joint monitoring approaches and efforts with sister United Nations organizations with whom it shares the collective outcome indicators.
- (b) In line with the United Nations reforms, strengthen the capacity of its staff and support joint monitoring of the United Nations Sustainable Development Cooperation Frameworks; and rely on the United Nations Development Coordination Office systems and frameworks for tracking most organizational effectiveness and efficiency related indicators, including the quadrennial comprehensive policy review one;
- (c) Monitor and keep track of the assumptions of the strategic plan and the risks it faces, including the financing risks, in particular the resource gaps for achieving the three transformative results. Source development results-monitoring data from existing national systems as much as possible, and setting the organizational monitoring systems to interface and support exchange of monitoring data and information with United Nations systems, such as the UN-Info.
- (d) Emphasize and promote real-time monitoring to provide decision-making data for learning, adaptive management, and resilient and agile programming that, amid changing context, including humanitarian emergencies, keeps focus on the transformative results.
- (e) UNFPA will continue to harmonise the methodology for the scorecard with other United Nations organizations in reporting the performance of the strategic plan

VIII. Resources for realising the ‘Call to Action’

111. The UNFPA strategic plan, 2022-2025, calls upon the global community to act, work together and find the investment for scaling up innovative and impactful interventions to accelerate the ICPD Programme of Action and the achievement of the three transformative results. It calls upon the global community, governments, civil societies, and the private sector to raise an additional \$222 billion to cover the resource gap of the investment needed to achieve the three results by 2030.

112. To play its role in advancing this ‘Call to Action’, UNFPA has committed to achieving six outputs presented in this strategic plan. UNFPA estimates, based on the conservative income projections, that \$5.171 billion will be available for its work on these outputs. However, the resource needed to achieve these outputs to a scale of significantly accelerating the progress toward the three transformative

results is much higher, estimated at \$6.7 billion in modest scenarios and \$10.9 billion in the more ambitious scenario.

113. UNFPA will ramp up resource mobilization to cover the gap between the estimated available resources and the estimated need. Also, UNFPA will direct more resources, 40 per cent, towards achieving the unmet need for family planning, because the Fund has more sole responsibility in this area. It will direct about 35 per cent and 25 per cent of the resources at its disposal towards achieving reductions in, respectively, preventable maternal deaths and ending gender-based violence and harmful practices; it goes without saying that the Fund works with many other partners to accelerate the progress of these strategic plan outputs and outcomes.

IX. Elements of a decision

114. The Executive Board may wish to:

- (a) Take note with appreciation of the present report (DP/FPA/2021/x), which contains the UNFPA strategic plan, 2022-2025, and its annexes (available on the UNFPA website), as well as the transparent and consultative process undertaken by UNFPA in developing its strategic plan;
 - (b) Note with appreciation the efforts undertaken by UNFPA to align its strategic plan with General Assembly resolution 75/233 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system;
 - (c) Endorse the UNFPA strategic plan, 2022-2025 (DP/FPA/2021/x), and request UNFPA to provide baselines and targets for the integrated results and resources framework (annex 1) at the first regular session 2022 of the Executive Board.
-