



United Nations Population Fund

STRATEGIC PLAN

2018–2021



UNITED NATIONS POPULATION FUND

UNFPA STRATEGIC PLAN, 2018–2021

The strategic plan reaffirms the relevance of the current strategic direction of UNFPA, the goal of which is universal access to sexual and reproductive health and reproductive rights, focusing on women, adolescents and youth. In accordance with the strategic direction of UNFPA and in line with General Assembly resolution 70/1 on the 2030 Agenda for Sustainable Development, the strategic plan will seek to ensure that no one will be left behind and that the furthest behind will be reached first.

This strategic plan is the first of three UNFPA strategic plans leading to 2030. It describes the transformative results that will contribute to the achievement of the Sustainable Development Goals, and, in particular, to good health and well-being, the advancement of gender equality, and the empowerment of women and adolescent girls, with a focus on eradicating poverty. The strategies introduced in the strategic plan are evidence-based and take into account the lessons learned from previous plan cycles. They are designed to further enhance organizational effectiveness and efficiency and United Nations system-wide coherence, as well as strengthen the UNFPA integrated results and resources framework and the UNFPA business model.

As requested by the Executive Board in decision 2017/7, a chapter outlining a common approach with UNDP, UNICEF and UN-Women, 'Working together to support implementation of the 2030 Agenda', prefaces the report.



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Preface

Working together to support implementation of the 2030 Agenda

Our commitment

1. As we set our strategic directions for the next four years, we – the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA), the United Nations Children’s Fund (UNICEF), and the United Nations Entity for Gender Equality and the Empowerment of Women (UNWomen) – commit to working better together, characterized by stronger coherence and collaboration. We welcome the United Nations Secretary-General’s report on repositioning the United Nations development system to deliver on the 2030 Agenda for Sustainable Development. Together we will step up our joint efforts, with a sense of urgency, to better support countries to achieve sustainable development. In line with the 2016 quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR), we will help shape a United Nations development system that responds to our changing world and works in increasingly effective ways to deliver on the Sustainable Development Goals. Our strategic plans represent a clear commitment to United Nations reform and greater coherence in support of results.

Key areas for collaboration

2. The principles of ‘*leaving no one behind*’ and ‘*reaching the furthest behind*’ first permeate all four of our strategic plans. In direct response to the QCPR, we will harness our respective collaborative advantage, in compliance with our respective mandates, in these key areas:
 - (a) Eradicating poverty;
 - (b) Addressing climate change;
 - (c) Improving adolescent and maternal health;
 - (d) Achieving gender equality and the empowerment of women and girls;
 - (e) Ensuring greater availability and use of disaggregated data for sustainable development;
 - (f) Emphasizing that development is a central goal in itself, and that in countries in conflict and post-conflict situations, the development work of the entities of the United Nations development system can contribute to peacebuilding and sustaining peace, in accordance with national plans, needs and priorities, and respecting national ownership.
3. These areas of collaborative advantage have positive multiplier effects across the Sustainable Development Goals and require multisectoral approaches for which the diversity of the United Nations system is an asset. They also provide a basis for closer collaboration with other United Nations entities as well as other



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partners. As detailed in the annex to the common chapter of the strategic plans, our outputs will complementarily contribute to common results in these key areas, in accordance with our respective mandates and comparative advantages. The results will be tracked by the common Sustainable Development Goal indicators that are adopted at outcome or impact level in our respective strategic plans, including but not limited to the following:

- (a) **Eradicating poverty:** SDG 1.1.1. Proportion of population below the international poverty line, by sex, age, employment status and geographical location;
- (b) **Eradicating poverty:** SDG 1.3.1. Proportion of population covered by social protection floors/systems, by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women, newborns, work-injury victims and the poor and the vulnerable;
- (c) **Adolescent health and HIV:** SDG 3.3.1: Number of HIV infection per 1,000 uninfected population, by sex, age and key populations;
- (d) **Gender equality:** SDG 5.2.1. Proportion of ever partnered women and girls aged 15 years and older subjected to physical, sexual or psychological violence by a current or former intimate partner in the previous 12 months, by form of violence and by age;
- (e) **Strengthening data for sustainable development:** SDG 17.18.1. Proportion of sustainable development indicators produced at the national level with full disaggregation when relevant to the target, in accordance with the fundamental principles of official statistics;
- (f) **Prevention, resilience, climate change:** SDGs 1.5.1 and 11.5.1 and 13.1.1. Numbers of deaths, missing persons and directly affected persons attributed to disasters per 100,000 population.

Strengthening how we work together

4. **We will work together** more effectively at all levels. Most importantly, our strategic plans reflect a change in how we work at country level, recognizing there is no 'one size fits all', and fully affirming the primary responsibility of national Governments for their countries' development and for coordinating, on the basis of national strategies and priorities, all types of external assistance.
5. **We will plan together.** As part of United Nations country teams, we will support national Governments and partners to work towards common results and indicators, and collectively report on them through the revised United Nations Development Assistance Framework, as signed by national Governments, to drive stronger efficiency and effectiveness. In a significant step forward, these common results will now be underpinned by a mandatory common country assessment, from which theories of change can be drawn, and knowledge and expertise can be collaboratively used. This is an important improvement. During the 2030 Agenda era, the United Nations development system, at the country level, will support national priorities on the Sustainable Development Goals; share a common analysis of the issues; and plan, monitor and report on shared results. This increased programmatic collaboration will strengthen system-wide coherence at all levels as we draw data from joint analysis at country level. This change can be tracked through indicators, including but not limited to: (a) percentage of entities meeting or exceeding the System-wide Action Plan on Gender Equality and the Empowerment of Women minimum standards; and (b) percentage of country offices applying the standard operating procedures according to country context.

6. **We will implement programmes together differently.** We will continue to support field offices in developing joint programmes, joint results groups and joint work plans in support of country priorities. On financing, we commit to the Addis Ababa Action Agenda of the Third International Conference on Financing for Development. We will work to leverage public finances, including official development assistance, and support the adoption of policies to increase resource flows for the benefit of partner countries. We will promote integrated partnerships, using the full range of financing tools in support of the Sustainable Development Goals. Building on experiences from the common budgetary framework at country level, we are moving to jointly support financing strategies for the Sustainable Development Goals, including through innovative financing. These changes can be tracked through indicators, including but not limited to: (a) percentage of country offices engaged in joint programmes; (b) thematic funding as a percentage of other resources; and (c) percentage of country offices that track and report on allocations and expenditures using gender markers.
7. **We will enhance multi-stakeholder partnerships.** Reflecting the people-centred nature of the 2030 Agenda, we will support innovative platforms that strengthen collaboration with Governments, as well as with civil society and the private sector. We will build on recent progress in engaging citizens through volunteerism, empowerment, participation and other means to strengthen national ownership and capacity, and delivery of the sustainable development agenda. We will also intensify collaboration through multi-stakeholder partnerships at national, regional and global levels, and assist in improving mutual accountability for the Sustainable Development Goals in such partnerships. These changes can be tracked through indicators, including but not limited to: (a) percentage of total resources from contributions by donors other than the top 15; and (b) percentage share of total funding coming from private sector partners.
8. **We will enhance efficiency together.** Underpinning the drive for ever-greater effectiveness and building on progress made in recent years through the standard operating procedures, we will continue to accelerate efficiency gains through business operations strategies, mutual recognition, and broader operational harmonization. These changes can be tracked through indicators, including but not limited to: percentage of country offices implementing a business operations strategy.
9. All of the Sustainable Development Goal and QCPR-based indicators presented in this common chapter and in the annex to the common chapter are a subset of a much larger number of indicators shared by two or more entities that can be identified in the results frameworks of the respective strategic plans. We will report on all common indicators through the annual reports on the implementation of our respective strategic plans.

We will promote integrated partnerships, using the full range of financing tools in support of the Sustainable Development Goals.



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Looking Forward

10. While fully recognizing that the findings and recommendations of the Secretary General's report on repositioning the United Nations development system to deliver on the 2030 Agenda will be discussed by Member States, we will continue to fully support the process steered by the Secretary-General and retain the flexibility to respond accordingly to the decisions of Member States through the midterm reviews of the strategic plans.



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