



REGIONAL INTERVENTIONS ACTION PLAN FOR WEST AND CENTRAL AFRICA 2018 – 2021

Summary

In line with the UNFPA strategic plan, 2018-2021, the West and Central Africa regional interventions action plan focuses on supporting and complementing country-level efforts to achieve universal access to sexual and reproductive health and advance progress toward the achievement of the Programme of Action of the International Conference on Population and Development. The regional action plan also aims to contribute to the achievement of the African Union's Agenda 2063 and the 2030 Agenda for Sustainable Development, with a focus on Sustainable Development Goals 3 and 5. It further aims to enhance the region's potential for harnessing a demographic dividend as a lever for sustainable development.

The development process of the regional action plan, 2018-2021, built on several consultative meetings and high-level events held in 2016 with stakeholders, including United Nations partner organizations, government actors, faith-based organizations, youth networks, donors, private sector and civil society who provided guidance on interventions required at the regional level. A key strategy of the regional interventions action plan is to enhance support for the Programme of Action of the International Conference on Population and Development through partnerships and collaboration with stakeholders, including United Nations partner organizations, government actors, faith-based organizations, youth networks, donors, private sector and civil society. The regional office will ensure continued active engagement with the regional United Nations Development Group.

The regional interventions action plan will operationalize targeted interventions through the four strategic plan outcomes of UNFPA; humanitarian response will be strengthened throughout the four outcome areas. Regional interventions action plan effectiveness and efficiency will be ensured by operationalizing three of the four outputs on organizational effectiveness and efficiency, namely: improved programming for results; optimized management of resources; and enhanced communication, resource mobilization and partnerships for impact. The plan will build on the regional office's integrated working approach, strengthening linkages across technical areas and enhancing efficiency and effectiveness.

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I. Situation analysis

1. The West and Central Africa region has enormous potential, yet faces many complex and interconnected health, humanitarian, demographic and economic challenges. The region's population, estimated at 414 million people in 2016, is projected to reach one billion by 2050. It has the highest dependency ratio globally, at 87.2 per cent (for the age groups 0-14 and 65 +), highest fertility rate at 5.2 children per woman and annual population growth of 2.7 per cent globally. The population is predominantly young, with almost 60 per cent of population under the age of 24. Despite the fact that a number of countries in the region have reached the status of middle income country, and experience high growth in terms of gross domestic product, this has not translated to prosperity due to inequalities and slow demographic transition.

2. The region faces a combination of crisis situations. Instability continues to plague the Sahel region. The insurgency of Boko Haram in recent years has exacerbated terrorism that threatens peace, security and stability in the Lake Chad Basin area (Cameroon, Chad, Niger and Nigeria countries) and beyond—affecting approximately 17 million people. The surge of Al-Qaeda and its offshoots in the Islamic Maghreb also pose threats, having recently attacked Mali, Burkina Faso and Côte d'Ivoire. Further, the ongoing political instability in the Central African Republic continues to impact neighbouring countries. These situations have increased violence, caused human rights violations, undermined security, provoked mass migration and destroyed public infrastructure, particularly schools and health facilities, triggering severe food insecurity, protection and health crises. The region remains vulnerable to disease outbreaks such as malaria, HIV/AIDS, ebola, Zika virus, Buruli ulcer, etc., which further weaken the fragile health system.

3. Despite progress in reproductive health over the past five years, the regional indicators remain worrisome with a maternal mortality rate of 679 per 100,000 live births, 13 per cent contraceptive prevalence rate across the region, and 24 per cent unmet need for family planning. Access to essential reproductive health services is low. Only 12 per cent of pregnant women who require emergency obstetric care and newborn care services receive them, and only 48 per cent of births are attended by skilled birth attendants. An estimated 13 thousand new cases of obstetric fistula occur per year, on top of a backlog of 378 thousand existing cases to be repaired. The region carries approximately 17.9 per cent of the global HIV burden, accounting for 21 per cent of new HIV infections worldwide, with adolescents experiencing an increase in AIDS-related deaths. According to UNAIDS, coverage for prevention of mother-to-child HIV transmission in the region is as low as 42 per cent, and 76 per cent of those who need antiretroviral therapy are still awaiting treatment (Médecins sans frontières, 2016).

4. Young people face a combination of challenges such as high rates of unemployment and limited access to reproductive health information and services – with girls being particularly disadvantaged. Prevalence of child marriage is among the highest in the world. Four out of 10 girls are married before their 18th birthday, impacting their health and hampering their potential to complete school. This is also the region with the highest percentage (28 per cent) of women aged 20-24 who reported a birth before age 18, as well as the highest percentage (6 per cent) of reported births before age 15.

5. Genuine gender equality continues to be elusive with women and girls facing multi-faceted harmful practices, including: early marriage, trafficking, female genital mutilation and sexual exploitation. In three countries (Mali, Guinea and Sierra Leone) of the 18 countries in which female genital mutilation is practiced, there is a prevalence rate of over 80 per cent.

6. Despite improvements, the social indicators and humanitarian situation in the region illustrate a need for further improvements in sexual and reproductive health and rights, empowerment of women and youth, paving the way for the demographic dividend and catalysing sustainable development in the region.

II. Lessons learned

7. The UNFPA West and Central Africa regional office with its broad country level presence, universal and rights-based mandate, is strongly positioned to convene the United Nations system and other partners to broker knowledge and provide technical assistance on sustainable development challenges, opportunities and solutions. The UNFPA strategic plan, 2018-2021 offers guidance on investing in young people to fulfil their potential. As a traditionally development-oriented agency that continues to strengthen its presence and relevance in humanitarian situations, the Fund's inherent approach to supporting national and local partners and systems in strengthening cooperation and complementarity among development, humanitarian action and sustaining peace, has been seen as a comparative advantage, particularly in offering partnership opportunities for making a difference in the lives of women and young people.

8. Key successes of the implementation of the West and Central Africa regional interventions action plan, 2014-2017, were centered on increasing visibility of UNFPA work across the region, communicating results, and leveraging convening power to collectively work in the region towards implementation of the Programme of Action of the International Conference on Population and Development. Strong advocacy efforts to position the demographic dividend led to the Dakar Declaration by religious leaders in 2015 and the 2017 adoption by the member states of the African Union roadmap, "Harnessing the demographic dividend through investments in youth".

9. Other achievements include: (a) improving access to family planning and maternal health services; (b) contributing to the empowering women through national policies and social norms; (c) strengthening partnerships with key stakeholders, including faith-based organizations, the African parliamentary forum, the World Bank and private sector; (d) contributing to three joint programmes, including the Muskoka initiative on strengthening reproductive and maternal health and the UNICEF-UNFPA initiatives on ending child marriage and female genital mutilation; (e) responding to the Ebola virus outbreak and supporting the recovery efforts in Liberia, Sierra Leone and Guinea; (f) contributing to the adoption by the member states of the continental strategy for Harmonization of statistical systems in Africa to measure progress in achieving the Sustainable Development Goals and the 2063 African Union agenda; (g) supporting countries to use digital technology for censuses and surveys; (h) partnering with research and training institutions such as Le Centre de Recherche en Economie et Finance Appliquées de Thiès (CREFAT) to build capacity in the region; (i) providing strong political support to the African Union campaign to End child marriage in Africa and advisory and technical support to 11 countries in the region (Niger, Burkina Faso, Chad, Mali, Ghana, The Gambia, Senegal, Sierra Leone, Cameroon, Nigeria, and Liberia) to develop national strategies or action plans on child marriage.

10. Key lessons learned were built on recent corporate thematic evaluations such as: (i) Evaluation of UNFPA Support to Family Planning, 2008–2013; (ii) the UNFPA-UNICEF Joint Evaluation of the UNFPA-UNICEF Joint Programme on Female Genital Mutilation/Cutting (FGM/C): Accelerating Change, 2008-2012; (iii) the Evaluation of UNFPA Support to Adolescents and Youth, 2008-2015; and (iv) Evaluation of UNFPA Support to Population and Housing Census Data to Inform Decision-Making and Policy Formulation, 2005-2014.

11. Key recommendations of these evaluations include: (a) increased visibility, communication on results and quality proposals contribute to successful mobilization of resources; (b) collaboration with academic institutions, experts, and youth networks, enhance the convening potential of UNFPA on issues like the Programme of Action of the International Conference on Population and Development, the demographic dividend and sustainable development; (c) the success of the advocacy on youth and demographic dividend that led to the adoption of the African Union roadmap can be optimized with national-level roll-out; (d) partnership with regional research and training institutions such as CREFAT is an effective regional capacity building strategy; (e) effective data management is a key to evidence-based

programming; and (f) advocacy and enhancement of capacity for sexual and reproductive health service delivery, including in humanitarian settings, results in an increased access to services.

III. Proposed interventions

12. The proposed regional action plan is aligned with the UNFPA strategic plan, 2018-2021, and will serve as a framework for interventions across the region. It will be operationalized through three regional priorities. The first priority of the regional action plan is to engage in high-level policy dialogue with regional institutions, positioning population issues into national agendas and enhancing knowledge-generation and sharing. The second priority is the development of regional products, including generation and dissemination of data and research on adolescents and youth in both development and humanitarian contexts, and creation of a regional platform for monitoring reproductive health commodities. The regional office plans to facilitate country-level policy development to reduce maternal mortality and address the unmet need for family planning, complemented by supporting the roll-out of international standards for sexual and reproductive health and reproductive rights. The regional office will support national efforts toward elimination of harmful practices and mainstreaming the demographic dividend in national programming processes. The third priority will be to enhance support and continue to build country office capacity to implement country programmes, with particular emphasis on strengthening the coherence and complementarity between development and humanitarian interventions. The regional action plan will contribute to the four outcomes of the UNFPA strategic plan, 2018-2021.

Outcome 1: Every woman, adolescent and youth everywhere, especially those furthest behind, has utilized integrated sexual and reproductive health services and exercised reproductive rights, free of coercion, discrimination and violence

13. The action plan will deliver on four outputs in supporting efforts to increase access to maternal and reproductive health services, including in humanitarian settings and strengthening health systems.

Output 1: Enhanced capacities of national and regional stakeholders to develop and implement policies, including financial investments, that prioritize access to sexual and reproductive health and reproductive rights information and services for those furthest behind, including in humanitarian settings. Support will be provided to countries on development and roll-out of policies aimed at: (a) reducing maternal mortality and morbidity; (b) reducing unmet need for family planning; (c) using a total market approach to family planning; and (d) advocating for budget allocations for contraceptives and budgeted contingency plans for sexual and reproductive health services, including services for survivors of gender-based violence.

Output 2: Strengthened capacities of national health force and health systems to deliver quality and integrated sexual and reproductive health and rights information and services, in particular for adolescents and youth and in humanitarian settings. This will be achieved through support to countries to: (a) establish emergency obstetric and neonatal care network facilities, including in humanitarian settings; (b) institutionalise integrated maternal death surveillance and reviews; (c) advocate for the adoption and dissemination of the harmonized midwifery training curriculum across the region with a focus on the integration of standards of the International Confederation of Midwives; (d) assess and strengthen capacities of midwifery councils and associations; (e) strengthen capacities of human resources for health management and skills, particularly midwifery skills; (f) develop and implement task-shifting strategies to ensure provision of quality integrated sexual and reproductive health and reproductive rights services for the furthest behind; (g) build capacity of midwives on family planning, comprehensive maternal health, adolescent and youth sexual and reproductive health, gender-based violence, minimum initial service package; (h) develop and roll out demand creation interventions, including social and behaviour change communication and community-based services; (i) strengthen countries' capacity for an integrated approach to planning, monitoring and evidence-based results reporting on sexual and reproductive health and reproductive rights; and (j) strengthen countries' capacity to build

resilience and implement durable solutions in humanitarian settings.

Output 3: Strengthened national health systems to effectively forecast, procure, distribute and track the delivery of sexual and reproductive health and rights commodities, including in humanitarian settings. This will be achieved through: (a) developing a regional platform for monitoring reproductive health commodities; (b) supporting countries in strengthening national capacities to quantify and forecast needs for reproductive health commodities as well as in the development of integrated logistics management information systems; (c) strengthening national capacities to develop emergency sexual and reproductive health commodity plans; and (d) supporting countries in mobilizing domestic resources for family planning.

Output 4: Enhanced capacities of national health decision makers to stimulate effective national coordination and involvement of key stakeholders, including communities, in planning, implementation, monitoring and evaluation of integrated sexual and reproductive health and rights programmes. This output will be achieved through support to countries on: (a) development of national systems for monitoring progress in family planning, including Family Planning 2020 targets; (b) development of national family planning profiles; and (c) improved community engagement in programme accountability through implementation of the sexual and reproductive health and reproductive rights initiative using locally-integrated approaches.

Outcome 2: Every adolescent and youth, in particular adolescent girls, is empowered to have access to sexual and reproductive health and reproductive rights, in all contexts

14. Priorities will include support to regional entities and partners to prioritize and invest in policies and programmes aimed at improving the lives of young people.

Output 5: Enhanced national capacities to provide adolescents and youth, in particular adolescent girls, with the skills and capabilities to make informed choices regarding their sexual and reproductive health, development and well-being, including in humanitarian settings. This output will be achieved by: (a) providing technical support to country programmes and UNFPA partners to protect young people's rights to the highest attainable standards of health. This will involve strengthening youth and adolescent-friendly sexual and reproductive health services, including training and supervision of service providers and creation of an enabling policy and legal environment for sexual and reproductive health, in both development and humanitarian contexts; and (b) supporting country programmes and partners in the development and scaling up of comprehensive sexuality education, both in-school and out-of-school.

Output 6: Increased national capacity to design and implement evidence-based, gender-responsive and inclusive policies and programmes for adolescents and youth to have opportunities to exercise leadership and participate in sustainable development, humanitarian action and sustaining peace. This will be achieved through: (a) building capacities of youth networks and youth leaders to engage effectively in high-level advocacy and policy dialogue, including in humanitarian contexts, as agents of peace in line with the United Nations Security Council Resolution 2250 on Youth, Peace and Security; (b) scaling up synergies among youth networks, mobilizing youth constituencies on the ground.

Output 7: Strengthened multisectorial human capacities to address the broader determinants of adolescent and youth sexual and reproductive health, development and well-being including in humanitarian settings. This will be achieved through: (a) provision of technical guidance and building skills of regional and national partners, including gatekeepers, cultural and religious leaders to scale up evidence-based programmes to address adolescent pregnancies and child marriage; and (b) generating and disseminating sex and age-disaggregated data and research pertaining to adolescents and youth, including in humanitarian contexts.

Outcome 3: Gender equality, the empowerment of all women and girls, and reproductive rights are advanced in development and humanitarian settings

15. West and Central Africa regional interventions will focus on three outputs aligned with the UNFPA approach to ensure gender equality and empowerment of women and girls, including the most vulnerable and marginalized, and addressing the needs of those in humanitarian contexts.

Output 8: Strengthened national human rights protection systems to advance gender equality, to empower women and girls, and to ensure the effective exercise of reproductive rights, both in development and humanitarian settings. This output will be achieved by supporting the roll-out of international and national human rights mechanisms and monitoring implementation of recommendations on accessing sexual and reproductive health and reproductive rights.

Output 9: Increased multisectoral capacity to prevent and address gender-based violence using a continuum approach in all contexts, with a focus on advocacy, data, health and health systems, psycho-social support and coordination. This output will be achieved through: (a) ensuring that national processes and policies promote the empowerment of women and girls, and address inequalities and discrimination; (b) strengthening regional-level coordination of prevention and response to gender-based violence in humanitarian settings; and (c) providing technical support for integration of multi-sectoral services for survivors of gender-based violence.

Output 10: Strengthened national capacities towards the planning and implementation of a comprehensive response to eliminate harmful practices, including child, early and forced marriage, and female genital mutilation. This output will be achieved by supporting capacity-building interventions for the elimination of child marriage, female genital mutilation and other discriminatory or harmful practices.

Outcome 4: Everyone, everywhere, is counted, and accounted for, in the pursuit of sustainable development

16. The regional interventions will focus on achievement of the following outputs.

Output 11: Strengthened national and regional population data systems, including in humanitarian settings, to map and address inequalities, and to monitor the Sustainable Development Goals and the Programme of Action of the International Conference on Population and Development. This will be achieved through: (a) increasing capacity of national and regional institutions to integrate and monitor the 16 UNFPA-prioritized Sustainable Development Goal indicators; (b) generating regional progress trends in prioritized Sustainable Development Goal indicators; (c) increasing national capacity to generate and advocate for population and health data from census, civil registration and vital statistics, household surveys and routine data, including in humanitarian settings; and (d) supporting the use of population data tools in settings with heightened insecurity and in humanitarian contexts.

Output 12: Increase national capacities to use demographic analyses to improve the responsiveness, targeting and impact of development policies, in order to harness the demographic dividend. This will be achieved through: (a) increasing national and regional capacity to generate population projections and forecast socio-demographic trends to address them with policies, programmes and advocacy efforts aiming to harness the demographic dividend; (b) supporting countries to mainstream the demographic dividend in national programming processes; and (c) strengthening partnerships with regional economic commissions, United Nations agencies, academia, research institutions, faith-based organizations, parliamentarians, youth networks, media and civil society organizations to support the operationalization of the African Union roadmap on demographic dividend.

Organizational effectiveness and efficiency

17. The West and Central Africa regional interventions will enhance organisational effectiveness and efficiency (OEE) through implementation of the following three outputs. OEE output 1: Improved accountability for results through mainstreaming results-based management and quality assurance mechanisms. The regional office will strengthen quality assurance mechanisms and oversight support, particularly through the regional programme review committee and will mainstream results-based management in programme design and implementation.

18. OEE output 2: Optimized management of resources through improved oversight and financial risk management. The regional interventions will provide regular and timely support on:

- (a) the efficient use of financial resources;
- (b) implementation of organizational tools and strategies; and
- (c) delivering impactful results by putting in place adequate structures with appropriately-skilled staff.

19. *OEE output 4: Enhanced communication, resource mobilization and strategic partnerships for impact.* The Regional Office will: (a) engage with traditional and non-traditional donors; (b) increase contributions to country and regional initiatives; (c) develop partnerships with foundations and multilateral institutions; (d) enhance joint programmes with United Nations agencies and multi-country initiatives; (e) build partnerships to harness demographic dividend; and (g) strengthen collaboration with media to support knowledge-sharing, advocacy and policy dialogue.

IV. Action plan management, resource mobilization, partnership, monitoring and evaluation

A. Action plan management

20. The regional interventions action plan will be operationalized through annual work plans implemented by UNFPA and implementing partners, in compliance with monitoring, reporting and quality assurance requirements. The selection of implementing partners will be in line with the new Harmonised Approach to Cash Transfer framework. An assurance plan will be developed each year of the implementation cycle and uploaded into the Implementing Partner Assurance Plan system.

21. Progress on implementation will be submitted regularly through the global and regional interventions performance monitoring and reporting mechanisms with regular progress updates to the Executive Committee. This approach will ensure timely assessment of alignment to corporate strategies, accountability and security frameworks. Workplans will be managed by the team of regional advisers and specialists who will provide technical expertise and support to country offices, and share knowledge on cutting-edge research and programmes to ensure that country offices build on innovation using evidence-based findings and data.

22. The Regional Director is responsible for overseeing the development, implementation, monitoring and evaluation of the regional action plan and ensures its continuous relevance through integration of emerging corporate and regional priorities. He ensures that implementing partners and other stakeholders are aligned with the UNFPA strategic plan, 2018-2021, UNFPA internal controls, security and accountability mechanisms.

23. The regional director is supported by the Deputy Regional Director, who will ensure overall coherence and coordination of the team and be responsible for overall delivery of the regional action plan. The management team comprising the Regional Director, the Deputy Regional Director, programme and technical advisers; the international operations manager; the

human resource strategic partner; the monitoring and evaluation adviser; the communication adviser; and the resource mobilization and partnership adviser will meet at least once each month to review progress in implementation and ensure timely reporting in the corporate systems.

24. A partnership plan focuses on nurturing and operationalizing partnership agreements and relationships with key regional economic institutions, financial institutions, and civil society networks with whom the regional office will engage in implementing the action plan.

25. Partnership with United Nations agencies will aim to enhance collaboration on a range of issues relating to sexual and reproductive health. The West and Central Africa regional interventions will remain a strong partner in support of inter-agency initiatives and will engage actively in the regional United Nations Development Group mechanism through the regional working groups on youth and resilience, on the Sahel, the demographic dividend and quality assurance programme support for the United Nations Development Assistance Frameworks.

26. The West and Central Africa regional interventions will also enhance partnerships with United Nations agencies on various advocacy and programme-related issues. This will include enhancing the following partnerships: (a) with United Nations Children's Fund (UNICEF) on ending child marriage and harmful practices such as female genital mutilation; (ii) United Nations High Commissioner for Refugees (UNHCR) and United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) on addressing gender-based violence; (iii) UN-Women on strengthening women's empowerment and other gender issues; (iv) United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA), UNHCR, International Organization for Migration (IOM), International Labour Organization (ILO) and other agencies on responding to the humanitarian crises across the region with the aim of strengthening cooperation and complementarity among development, humanitarian action and sustaining peace and working towards peace and security across the region; (v) World Health Organization (WHO), UNICEF, and UN-Women to strengthen reproductive, maternal, newborn, child and adolescent health and to work towards universal health coverage for all through various joint initiatives such as global health partnership H6 or Muskoka initiative; (vi) United Nations Educational, Scientific and Cultural Organization (UNESCO) and UNICEF on comprehensive sexuality education; (vii) all United Nations agencies in positioning the criticality of working with the African Union on getting West and Central Africa on the pathway of a demographic dividend and sustainable development.

27. To support efforts towards the achievement of the Programme of Action of the International Conference on Population and Development, Sustainable Development Goals and African Union Agenda 2063, the regional office will engage with regional partners. The West and Central Africa regional interventions will provide technical support to country offices on thematic and cross-cutting areas. It will collaborate with regional institutions such as CREFAT and the University of Ibadan to provide technical support to regional and country entities on issues related to population dynamics.

B. Monitoring, review and reporting

28. The monitoring and evaluation plan will be developed with a clear set of goals, objectives and benchmarks to facilitate regular monitoring of progress and assessment of results. It will include a core component on strengthening the monitoring and evaluation systems and capacities of country offices and implementing partners. Evaluation and research will be fostered to support learning, promote knowledge management and leverage knowledge-sharing throughout the region.

29. The regional office will provide quality assurance for country programme documents, compacts of commitment, resource mobilization and partnership plans, human resource plans and other required documents.

30. The Regional Office will:

- (a) strengthen results-based management processes in programming;

- (b) contribute to the improvement of the corporate strategic information system to support sound results-based monitoring at country and regional levels;
- (c) provide oversight to improve the annual results planning, programme implementation, quarterly milestones and annual reporting and dissemination mechanisms; and
- (d) support country offices and regional office teams to implement appropriate data collection systems to improve accountability and transparency.

31. As part of the monitoring of implementing partners, Harmonised Approach to Cash Transfer audits will be conducted in compliance with the corporate policy and procedures at least once in the programme cycle for all implementing partners (IPs). Further, for all IPs, joint regular spot checks involving programme and operations staff will be conducted each year in the IPs facilities to ensure that activities are carried out appropriately and in line with agreements between UNFPA and the partners.

32. Strategies supporting action plan delivery and management will be adapted, while regional interventions performance measurement will help track progress over time. A reporting system that facilitates timely decision-making through the analysis and identification of gaps in performance will be put in place. A final evaluation will be conducted at the end of the implementation cycle of the action plan.

C. Resource mobilization and partnership

33. The West and Central Africa regional interventions action plan has elaborated resource mobilization and partnership plans at the regional level that are aligned with the UNFPA corporate resource mobilization strategy. In addition to maintaining and broadening the traditional and non-traditional donor base, priorities will focus on developing the region’s capacity to design and disseminate specific regional products that are “easy to market and sell”, to increase contributions from programme countries.

34. The partnership plan focuses on operationalising partnership agreements and relationships with regional economic and financial institutions, and structuring and strengthening ties with influential civil society networks at both the regional and country levels.

D. Evaluation Plan

Title	Purpose	Timeline, year	Estimated cost (in dollars)	Source of funding	Key partners
Evaluation of UNFPA Reproductive Health Commodity Security Programme (part of the West and Central Africa region)	Assessment of the impact of UNFPA Reproductive Health Commodity Security Programme on selected reproductive health indicators in the region	2018	80,000	Regular resources	Regional and country offices of the region; Ministries of health; other partners
Assessment of the effectiveness and efficiency of the UNFPA youth programme initiatives in the region	To assess the effectiveness and the extent to which youth, youth organizations and networks benefit from youth-targeted regional interventions and the extent to which the initiatives empower them for a better life.	2018	80,000	regular resources	Regional and country offices of the region; Youth networks

Summative evaluation of UNFPA support to the prevention and response to gender-based harmful practices (part of the West and Central Africa region)	To assess the strategic relevance and effectiveness of the regional interventions action plan (2014-2017) in preventing and responding to gender-based harmful practices in the region.	2019	80,000	Regular resources	Regional and country offices of the region; Implementing partners;
Programme effectiveness and quality evaluation of regional initiatives to maternal health	To assess the extent to which UNFPA regional initiatives have improved quality and utilization of maternal health services	2019	80,000	Regular resources	Regional and country offices of the region; Ministries of health
The operationalization of demographic dividend	To provide an opportunity for the regional office to analyse the lessons learned from demographic dividend programming profiles and their integration into the national and subnational development plans.	May-Sep 2019	50,000	Regular resources	Country offices of the region, CREFAT, Ibadan University, Regional Institute of Population Studies, Institut de Formation et de Recherche Démographiques (IFORD)
Evaluation of humanitarian response in the West and Central Africa region	Assess preparation and response and the impact of security issues on UNFPA humanitarian programmes in the selected country/ies in the West and Central Africa region	2019	80,000	Regular resources	Regional and country offices of the region; national governments
Evaluation of the Sahel Women's Empowerment and Demographic Dividend project (SWEDD)	Joint assessment of the World Bank & UNFPA demographic dividend project	2018	80,000	Other resources	Regional office/SWEDD, 6 SWEDD country offices
End-term evaluation of the regional interventions action plan	To provide an opportunity for the regional office to review and analyse action plan achievements and related strategies and better understand how these contributed to the achievement of the UNFPA strategic plan, 2018-2021	July – Oct 2020	80,000	Regular resources	Regional Implementing partners; Regional office and country offices of the region;
UNFPA support to family planning in the region	Assessment of the effect of UNFPA support on selected family planning indicators and the achievement of Family Planning 2020 engagements	2020	80,000	Regular resources	Regional office; country offices of the region; Ministries of health; other partners
TOTAL			690,000		

Annex 1. Results and resources framework

UNFPA strategic plan outcome and indicators	Regional interventions action plan output	Regional interventions action plan output: indicator(s), baselines and yearly targets (all baseline values are the most recently available data)	Partners	Indicative resources by regional action plan (in dollars)			
				2018	2019	2020	2021
Goal: Achieve universal access to sexual and reproductive health, realize reproductive rights, and reduce maternal mortality to accelerate progress on the International Conference on Population and Development agenda, to improve the lives of adolescents, youth and women, enabled by population dynamics, human rights, and gender equality							
<p><u>Outcome 1:</u> Every woman, adolescent and youth everywhere, especially those furthest behind, has utilized integrated sexual and reproductive health services and exercised reproductive rights, free of coercion, discrimination and violence</p> <p><u>Indicator 2:</u> Proportion of births attended by skilled health personnel</p> <p><u>Indicator 4:</u> Proportion of women of reproductive age (aged 15-49 years) who have their need for family planning satisfied with</p>	<p><u>Output 1:</u> Enhanced capacities of national and regional stakeholders to develop and implement policies, including financial investments, that prioritize access to sexual and reproductive health and reproductive rights information and services for those furthest behind, including in humanitarian settings.</p>	<ul style="list-style-type: none"> Indicator: A regional inter-agency alliance for reproductive, maternal, neonatal, child and adolescent health exists, for supporting West and Central Africa countries in the development and implementation of integrated sexual and reproductive health and reproductive rights policies and programmes Baseline = No (2016); Target = Yes (2021) Indicator: Number of countries where capacities of experts have been built to integrate sexual and reproductive health and reproductive rights into policies and programmes, that are designed to increase the access of specific vulnerable groups to sexual and reproductive health information and services Baseline = 0 (2016); Target = 23 	<p>International confederation of midwives, Jhpiego, African Medical and Research Foundation, Fédération des associations des sages-femmes d'Afrique, Centrale et de l' Ouest Société africaine de gynécologie et obstétrique, Association Panafricaine des Pédiatres d'Afrique Noire Francophone, Regional Centre for Training, Research and Advocacy on Reproductive Health, West African Health Organisation, Economic Community of West African States, Partenariat Ouagadougou, Reproductive Health Supplies Coalition, France international development agency, United States Agency for International Development, World Bank; Bill & Melinda Gates Foundation, World Health Organization, United</p>	Regular resources: 2,081,811			
				512,368	514,863	525,645	528,935
				Other resources: 1,160,000			
				280,000	300,000	300,000	280,000

2018	2019	2020	2021
6	12	18	23

<p>modern methods</p> <p><u>Indicator 5:</u> Contraceptive prevalence rate</p> <p><u>Indicator 6:</u> Unmet need for family planning</p>		<ul style="list-style-type: none"> Indicator: Number of countries with costed family planning plans Baseline = 4 (2016); Target = 23 (2021) <table border="1" data-bbox="779 359 1146 539"> <thead> <tr> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>8</td> <td>12</td> <td>18</td> <td>23</td> </tr> </tbody> </table> <ul style="list-style-type: none"> Indicator: Number of countries whose advocacy activities resulted in an effective contribution to, or an increase in domestic resources for the procurement of family planning commodities Baseline = 3 (2016); Target = 10 (2021) <table border="1" data-bbox="824 805 1182 912"> <thead> <tr> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>4</td> <td>6</td> <td>8</td> <td>10</td> </tr> </tbody> </table>	2018	2019	2020	2021	8	12	18	23	2018	2019	2020	2021	4	6	8	10	<p>Nations Children's Fund, UN-Women, Joint United Nations Programme on HIV/AIDS</p>									
2018	2019	2020	2021																									
8	12	18	23																									
2018	2019	2020	2021																									
4	6	8	10																									
	<p><u>Output 2:</u> Strengthened capacities of national health force and systems to deliver quality and integrated sexual and reproductive health and reproductive rights information and services, in particular for adolescents and youth, and in humanitarian settings.</p>	<ul style="list-style-type: none"> Indicator: Number of countries engaged in initiatives to set-up the minimum international standards of five emergency obstetric and neonatal care facilities, per 500,000 of the population Baseline = 1 (2016); Target = 5 (2021) <table border="1" data-bbox="817 1252 1191 1364"> <thead> <tr> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> </tbody> </table>	2018	2019	2020	2021	2	3	4	5	<p>International confederation of midwives, Jhpiego, Amref Health Africa, African Medical and Research Foundation, African Union. Economic Community of West African States, West African Health Organisation, Muskoka-H6 platform, Averting Maternal Death and Disability, Institute for Resource and</p>	<table border="1"> <tr> <td colspan="4">Regular resources: 2,260,842</td> </tr> <tr> <td>545,838</td> <td>564,290</td> <td>567,456</td> <td>583,258</td> </tr> <tr> <td colspan="4">Other resources: 4,600,000</td> </tr> <tr> <td>1,150,000</td> <td>1,150,000</td> <td>1,150,000</td> <td>1,150,000</td> </tr> </table>	Regular resources: 2,260,842				545,838	564,290	567,456	583,258	Other resources: 4,600,000				1,150,000	1,150,000	1,150,000	1,150,000
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		<ul style="list-style-type: none"> Indicator: Number of countries where capacities of institutional mechanisms (facilities and community groups), are built to notify at least 40 per cent of the expected maternal deaths and response system Baseline = 1 (2016); Target = 15 (2021) <table border="1" data-bbox="822 485 1191 596"> <thead> <tr> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>5</td> <td>9</td> <td>12</td> <td>15</td> </tr> </tbody> </table> <ul style="list-style-type: none"> Indicator: Number of countries implementing the regional obstetric fistula plan Baseline = 0 (2016); Target = 10 (2021) <table border="1" data-bbox="822 770 1191 882"> <thead> <tr> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>2</td> <td>5</td> <td>8</td> <td>10</td> </tr> </tbody> </table> <ul style="list-style-type: none"> Indicator: Number of countries with an action plan to build resilience on sexual and reproductive health/or family planning Baseline = 0 (2016) ; Target = 18 (2021) <table border="1" data-bbox="822 1158 1191 1270"> <thead> <tr> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>6</td> <td>10</td> <td>14</td> <td>18</td> </tr> </tbody> </table>	2018	2019	2020	2021	5	9	12	15	2018	2019	2020	2021	2	5	8	10	2018	2019	2020	2021	6	10	14	18	<p>Security Studies, Société africaine de gynécologie et obstétrique, Association Panafricaine des Pédiatres d'Afrique Noire Francophone, Fédération des associations des sages-femmes d'Afrique Centrale et de l' Ouest, Bureau d'Appui en Santé Publique</p>				
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2018	2019	2020	2021																												
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		<ul style="list-style-type: none"> Indicator: Number of countries that have adopted midwifery education and practice programmes that meet international standards Baseline = 6 (2016); Target = 15 (2021) <table border="1" data-bbox="819 408 1191 520"> <thead> <tr> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>9</td> <td>11</td> <td>13</td> <td>15</td> </tr> </tbody> </table>	2018	2019	2020	2021	9	11	13	15	<p>International confederation of midwives, Jhpiego, Amref Health Africa, African Medical and Research Foundation, African Union, Economic Community of West African States, West African Health Organisation, Muskoka-H6 platform, Association Panafricaine des Pédiatres d'Afrique Noire Francophone, Fédération des associations des sages-femmes d'Afrique Centrale et de l' Ouest, country offices, Inter-agency Standing Committee, Sahel G5, World Bank</p>																	
2018	2019	2020	2021																									
9	11	13	15																									
	<p><u>Output 3:</u> Strengthened national health systems to effectively forecast, procure, distribute and track the delivery of sexual and reproductive health and rights commodities, including in humanitarian settings.</p>	<ul style="list-style-type: none"> Indicator: Number of countries using a functional logistics management information system for forecasting and monitoring sexual and reproductive health commodities, and emergency reproductive health kits. Baseline = 7 (2016); Target = 15 (2021) <table border="1" data-bbox="860 995 1223 1059"> <thead> <tr> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>9</td> <td>11</td> <td>13</td> <td>15</td> </tr> </tbody> </table> <ul style="list-style-type: none"> Indicator: Number of countries that have developed a comprehensive total market approach for family planning. Baseline = 9 (2016); Target = 15 (2021) <table border="1" data-bbox="851 1219 1223 1302"> <thead> <tr> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>10</td> <td>12</td> <td>13</td> <td>15</td> </tr> </tbody> </table>	2018	2019	2020	2021	9	11	13	15	2018	2019	2020	2021	10	12	13	15	<p>Economic Community of West African States, World Health Organization, West African Health Organisation, Muskoka-H6 platform, civil society organizations, World Bank, African Development Bank, Partenariat Ouagadougou Reproductive Health Supplies Coalition, International Planned Parenthood Federation, United States Agency for International Development, John Snow Inc., Global Fund, Bill & Melinda Gates Foundation</p>	<p>Regular resources: 963,118</p> <table border="1" data-bbox="1594 842 2150 900"> <tr> <td>231,592</td> <td>249,483</td> <td>240,451</td> <td>241,592</td> </tr> </table> <p>Other resources: 1,600,000</p> <table border="1" data-bbox="1594 979 2150 1034"> <tr> <td>400,000</td> <td>400,000</td> <td>400,000</td> <td>400,000</td> </tr> </table>	231,592	249,483	240,451	241,592	400,000	400,000	400,000	400,000
2018	2019	2020	2021																									
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	<p>Output 4: Enhanced capacities of national health decision makers to stimulate effective national coordination, involvement of key stakeholders, including communities in planning, implementation, monitoring and evaluation of integrated SRHR programmes.</p>	<ul style="list-style-type: none"> Number of country offices that have documented and reported on results of their support to family planning. B = 0 (2016); T = 23 (2021) <table border="1" data-bbox="831 300 1223 408"> <thead> <tr> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>5</td> <td>11</td> <td>17</td> <td>23</td> </tr> </tbody> </table> <ul style="list-style-type: none"> Number of countries that have met their FP 2020 engagement. B=0 (2016); T = 10 (2021) <table border="1" data-bbox="831 496 1223 604"> <thead> <tr> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>3</td> <td>6</td> <td>10</td> <td>10</td> </tr> </tbody> </table> <ul style="list-style-type: none"> Number of countries supported for the introduction of an anchored locally integrated approaches to SRHR initiative. B = 0 (2016) ; T = 23 (2021) <table border="1" data-bbox="831 711 1223 820"> <thead> <tr> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>5</td> <td>11</td> <td>17</td> <td>23</td> </tr> </tbody> </table>	2018	2019	2020	2021	5	11	17	23	2018	2019	2020	2021	3	6	10	10	2018	2019	2020	2021	5	11	17	23	<p>UNICEF, UNWOMEN, World Health Organization, Global Fund, GAVI, FRANCE (AFD+MAEDI), HHA, DFID, USG, JICA, KOICA, IDB, WB, RECs ICM, JHPIEGO, AMREF, CEFORP, West African Health Organisation, MUSKOKA-H6 platform</p>	<p>Regular resources:1,058,278</p> <table border="1" data-bbox="1592 277 2152 368"> <tr> <td>255,830</td> <td>262,524</td> <td>266,344</td> <td>273,580</td> </tr> </table> <p>Other resources: 480,000</p> <table border="1" data-bbox="1592 459 2152 550"> <tr> <td>120,000</td> <td>120,000</td> <td>120,000</td> <td>120,000</td> </tr> </table>	255,830	262,524	266,344	273,580	120,000	120,000	120,000	120,000
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255,830	262,524	266,344	273,580																																	
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<p>Outcome 2: Every adolescent and youth, in particular adolescent girls, is empowered to have access to sexual and reproductive health and reproductive rights, in all contexts</p> <p>Indicator 2: Number of countries that engaged</p>	<p>Output 5: Enhanced national capacities to provide adolescents and youth, in particular adolescent girls, with the skills and capabilities to make informed choices regarding their sexual and reproductive health, development and wellbeing, including in humanitarian settings.</p>	<ul style="list-style-type: none"> Indicator: Number of countries supported by the regional office to deliver youth-and -adolescent-friendly sexual and reproductive health services, including in humanitarian settings. Baseline = 0 (2016); Target = 12 (2021) <table border="1" data-bbox="786 1161 1223 1278"> <thead> <tr> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>2</td> <td>5</td> <td>8</td> <td>12</td> </tr> </tbody> </table>	2018	2019	2020	2021	2	5	8	12	<p>Country offices, African Youth and Adolescent network, regional economic commission</p>	<p>Regular resources: 1,052,640</p> <table border="1" data-bbox="1592 943 2152 1002"> <tr> <td>259,321</td> <td>260,477</td> <td>265,664</td> <td>267,178</td> </tr> </table> <p>Other resources: 10,000,000</p> <table border="1" data-bbox="1592 1043 2152 1134"> <tr> <td>2,500,000</td> <td>2,500,000</td> <td>2,500,000</td> <td>2,500,000</td> </tr> </table>	259,321	260,477	265,664	267,178	2,500,000	2,500,000	2,500,000	2,500,000																
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<p>adolescents and youth, including marginalized adolescents and youth, in the formulation of national sexual and reproductive health policies</p>		<ul style="list-style-type: none"> Indicator: Number of countries supported by the regional office to implement comprehensive sexuality education curricula aligned with international standards, in-school and out-of-school. <p>Baseline = 0 (2016); Target = 10 (2021)</p> <table border="1" data-bbox="786 488 1223 603"> <thead> <tr> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>3</td> <td>5</td> <td>8</td> <td>10</td> </tr> </tbody> </table>	2018	2019	2020	2021	3	5	8	10	<p>United Nations entities, governments, civil society organizations, youth networks</p>								
2018	2019	2020	2021																
3	5	8	10																
	<p>Output 6: Increased national capacity to design and implement evidence-based, gender-responsive and inclusive policies and programmes for adolescents and youth to have opportunities to exercise leadership and participate in sustainable development, humanitarian action and sustaining peace</p>	<ul style="list-style-type: none"> Number of countries with active youth networks engaged in policy dialogue and decision-making processes, including in humanitarian contexts. <p>Baseline = 1 (2016); Target = 14 (2021)</p> <table border="1" data-bbox="860 911 1223 1026"> <thead> <tr> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>4</td> <td>8</td> <td>12</td> <td>14</td> </tr> </tbody> </table>	2018	2019	2020	2021	4	8	12	14	<p>United nations entities, governments, civil society organizations, youth networks</p>	<p>Regular resources: 252,650</p>				62,153	63,017	63,274	64,206
2018	2019	2020	2021																
4	8	12	14																
	<p>Output 7: Strengthened multisectorial human capacities to address the broader determinants of adolescent and youth sexual</p>	<ul style="list-style-type: none"> Indicator: Number of priority countries that have developed action plans or roadmaps to increase investments in youth. <p>Baseline = 0 (2017); Target = 12</p>	<p>United Nations entities, governments, civil society organizations, youth networks</p>	<p>Regular resources: 854,074</p>				209,166	212,929	213,960	218,019								

	and reproductive health, development and well-being including in humanitarian settings	<p>(2021)</p> <table border="1" data-bbox="824 240 1184 355"> <thead> <tr> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>3</td> <td>6</td> <td>9</td> <td>12</td> </tr> </tbody> </table> <ul style="list-style-type: none"> Number of countries supported by the regional office to implement programmes to address adolescent pregnancies and child marriage. Baseline = 2 (2016); Target = 10 (2021) <table border="1" data-bbox="824 628 1184 743"> <thead> <tr> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>4</td> <td>6</td> <td>8</td> <td>10</td> </tr> </tbody> </table>	2018	2019	2020	2021	3	6	9	12	2018	2019	2020	2021	4	6	8	10		<p>Other resources: 10,000,000</p> <table border="1" data-bbox="1581 284 2168 411"> <tr> <td>2,500,000</td> <td>2,500,000</td> <td>2,500,000</td> <td>2,500,000</td> </tr> </table>	2,500,000	2,500,000	2,500,000	2,500,000
2018	2019	2020	2021																					
3	6	9	12																					
2018	2019	2020	2021																					
4	6	8	10																					
2,500,000	2,500,000	2,500,000	2,500,000																					
<p><u>Outcome 3:</u> Gender equality, the empowerment of all women and girls, and reproductive rights are advanced in development and humanitarian settings</p> <p><u>Indicator 3</u> (customized for West and Central Africa region countries): Number of countries</p>	<p><u>Output 8:</u> Strengthened national human rights protection systems to advance gender equality, to empower women and girls, and to ensure the effective exercise of reproductive rights, both in development and humanitarian settings.</p>	<ul style="list-style-type: none"> Indicator: Number of countries supported to conduct advocacy for the adoption of laws, policies and regulations, in line with international human rights standards, to guarantee full and equal access to sexual and reproductive health and reproductive rights to women and girls, including in humanitarian settings. Baseline = 12 (2016); Target = 23 (2021) <table border="1" data-bbox="824 1203 1184 1318"> <thead> <tr> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>15</td> <td>19</td> <td>22</td> <td>23</td> </tr> </tbody> </table>	2018	2019	2020	2021	15	19	22	23	<p>United nations entities, governments, civil society organisations, youth networks</p>	<p>Regular resources: 1,270,202</p> <table border="1" data-bbox="1581 874 2168 932"> <tr> <td>313,288</td> <td>314,649</td> <td>320,243</td> <td>322,022</td> </tr> </table> <p>Other resources: 8,000,000</p> <table border="1" data-bbox="1581 1027 2168 1123"> <tr> <td>2,000,000</td> <td>2,000,000</td> <td>2,000,000</td> <td>2,000,000</td> </tr> </table>	313,288	314,649	320,243	322,022	2,000,000	2,000,000	2,000,000	2,000,000				
2018	2019	2020	2021																					
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2,000,000	2,000,000	2,000,000	2,000,000																					

<p>that have conducted the survey on women and girls aged 15 years and older subjected to sexual violence by persons other than an intimate partner in the previous 12 months, by age and place of occurrence</p> <p><u>Indicator 5:</u> Proportion of girls and women aged 15-49 years who have undergone female genital mutilation/cutting by age</p>		<ul style="list-style-type: none"> Indicator: Number of countries affected by a humanitarian crisis, that have a functioning inter-agency gender-based violence coordination body as a result of the regional office technical guidance and leadership Baseline = 4 (2016) Target = 12 (2021) <table border="1"> <thead> <tr> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>6</td> <td>8</td> <td>10</td> <td>12</td> </tr> </tbody> </table>	2018	2019	2020	2021	6	8	10	12	Country offices, protection groups, United Nations Refugee Agency, Inter-Agency Standing Committee								
	2018	2019	2020	2021															
	6	8	10	12															
<p><u>Output 9:</u> Increased multisectoral capacity to prevent and address gender-based violence using a continuum approach in all contexts, with a focus on advocacy, data, health and health systems, psycho-social support and coordination</p>	<ul style="list-style-type: none"> Indicator: Number of countries with a national action plan on gender-based violence Baseline = 8 (2016); Target = 23 (2021) <table border="1"> <thead> <tr> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>15</td> <td>21</td> <td>22</td> <td>23</td> </tr> </tbody> </table>	2018	2019	2020	2021	15	21	22	23	United Nations entities, governments, civil society organizations, youth networks	<p>Regular resources: 1,050,202</p> <table border="1"> <tr> <td>258,288</td> <td>259,649</td> <td>265,243</td> <td>267,022</td> </tr> </table> <p>Other resources:</p> <table border="1"> <tr> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> </table>	258,288	259,649	265,243	267,022	0	0	0	0
2018	2019	2020	2021																
15	21	22	23																
258,288	259,649	265,243	267,022																
0	0	0	0																
<p><u>Output 10:</u> Strengthened national capacities towards the planning and implementation of a comprehensive response to eliminate harmful practices, including child, early and forced marriage, and female genital mutilation.</p>	<ul style="list-style-type: none"> Indicator: Number of countries with capacities to deliver high-quality and appropriate prevention, protection and care services related to child, early and forced marriage and female genital mutilation, for girls and adolescents. Baseline = 2 (2016) ; Target = 23 (2021) <table border="1"> <thead> <tr> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>4</td> <td>15</td> <td>21</td> <td>23</td> </tr> </tbody> </table>	2018	2019	2020	2021	4	15	21	23	UN entities, governments, civil society organisations, youth networks	<p>Regular resources: 1,252,640</p> <table border="1"> <tr> <td>309,321</td> <td>310,477</td> <td>315,664</td> <td>317,178</td> </tr> </table> <p>Other resources:</p> <table border="1"> <tr> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> </table>	309,321	310,477	315,664	317,178	0	0	0	0
2018	2019	2020	2021																
4	15	21	23																
309,321	310,477	315,664	317,178																
0	0	0	0																

<p>Outcome 4: Everyone, everywhere, is counted, and accounted for, in the pursuit of sustainable development</p> <p>Indicator 1: Proportion of countries that: a) have conducted at least one population and housing census in the last 10 years.</p> <p>Indicator 4: Proportion of countries that have a national urban policy or regional development plan that responds to population dynamics</p>	<p>Output 11: Strengthened national and regional population data systems, including in humanitarian settings, to map and address inequalities, and to monitor the Sustainable Development Goals and the Programme of Action of the International Conference on Population and Development.</p>	<ul style="list-style-type: none"> Indicator: Number of countries without reliable census data from the 2010 round, that will conduct or have conducted a population and housing census in the 2020 census round, in agreement with international standards and recommendations, with support from the regional office. Baseline = 19 (2016); Target = 23 (2021) <table border="1"> <thead> <tr> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>19</td> <td>20</td> <td>22</td> <td>23</td> </tr> </tbody> </table> <ul style="list-style-type: none"> Indicator: Number of West and Central Africa countries with prioritized International Conference on Population and Development/Sustainable Development Goals indicators, available with estimates at the sub-national level, with regional office support. Baseline = 0 (2016); Target = 10 (2021) <table border="1"> <thead> <tr> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>3</td> <td>6</td> <td>8</td> <td>10</td> </tr> </tbody> </table> <ul style="list-style-type: none"> Indicator: Number of countries supported to generate and share disaggregated data at the national and sub-national level, including in humanitarian settings. Baseline = 0 (2016); Target = 12 (2021) <table border="1"> <thead> <tr> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>2</td> <td>4</td> <td>9</td> <td>12</td> </tr> </tbody> </table>	2018	2019	2020	2021	19	20	22	23	2018	2019	2020	2021	3	6	8	10	2018	2019	2020	2021	2	4	9	12	<p>National statistical offices; World Bank; United Kingdom Department for International Development; Banque Africain de Développement, governments</p> <p>Civil society organizations; National statistical offices; Office for the Coordination of Humanitarian Affairs, United Nations Refugee Agency</p>	<p>Regular resources: 912,640</p>			
			2018	2019	2020	2021																									
			19	20	22	23																									
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239,321	230,477	225,664	217,178																												
<p>Other resources:</p>																															

	<p>Output 12: Increase national capacities to use demographic analyses to improve the responsiveness, targeting and impact of development policies, in order to harness the demographic dividend.</p>	<ul style="list-style-type: none"> Indicator: Number of regional alliances¹ supporting West and Central Africa region countries in the implementation the African Union roadmap on demographic dividend. Baseline = 4 (2016) Target = 6 <table border="1" data-bbox="819 432 1191 544"> <thead> <tr> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>4</td> <td>4</td> <td>5</td> <td>6</td> </tr> </tbody> </table> <ul style="list-style-type: none"> Number of countries generating national profiles on demographic dividend into the national programming process. Baseline = 16 (2016); Target = 23 (2021) <table border="1" data-bbox="819 754 1191 866"> <thead> <tr> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>16</td> <td>18</td> <td>21</td> <td>23</td> </tr> </tbody> </table>	2018	2019	2020	2021	4	4	5	6	2018	2019	2020	2021	16	18	21	23	<p>National statistical offices, national and local governments</p> <p>National statistical offices, governments, African Medical and Research Foundation</p> <p>The University of Ibadan, Nigeria, Regional Institute for population studies, Ghana Universities</p>	<table border="1"> <tr> <td colspan="4">Regular resources: 1,230,202</td> </tr> <tr> <td>293,288</td> <td>314,649</td> <td>320,243</td> <td>302,022</td> </tr> <tr> <td colspan="4">Other resources: 2,400,000</td> </tr> <tr> <td>600,000</td> <td>600,000</td> <td>600,000</td> <td>600,000</td> </tr> </table>	Regular resources: 1,230,202				293,288	314,649	320,243	302,022	Other resources: 2,400,000				600,000	600,000	600,000	600,000
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<p>OEE 1: Improved programming for results</p>	<p>OEE 1: Improved accountability for results through mainstreaming results-based management and quality assurance mechanisms</p>	<ul style="list-style-type: none"> Percentage of country programme documents and extensions rated “satisfactory” by the programme review committee. Baseline = 100 per cent (2016); Target = 100 per cent <table border="1" data-bbox="819 1166 1191 1230"> <thead> <tr> <th>2017</th> <th>2018</th> <th>2019</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>100</td> <td>100</td> <td>100</td> <td>100</td> </tr> </tbody> </table>	2017	2018	2019	2021	100	100	100	100	<p>Country offices, governments</p>	<table border="1"> <tr> <td colspan="4">Regular resources: 898,000</td> </tr> <tr> <td>197,000</td> <td>197,000</td> <td>277,000</td> <td>227,000</td> </tr> <tr> <td colspan="4">Other resources:</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </table>	Regular resources: 898,000				197,000	197,000	277,000	227,000	Other resources:															
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¹ Parliamentarians, youth, elders and faith-based organisations. It is expected to work with regional media network, women ministers and parliamentarians network

		<ul style="list-style-type: none"> Percentage of country programme evaluations with an evaluation quality assessment rating of at least “good”. Baseline = 100 per cent (2016); Target = 100 per cent <table border="1"> <thead> <tr> <th>2017</th> <th>2018</th> <th>2019</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>100</td> <td>100</td> <td>100</td> <td>100</td> </tr> </tbody> </table> <ul style="list-style-type: none"> Number of country offices supported to implement at least nine of the 13 minimum preparedness actions. Baseline = 0 ; Target = 23 <table border="1"> <thead> <tr> <th>2017</th> <th>2018</th> <th>2019</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>9</td> <td>13</td> <td>18</td> <td>23</td> </tr> </tbody> </table>	2017	2018	2019	2021	100	100	100	100	2017	2018	2019	2021	9	13	18	23										
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<u>OEE 2:</u> Optimized management of resources	<u>OEE 2:</u> Optimized management of resources through improved oversight and financial risk management	<ul style="list-style-type: none"> Percentage of unqualified harmonized approach to cash transfer audits Baseline = Not available (2016); Target = 100 per cent (2021) <table border="1"> <thead> <tr> <th>2017</th> <th>2018</th> <th>2019</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>80</td> <td>80</td> <td>90</td> <td>100</td> </tr> </tbody> </table>	2017	2018	2019	2021	80	80	90	100	Country offices, governments	Regular resources: 888,600 <table border="1"> <tr> <td>222,150</td> <td>222,150</td> <td>222,150</td> <td>222,150</td> </tr> </table> Other resources: <table border="1"> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </table>	222,150	222,150	222,150	222,150												
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222,150	222,150	222,150	222,150																									
<u>OEE 4:</u> Enhanced communication, resource mobilization and strategic partnerships for impact	<u>OEE 4:</u> Enhanced communication, resource mobilization and partnerships for impact	<ul style="list-style-type: none"> Number of countries contributing to core resources of UNFPA. Baseline = 12 (2016); Target = 20 (2021) <table border="1"> <thead> <tr> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>14</td> <td>16</td> <td>18</td> <td>20</td> </tr> </tbody> </table> <ul style="list-style-type: none"> Volume of non-core resources mobilized in the region. Baseline = 69 million dollars (2016); Target= 75 million dollars <table border="1"> <thead> <tr> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>75 million</td> <td>75 million</td> <td>75 million</td> <td>75 million</td> </tr> </tbody> </table>	2018	2019	2020	2021	14	16	18	20	2018	2019	2020	2021	75 million	75 million	75 million	75 million	Country offices, governments, UNFPA Resource Mobilization Branch Country offices, governments; UNFPA	Regular resources: 954,000 <table border="1"> <tr> <td>238,500</td> <td>238,500</td> <td>238,500</td> <td>238,500</td> </tr> </table> Other resources: 800,000 <table border="1"> <tr> <td>200,000</td> <td>200,000</td> <td>200,000</td> <td>200,000</td> </tr> </table>	238,500	238,500	238,500	238,500	200,000	200,000	200,000	200,000
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		<ul style="list-style-type: none"> Number of countries providing their co-financing contributions to country or regional initiatives, within UNFPA intervention areas Baseline = 13 (2016); Target = 20 (2021) <table border="1"> <thead> <tr> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>2</td> <td>2</td> <td>2</td> </tr> </tbody> </table> <ul style="list-style-type: none"> Number of operationalised strategic partnerships (either with United Nations entities or with influential civil society networks) to implement the African Union roadmap on demographic dividend. Baseline = 8 (2016) ; Target = 12 (2021) <table border="1"> <thead> <tr> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>1</td> <td>1</td> <td>1</td> </tr> </tbody> </table>	2018	2019	2020	2021	1	2	2	2	2018	2019	2020	2021	1	1	1	1	Resource Mobilization Branch, donors Country offices, governments, regional economic commissions, international financial institutions Country offices, governments, UNFPA Resource Mobilization Branch				
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Total				Regular resources																			
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Annex 2. Theory of change

Outcome 1: Every woman, adolescent and youth everywhere, especially those furthest behind, has utilized integrated sexual and reproductive health services and exercised reproductive rights, free of coercion, discrimination and violence

Rationale for the proposed primary change in Outcome 1 (based on evidence, including evaluative evidence and lessons learned)

1. Despite progress in reproductive health over the past five years, regional indicators still remain worrisome in the West and Central Africa region. The maternal mortality rate is still at an unacceptably high level, and teenage pregnancy continues to be a leading cause of death among girls. The use of modern contraceptives is low, while the unmet need for family planning is high. This means that a significant number of women who are in need of family planning services, cannot access them. Access to essential reproductive health services remains low. One out of five new HIV cases worldwide, is in the West and Central Africa region, and the prevalence of child marriage is amongst the highest in the world.

2. This situation is exacerbated by a number of factors prevalent across the region, including: (i) challenges in supporting sexual and reproductive health and reproductive health rights such as political context, resources constraints and harmful traditional beliefs and practices; (ii) inadequate availability of quality integrated sexual and reproductive health services; (iii) insufficient access to services, including essential commodities; (iv) persistent humanitarian crises across the region, which further constraining access; (v) insufficient engagement and ownership of key stakeholders in the development and operationalization of an integrated approach to sexual and reproductive health and reproductive health rights at all levels.

3. A lot of efforts are still needed, to contribute to improving the overall access to reproductive health services in the West and Central Africa region, in order to achieve Outcome 1 of the UNFPA strategic plan, 2018-21: “Every woman, adolescent and youth everywhere, especially those furthest behind, has utilized integrated sexual and reproductive health services and exercised reproductive rights, free of coercion, discrimination and violence.”

Pathways to achieving the primary change

4. Propped up by four outputs, the Outcome 1 condition of the UNFPA strategic plan, 2108-21 will be achieved in West and Central Africa when national capacities are enhanced, and lead to the following results: (i) an enabling environment is created to operationalize an integrated approach to sexual and reproductive health and rights; (ii) women, adolescent and youth can fully exercise their rights to access integrated sexual and reproductive health services services; (iii) health structures and personnel are better equipped to provide quality integrated sexual and reproductive health services for women, adolescents and girls who are the furthest left behind, including in humanitarian settings; (iv) women, adolescents and youth have better access to quality and integrated sexual and reproductive health services, including in humanitarian setting and (v) health stakeholders and communities are involved in the development and operationalization of an integrated approach to sexual and reproductive health and rights.

Facilitating factors, including comparative advantages and partnerships

5. Since 2015, an unprecedented global momentum has grown, to further accelerate improvements in reproductive, maternal, newborn, child and adolescent health. Key global partnerships on maternal, newborn and child health have been launched, including the G8 Muskoka initiative, the Global strategy for women’s, children’s and adolescent’s health, 2016 – 2030 and Every Woman Every Child, which act as bold new roadmaps for ending all preventable maternal, newborn and child deaths by 2030. All these globally driven flagship strategies and frameworks are supported in Africa through region specific H6 initiative, 2063 Africa agenda, Africa health strategy, 2016-2030 and the Maputo plan of action, 2016-2030.

6. Amongst these global partnerships and initiatives, it appears that a strong regional pillar is needed between the global and the national level, to ensure a more rapid acceleration toward the 2030 Agenda targets in West and Central Africa, while also creating added value

through more robust coordination, harmonized technical assistance and promotion of best practices throughout the region. In this perspective, based on the successful roll-out of the Muskoka initiative in eight francophone countries of West and Central Africa since 2010, UNFPA, the United Nations Children's Fund, UN-Women and the World Health Organization are convinced that the setting up of a regional inter-agency alliance on reproductive, maternal, neonatal, child and adolescent health is a must, for supporting West and Central Africa countries to move forward with the agenda on these issues.

Potential risks and possible risk-mitigation strategies

7. Possible risks include social instability, conflict or humanitarian crises, socio-cultural and legal barriers, and financial crisis. To remedy these risks, mitigation strategies would include: (i) consistently underlying the positive impact of investing in sexual and reproductive health and rights, on the health of women, adolescents' and youth, within the demographic dividend framework; (ii) identifying new funding opportunities and funding streams, with a focus on the mobilization of domestic resources; and (iii) building partnerships to engage key socio-cultural gatekeepers, underpinned by relevant capacity building strategies in the area of integrated approaches to sexual and reproductive health and rights.

8. To build a cohesive work approach, the UNFPA West and Central Africa regional office will apply the principles of human rights, equity-focus, gender equality, reaching the furthest behind first, accountability and resilience. Finally, all interventions that will be undertaken, will be driven by strategic partnership, sound knowledge management, and innovative approaches, based on evidence and relevant resources.

Outcome 2: Every adolescent and youth, in particular adolescent girls, is empowered to have access to sexual and reproductive health and reproductive rights, in all contexts

Rationale for the proposed primary change in Outcome 2 (based on evidence, including evaluative evidence and lessons learned)

9. The Programme of Action of the International Conference on Population and Development recognises that the effective realization of sexual and reproductive health and reproductive rights requires empowering all sectors of society—including adolescent and youth—and incorporating their meaningful participation into the design of policies. The Programme of Action builds consensus that investing in young people, including adolescents, is critical for improving their survival and well-being, and calls in particular for² i) the promotion of the health, wellbeing and potential of all adolescent and youth, to the fullest extent; ii) meeting the special needs of adolescent and youth, especially young women and girls, for social, family and community support, employment opportunities, participation in political processes, and access to education, health, counselling and high-quality reproductive health services; iii) keeping adolescent and youth, in particular young women and girls in school, to help prevent early marriage and high-risk childbearing, and to reduce the associated mortality and morbidity.

10. These objectives highlight the stake young people have in the development process, and in particular, in health and development. However, the potential of adolescents to exercise their sexual and reproductive health and rights is widely compromised by the failure to recognize and invest in measures necessary to empower them. Evidence shows that empowered adolescents are more likely to adopt responsible and healthy sexual and reproductive behaviour.

Pathways to achieving the primary change

11. The UNFPA strategic plan, 2018-21 will support investments in adolescents and youth development to ensure that they have the services, capabilities, and opportunities to define their futures, participate in their societies and communities, and access education, health, counselling and high-quality reproductive health services.

12. UNFPA has been deeply invested in previous years in getting young people recognised as positive agents of change, including in humanitarian action and sustaining

² Programme of Action of the International Conference on Population and Development, paragraph 6.7.

peace. Young people represent a unique demographic dividend if the right investments are made by states. The West and Central Africa regional office's role is to support the voices and priorities of young women and men, and help steer the engagement of the international community with them.

13. While Outcome 1 of the strategic plan aims to increase availability of integrated sexual and reproductive health services (including HIV) for marginalised adolescents and youth, the scope of strategic plan outcome 2 lies beyond the health care system. Outcome 2 focuses on strengthening international and national commitment to investing in adolescents and youth, particularly adolescent girls, in a broad range of sectors, equipping young people with the skills and knowledge they need for their sexual and reproductive health and reproductive rights, and giving them a voice in matters that affect their health and well-being. This will be supported by three outputs in the strategic plan, 2018-21, aimed to put in place appropriate policies, and provide young people and adolescents with the skills, knowledge and capacities to lead and participate in decision-making processes on sustainable development, humanitarian and peace.

Facilitating factors including comparative advantage and partnerships

14. The West and Central Africa regional interventions will engage in wide range of partnerships. On adolescent girls, it will partner with the United Nations Children's Fund through the joint programme on child marriage, focusing on evidence-based, girl-centered programming and adolescent girls' sexual and reproductive health and rights. A longstanding partnership with the United Nations Educational, Scientific and Cultural Organization will be continued, that focuses on comprehensive sexuality education issues by providing in-country operational support. The West and Central Africa regional office will strengthen partnerships established with the World Bank on demographic dividend issues.

Potential risks and possible risk mitigation strategies

15. Risks to progress in this area are significant and include: persistent socio-cultural barriers and norms that fail to recognise young people's sexual and reproductive health; entrenched gender inequalities that jeopardise girls' health and rights and increase their vulnerability to violence and harmful practices; and "business as usual" approaches, that have consistently failed to reach the most marginalized adolescents.

16. UNFPA will address these risks by strengthening staff capacity, serving as conveners and brokers of expert technical assistance, increasing its resource allocation for adolescent and youth programming, linking and integrating Outcome 2 work with the other outcomes, building and disseminating the evidence base on effective programmes, mainstreaming youth participation in all contexts, including in emergency preparedness, response and recovery planning, and mobilising young people and other key stakeholders to be effective advocates in their own right.

Outcome 3: Gender equality, the empowerment of all women and girls, and reproductive rights are advanced in development and humanitarian settings

Rationale for proposed primary change

17. Real transformation in the lives of women and girls and promoting sustainable development requires applying social norms and intersectionality perspectives, to generate the required social change. UNFPA recognizes that the relationships of individuals and communities to socio-cultural norms about gender inequality, ageism, disability and socio-economic inequality are linked, mutually related, and can change over time and location. As a result, people can experience privilege and oppression simultaneously, or can experience multiple levels of discrimination. Applying the intersectionality and social norms perspectives is strategic to explore and understand both the social dynamics and the structural factors that underpin these dynamics, in order to generate the required social change process, and support interventions. These conceptual foundations contribute to sharpening and reinforcing targeted programmatic interventions that address gender inequality and empower women and girls.

Pathways to achieving the primary change

18. Advancing gender equality and sustainable development, through the exercise of reproductive rights for women and girls, including the most marginalised: UNFPA is in a unique position to advance reproductive rights, as a core dimension of gender equality and sustainable development, including its contribution to women's political, economic and educational empowerment and achieving a life free from violence. Identifying and addressing inequalities and discrimination in the area of reproductive rights requires a specific focus on addressing the structural barriers of discrimination. This includes challenging discriminatory laws, policies, social norms and stigma that perpetuate inequality and disparities. This requires working on legal and policy frameworks and with national, regional and international human rights bodies that have developed a wealth of analysis and jurisprudence in the area. Supporting national human rights mechanisms and oversight bodies to monitor the compliance of gender-based violence and sexual and reproductive health services with human rights, provides a significant contribution to ensuring quality, equitable access, and accountability of these services, including for those most marginalized and excluded.

19. Addressing gender-based violence in development and humanitarian settings within a continuum approach: UNFPA is well-positioned as the only UN agency with a comparative advantage to respond to gender-based violence both in development and humanitarian settings. In a significant number of crisis-affected countries, UNFPA provides emergency gender-based violence prevention and response interventions, and at the same time, it supports long-term gender-based violence interventions at the national level. This targeted focus is also aligned with UNFPA's leadership mandate for coordinating gender-based violence interventions in humanitarian contexts. Sole leadership of the gender-based violence area of responsibility at the global level implies that UNFPA will also significantly scale up programmes and coordination efforts in all humanitarian contexts (whether or not the Inter-Agency Standing Committee cluster system has been activated). Ongoing investments in gender-based violence surge, capacity development, and the establishment of gender-based violence information management systems and tools in crisis contexts, will all help to establish UNFPA as the global leader for addressing gender-based violence in humanitarian settings. In development settings, UNFPA has developed a comparative advantage in the gender-based violence data collection and analysis, health, security and social services sectors. UNFPA will continue to engage and partner with multiple stakeholders to equip them with policy and capacity development tools and training, with the aim to strengthen capacities for social mobilization, advocate for legislative change, and increase knowledge and awareness of gender-based violence related issues and harmful practices. Working with key, marginalized and vulnerable populations will continue, including the engagement of men and boys within national, regional and global policies and programmes, as a strategy to transform gender norms, end discrimination and violence, and defend women and girls' reproductive rights. The development, dissemination and implementation of multi-sectoral essential services standards and tools on gender-based violence will be given priority, in all settings under the continuum approach. This includes standards and tools on female genital mutilation/cutting, gender-biased sex selection and other harmful practices. In Africa, UNFPA is the only United Nations agency working on the two major harmful practices affecting women and girls - female genital mutilation and child marriage. UNFPA has two global, landmark joint programmes with United Nations Children's Fund to address these two harmful practices, in over 11 countries in the region.

Facilitating factors including comparative advantages and partnerships

20. UNFPA has a strong comparative advantage to contribute to programming and action on gender and rights. This is based on a number of factors, including its wide global presence in 150 countries, strategic joint programmes with sister agencies, an operational structure that lends to programming on the ground, a network of gender officers and advisors throughout many of UNFPA offices, and in-depth technical know-how. These comparative advantages also contribute to the broader 2030 Agenda.

Potential risks and possible risks mitigation strategies

21. Risks to progress in this area are significant, and include the patriarchal foundation of societies in all the countries of the region. Cultural barriers and norms exist that fail to

recognise positive values of women and girls, and deny their rights to equality with men and boys. Very broad gender inequalities jeopardise the rights of women and girls, and increase their vulnerability to gender-based violence and other harmful practices. UNFPA will address these risks by undertaking a comprehensive programme on socialisation, starting by strengthening staff capacity, on the ins-and-outs of social norms and socialisation. Support will be provided to countries for gender mainstreaming in policies, programmes design, implementation and follow up.

Outcome 4: Everyone, everywhere, is counted, and accounted for, in the pursuit of sustainable development

Rationale for proposed primary change in Outcome 4 (based on evidence, including evaluative evidence and lessons learned)

22. The 2030 agenda and 2063 African Union agenda are strongly interlinked, and call for the availability of sound integrated population data and information systems, to feed the policies that need to be developed or adapted in order to achieve the goals of both agendas. UNFPA, as the agency with strong expertise in population and development issues will contribute to that population data, in line with the highest international standards. This includes expanding population and housing censuses, and ensuring quality civil registration and administrative records are available, up-to-date and produced for development and humanitarian frameworks.

23. The evaluation of UNFPA work on the 2010 round of censuses found that greater emphasis must be placed on the effective use of data for policies and programmes. Regional assessments suggest that few developing countries have the capacity to track more than half of the 230 indicators of the Sustainable Development goals, creating a large divide between aspirations and evidence-based policy.

Pathways to achieving the primary change

24. Progress on the overarching goal of the regional interventions action plan depends on countries' ability to identify and produce information and evidence, in order to identify the population groups that are the furthest left behind. These groups are the targets of interventions towards achieving the 2030 Agenda and the 2063 Africa Union agenda, within the framework of UNFPA 'bull's eye' and the Programme of Action of the International Conference on Population and Development. National data systems must be strengthened to enable stakeholders to produce and disaggregate indicators, in order to i) understand the characteristics of those furthest behind; ii) identify their location and mobility, and iii) understand the barriers they face, including those related to risks and emergencies. Better use of population profiles should lead to understandable population data as public goods, for a wide range of uses, including national, sector and community planning. Appropriately analyzed population data should be transformed into demographic intelligence, to inform target-setting, shape programming and monitor progress on the UNFPA 'bull's eye'.

25. The key strategy for the West and Central Africa regional interventions is to scale-up capacity building efforts on demographic dividend and census issues, based on partnerships with local and regional institutions, including the Centre de Recherche en Economie et Finance Appliquee de Thies. Once countries have sufficient, quality national expertise on these issues, they would be able to produce the information and knowledge needed for policies, as well as receive the provision of technical assistance, necessary monitoring, and appropriate capacity strengthening services from the local and regional institutions.

Facilitating factors including comparative advantage and partnerships

26. UNFPA has a strong comparative advantage in population related data collection and utilization for evidence production. Its recent contribution to the development of the African Union roadmap on the demographic dividend showed the confidence it acquired from other stakeholders as the leader in population dynamics, towards the Sustainable Development Goals and the 2063 Agenda.

27. A partnership with local research and training institutions, including the Centre de Recherche en Economie et Finance Appliquees de Thiès, revealed the successful experience of a powerful strategy for capacity building, based on utilizing national demographic and economic data that is usually not utilized for demographic concerns. This experience proved

the need for effective networking around data for demographic dividend measurement, and policy evaluation in the region.

28. There is an integrated approach to implement demographic dividend strategies in the region. This is done through demographic dividend profiling, by the establishment of a pool of national experts trained to use the national data available in countries to measure the demographic dividend. Efforts also include the promotion of demographic dividend observatories, to be a pillar of the demographic dividend programming strategy. The countries of the region are committed to promoting work on the demographic dividend, in line with the African Union roadmap on demographic dividend.

29. Within the new data landscape, more and more producers and end users of data engage in the conversation around the utility and value of data. As the lead agency in the area of census, the regional interventions will ensure that data users are part of the planning process, to ensure ownership and increase data utilization.

Potential risks and possible risk mitigation strategies

30. **Playing effective “go-to agency” role for population data:** Population data is one of many shortfalls in the statistical data systems of countries, where administrative data is often inadequate across multiple sectors, and most data is under-exploited for decision-making and good governance. The West and Central Africa regional interventions will capitalise on this to convene for more systematic investments in overall data use, including tracking the Sustainable Development Goals, and defining the shortfalls in fulfilling the Programme of Action of the International Conference on Population and Development in the region.

31. **Collaborative partnerships:** Partnerships will be essential and diverse because even within the population data sector, there are many actors that could sometimes make the sector to stressing and in competition.

32. **Stronger internal capacity:** The proposed outputs depend on the ability of the West and Central Africa regional interventions to support data production and generate demographic intelligence within the region. This depends on the strong statistical capacity of staff. Current capacity in population data streams of work within UNFPA country offices in the region varies, and a strategy for strengthening internal expertise will be developed to fulfill this vision, within the regional interventions action plan.

33. **Shared internal data platforms:** Though the technical capacity of staff within the regional office and country offices of the West and Central Africa has been increased, there is still a need to strengthen the internal institutional capacity in population data and demographic intelligence, through i) more cost-effective use of shared data platforms, including the demographic dividend observatories operated by OpenData databases, and ii) automated data entry systems to support the harnessing of the demographic dividend, with focus on women and young people.

Annex 3. Resource mobilization plan

Programme area/or output	Indicators	Key actions	Target amount, in dollars	Potential donors	Time frame	Focal point
Outcome 1: Every woman, adolescent and youth everywhere, especially those furthest behind, has utilized integrated sexual and reproductive health services and exercised reproductive rights, free of coercion, discrimination and violence						
<p><u>Output 1:</u> Enhanced capacities of national and regional stakeholders to develop and implement policies, including financial investments, that prioritize access to sexual and reproductive health and rights information and services by those furthest behind, including in humanitarian settings.</p>	<ul style="list-style-type: none"> ● Number of country experts with capacities to integrate sexual and reproductive health and reproductive rights policies and programmes, designed to increase access of specific vulnerable groups to sexual and reproductive health information and services ● Number of countries whose advocacy activities resulted in an effective contribution or increase of domestic resources to the procurement of family planning commodities 	<p>Building capacity on integrated approaches to sexual and reproductive health and reproductive rights</p> <p>Provision of technical assistance to countries on domestic resource mobilisation for family planning</p>	1,160,000	France, Norway, Canada, Netherland, Denmark, Belgium, African Development Bank, Japan International Cooperation Agency, United Kingdom Department for International Development, Global Fund	2018-2021	Fensoa Ratsima

<p><u>Output 2:</u> Strengthened capacities of the national health force and systems to deliver quality and integrated sexual and reproductive health and rights information and services, in particular for adolescents and youth, and in humanitarian settings.</p>	<ul style="list-style-type: none"> • Number of countries benefiting from regional office technical assistance to set-up the minimum international standard of five emergency obstetric and newborn care facilities per 500,000 of the population • Number of country experts with capacities to notify at least 40 per cent of the expected maternal deaths • Number of countries receiving regional office technical assistance for the implementation of the regional obstetric fistula plan • Number of countries supported for the adoption of midwifery education and practice programmes that meet international standards 	<p>Provision of technical assistance to set-up emergency obstetric and newborn care international standards</p> <p>Building capacity on maternal deaths notification</p> <p>Implementation of a regional fistula programme</p> <p>Accreditation of midwifery training institutions</p>	<p>600,000</p> <p>4,000,000</p>	<p>France (Muskoka)</p> <p>Norway, Canada, United States of America, International Development Bank, African Development Bank, West African Development Bank, Japan International Cooperation Agency, United Kingdom Department for International Development, Global Fund</p> <p>Fistula Foundation, Korea International Cooperation Agency, Zonta, Private sector, International Confederation of Midwives, Jhpiego, African Medical and Research Foundation, Muskoka-H6 platform, Société africaine de gynécologie et obstétrique, World Bank, Sahel 5, Fédération des associations des sages-femmes d'Afrique Centrale et de l' Ouest</p>	<p>2018-2021</p>	<p>Sosthène Dougrou</p>
<p><u>Output 3:</u> Strengthened national health systems to effectively forecast, procure, distribute and track the delivery of sexual and reproductive health and rights commodities, including in humanitarian settings.</p>	<ul style="list-style-type: none"> • Number of countries supported to develop an action plan to build resilience on sexual and reproductive health/family planning 	<p>Provision of technical assistance for developing an action plan to build resilience on sexual and reproductive health/family planning</p>	<p>1,600,000</p>	<p>France (Muskoka), Norway, Canada, United States of America, Inter-American Development Bank, African Development Bank, West African Development Bank, Japan International Cooperation Agency, the World Bank, Bill & Melinda Gates Foundation, Global Fund</p>	<p>2018-2021</p>	<p>Sosthène Dougrou</p>

	<ul style="list-style-type: none"> Number of countries supported by the regional office that have a functional logistics management information system for forecasting and monitoring sexual and reproductive health commodities and emergency reproductive health kits Number of countries whose experts' capacities are built for the development of a comprehensive total market approach in family planning 	<p>Provision of technical assistance for the improvement of countries' logistics management information system</p> <p>Building capacity on comprehensive total market approach in family planning</p>		<p>France, Norway, Canada, Netherland, Denmark, Belgium</p> <p>African Development Bank, Japan International Cooperation Agency, United Kingdom Department for International Development, Global Fund</p>		Norbert Coulibaly
<p><u>Output 4:</u> Enhanced capacities of national health decision makers to stimulate effective national coordination, involvement of key stakeholders, including communities, in planning, implementation, monitoring and evaluation of integrated sexual and reproductive health and rights programmes.</p>	<ul style="list-style-type: none"> Number of countries receiving regional interventions support to meet their 2020 Family Planning targets Number of countries receiving technical assistance for the introduction of locally integrated approaches to sexual and reproductive health and rights initiative 	<p>Provision of technical assistance for monitoring 2020 Family Planning targets</p> <p>Implementation of a regional initiative on integrated approaches to sexual and reproductive health and rights, anchored locally</p>	480,000	<p>France, Norway, Canada, Netherland, Denmark, Belgium</p> <p>African Development Bank, Japan International Cooperation Agency, United Kingdom Department for International Development, Global Fund</p>		Fenosoa Ratsima
<p>Outcome 2: Every adolescent and youth, in particular adolescent girls, is empowered to have access to sexual and reproductive health and reproductive rights, in all contexts</p>						

<p><u>Output 5:</u> Enhanced national capacities to provide adolescents and youth, in particular adolescent girls, with the skills and capabilities to make informed choices regarding their sexual and reproductive health, development and wellbeing, including in humanitarian settings.</p>	<ul style="list-style-type: none"> • Number of countries delivering youth-and-adolescents-friendly sexual and reproductive health services, including in humanitarian settings • Number of countries, that are implementing comprehensive sexuality education curricula aligned with international standards, in and out of school 	<p>Youth Empowerment initiative, Lac Chad Bassin</p>	<p>4 million UNFPA (total 40.8 million)</p>	<p>Germany, Norway, Canada, Global Business Coalition Health</p>	<p>2017-2021</p>	
		<p>Youth Empowerment, Sierra Leone, Liberia, Guinea</p>	<p>9 million UNFPA (total 90 million)</p>	<p>Inter-American Development Bank, World Bank, United Kingdom, Sweden, Belgium, Japan</p>	<p>2017-2021</p>	
<p><u>Output 6:</u> Increased national capacity to design and implement evidence-based, gender-responsive and inclusive policies and programmes for adolescents and youth to have opportunities to exercise leadership and participate in sustainable development, humanitarian action and sustaining peace.</p>	<ul style="list-style-type: none"> • Number of countries with youth networks actively engaged in policy dialogue and decision-making processes, including in humanitarian contexts 	<p>Youth Empowerment, West African Economic and Monetary Union</p>	<p>6 million for UNFPA (total 60 million)</p>	<p>Banque Ouest Africaine de Développement, African Development Bank, private sector</p>	<p>2018-2022</p>	
<p><u>Output 7:</u> Strengthened multisectorial human capacities to address the broader determinants of adolescent and youth sexual and reproductive health, development and well-being, including in humanitarian settings</p>	<ul style="list-style-type: none"> • Number of countries that reflect adolescent and youth health, development and wellbeing in the policies of multiple sectors • Number of countries that are implementing programmes to address adolescent pregnancies and child marriage 	<p>Youth Empowerment, Cameroon, Gabon, Congo</p>	<p>5 million UNFPA (total 50 million)</p>	<p>Banque de Développement des Etats d’Afrique Centrale, African Development Bank, private sector</p>	<p>2018-2022</p>	

Outcome 3: Gender equality, the empowerment of all women and girls, and reproductive rights are advanced in development and humanitarian settings

<p><u>Output 8:</u> Strengthened national human rights protection systems to advance gender equality, to empower women and girls, and to ensure the effective exercise of reproductive rights, both in development and humanitarian settings.</p>	<ul style="list-style-type: none"> • Number of countries that have laws, policies and regulations, in line with international human rights standards to guarantee full and equal access to sexual health and reproductive rights of women and girls, including in humanitarian settings • Number of countries affected by a humanitarian crisis that have a functioning inter-agency gender-based violence coordination body, as a result of UNFPA guidance and leadership 	<p>Human rights protection systems</p>	<p>8,000,000</p>		<p>2018-2021</p>	<p>Idrissa Ouedraogo</p>
<p><u>Output 9:</u> Increased multisectoral capacity to prevent and address gender-based violence using a continuum approach in all contexts, with a focus on advocacy, data, health and health systems, psycho-social support and coordination.</p>	<ul style="list-style-type: none"> • Number of countries that have adopted national laws and national action plans on gender-based violence. 					
<p><u>Output 10:</u> Strengthened national capacities towards the planning and implementation of a comprehensive response to eliminate harmful practices, including child, early and forced marriage and female genital mutilation.</p>	<ul style="list-style-type: none"> • Number of countries delivering quality and appropriate prevention, protection and care services related to child, early and forced marriage, female genital mutilation for girls and adolescents. 					
<p>Outcome 4: Everyone, everywhere, is counted, and accounted for, in the pursuit of sustainable development</p>						
<p><u>Output 12:</u> Increase national capacities to use demographic analyses to improve the responsiveness, targeting and</p>	<ul style="list-style-type: none"> • Number of countries generating population projections at the national and sub-national level, disaggregated by sex 	<ul style="list-style-type: none"> • Support to the development of demographic dividend 	<p>2,400,000</p>	<p>African Development Bank, United Kingdom Department for International Development,</p>	<p>2018-2021</p>	<p>Gilena Andrade</p>

<p>impact of development policies, in order to harness the demographic dividend.</p>	<p>and age, and highlighting age structure change.</p> <ul style="list-style-type: none"> ● Number of countries capable of generating national profiles on demographic dividend values and trends. ● Number of countries capable of generating small areas estimations of core UNFPA indicators 	<p>observatories at the regional and country level</p> <ul style="list-style-type: none"> ● Support investments in the data revolution to measure demographic dividend and monitor the Programme of action of the International conference on population and development, Sustainable Development Goals and 2063 African Union agenda ● Strengthen partnerships to implement the African Union roadmap on demographic dividend ● Strengthen national and sub-national capacity to implement demographic dividend programming into national and sub-national development roadmaps ● Strengthen national and regional capacities to implement and monitor the African Union roadmap on demographic dividend ● Promote demographic dividend culture in the region 		<p>World Bank, European Union</p>		
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Annex 4. Partnership plan

Constituency	Partners	Nature of Collaboration	Contribution of partner	Expected Result	Key Indicators ³	Why this partner?
United Nations System	Joint United Nations Programme on HIV/AIDS; United Nations Children's Fund; UN-Women; World Health Organization; United Nations Refugee Agency, UNDP, World Bank	Programmatic, strategic, implementing	Substantive, financial	Muskoka/H6 platform is established, donor base is broadened	<ul style="list-style-type: none"> ● Number of countries whose advocacy activities resulted in an effective contribution to, or increase in domestic resources for the procurement of family planning commodities ● A regional inter-agency alliance on reproductive health and maternal, neonatal, child and antenatal health is established ● Number of countries that have met their 2020 Family Planning commitment ● Number of countries implementing comprehensive sexuality education curricula aligned with international standards, in and out of school ● Number of countries affected by a humanitarian crisis that have a functioning inter-agency gender-based violence coordination body, as a result of regional interventions technical guidance and leadership ● Number of operationalized strategic partnerships, to implement the African Union roadmap on demographic dividend 	<p>Members of the H6 Muskoka partnership network, with whom the regional coordination mechanism was established with success;</p> <p>United Nations agencies participate in the humanitarian cluster system</p>
Civil society networks	Youth networks: AfriYan, Pan	Strategic, programmatic,	Advocacy and policy dialogue,	Stronger governmental	<ul style="list-style-type: none"> ● Number of countries implementing comprehensive sexuality education curricula 	Because of the influential nature of

³ Most of the indicators are linked with the action plan results and resources framework's indicators for which baseline and targets are provided.

	<p>African Youth Leaders Network,</p> <p>Forum of African Parliamentarians,</p> <p>Regional network of journalists on population and development, and health</p>	implementing	visibility, communication	engagement towards implementing the African Union roadmap on demographic dividend	<p>aligned with international standards, in and out of school</p> <ul style="list-style-type: none"> • Number of countries with active youth networks engaged in policy dialogue and decision-making processes • Number of priority countries that have developed action plans or roadmaps to increase investments in youth • Number of countries implementing programmes to address adolescent pregnancies and child marriage • Number of operationalized strategic partnerships to implement the African Union roadmap on demographic dividend • Number of civil society networks supported in their engagement on advocacy for the Programme of Action of the International Conference on Population and Development, and implementation of the African Union roadmap on demographic dividend • Number of regional alliances⁴ supporting West and Central Africa countries in implementation of the African Union roadmap on demographic dividend 	those networks
Foundations and private sector	<p>Bill & Melinda Gates Foundation,</p> <p>others to be identified</p>	Programmatic, strategic	Advocacy, financial support, leveraging	More resources and partners are supporting the demographic dividend	<ul style="list-style-type: none"> • Number of operational partnerships established with companies and foundations on sexual and reproductive health and reproductive rights, including family planning, through regional initiatives, within the framework of the demographic dividend agenda 	Investment capacity on reproductive health, maternal, neonatal and child health

⁴ Parliamentarians, youth, elders and faith-based organisations. It is expected to work with regional media network and women ministers and parliamentarians network

Non-government organizations	Ouagadougou Partnership, International Planned Parenthood Federation, Africa Forum	Strategic, implementing partner	Advocacy	Increased investments in sexual and reproductive health and family planning	<ul style="list-style-type: none"> Number of countries whose advocacy activities resulted in an effective contribution or increase of domestic resources to the procurement of family planning commodities Number of priority countries that have developed action plans or roadmaps to increase investments in youth Number of countries implementing programmes to address adolescent pregnancies and child marriage 	Potential for donor coordination, potential for raising political visibility
Research and academic	African Medical and Research Foundation, African Institute for Development Policy, Fédération des associations des sages-femmes d'Afrique, Centrale et de l' Ouest, Ibadan University, Regional Institute for Population Studies	Strategic, implementing	Knowledge management, capacity building	Governments are better equipped to implement demographic dividend	<ul style="list-style-type: none"> Number of regional alliances supporting West and Central Africa countries in implementation the African Union demographic dividend roadmap Number of countries generating national profiles on demographic dividend, in the national programming process Number of countries that are equipped with a model law on child marriage Number of countries that are using proposed demographic dividend programming tools 	Knowledgeable organizations
Governments, regional economic communities and affiliated institutions	Economic Community of West African States, Economic Community of Central African States, West African Health Organisation,	Political, implementing, strategic, programmatic	Policy dialogue, capacity building, financial support, advocacy	Political support, advocacy to implement demographic dividend	<ul style="list-style-type: none"> Number of countries whose advocacy activities resulted in an effective contribution or increase of domestic resources to the procurement of family planning commodities Number of countries that have met their 2020 Family Planning commitment 	Political positioning

	Centre for Common Disease Genomics, West African Economic and Monetary Union, Central African Economic and Monetary Community, G5 Sahel				<ul style="list-style-type: none"> • Number of priority countries that have developed action plans/roadmaps to increase investments in youth • Number of countries implementing programmes to address adolescent pregnancies and child marriage • Number of countries contributing to core resources of UNFPA • Number of regional economic communities that have validated standards for youth friendly sexual and reproductive health services for adaptation by countries • Number of countries that are using proposed demographic dividend programming tools 	
International and regional financial institutions and funds	African Development Bank, West African Development Bank, Development Bank of the Central African States, Global Fund	Programmatic, strategic, financial	Advocacy and policy dialogue, financing	Increased resources allocated to demographic dividend	<ul style="list-style-type: none"> • Number of West and Central Africa countries without reliable census data from the 2010 round, that will conduct or have conducted a population and housing census in the 2020 census round, in agreement with international standards and recommendations, and with regional office support 	Major financial partners, interest in the topic, relationship with governments

Introduction

1. Over the past three years the West and Central Africa regional office has strengthened and broadened its range of strategic partners. Efforts have led to strong engagement of several groups of stakeholders, including youth and parliamentarian networks, faith-based organisations and the elderly. Successful initiatives such as the Muskoka or the Sahel Women's Empowerment and Demographic Dividend need to be structured for further replication in a systematic way to increase leverage and mobilise financial resources.
2. In 2016, regional office efforts to develop strategic partnerships have led to strong engagement by several groups of partners and institutions. Most of the institutions have expressed strong interest to build strong partnerships around the main priority of the region such as the demographic dividend and the implementation of the Africa Union roadmap on the demographic dividend. Pro-active policy dialogue initiated in 2015 led to the strong engagement of most constituencies, including political entities, youth networks and parliamentary and civil society networks in 2016. The same year, the regional office set up five new partnerships with private sector institutions that contributed to the implementation of strategic activities for the region. Those successes need to be structured for further replication in a more systematic way, to increase leverage and mobilization of financial resources.
3. Within the new programmatic cycle, the regional interventions plan to diversify and enlarge their partner-base to emerging markets, the private sector, international financial institutions, and influential civil society networks. Different kinds of partnerships are envisaged, through alliances, to build a conducive environment for resource mobilization, to set the foundation towards achievement of the Sustainable Development Goal targets.

Strategic directions

4. Below are some highlights of partnership initiatives that are to be developed in the region. They aim to accelerate implementation of the regional interventions action plan, expand successful experiences by broadening and strengthening partnerships, and replicate these partnership models wherever possible as good practices.

Financial partnership: with International Financial Institutions (African Development Bank, International Development Bank, World Bank, Bank of African Development) and the European Union

5. Presence and interest of relevant global and regional donors and financial institutions exists, particularly for thematic topics including population dynamics, gender-based violence, youth, maternal health and sustaining peace. Due to the specific structure and decentralized working modalities of International Financial Institutions and the European Union, the regional office will engage them, when required, to complement and support partnership efforts at the country level. The regional office will play a stronger oversight and advisory role to ensure that concept notes and proposals are of expected quality, partnerships are engaged in the right way, and are supported with adequate institutional arrangements.

Programmatic and financial partnership with United Nations agencies, the Global Fund and other foundations

6. Inter-agency collaboration is being strengthened via joint programming, budgeting, joint mobilization of financial resources and strong coordination for implementation towards expected results. More specifically, it is expected that a Muskoka 2.0/H6 platform is established at regional and country level, as the vehicle for programmatic implementation of Component 3 of the African Union roadmap on demographic dividend on "Health and Well-Being".
7. Discussions have been initiated at regional level in the framework of the SWEDD and the Muskoka H6 initiatives with the Global Fund and foundations to develop partnerships that would aim: i) to mobilise resources that would contribute to reach the expected objectives; ii) to strengthen policy dialogue and advocacy with government; and iii) to better coordinate actions carried out by each institution.

8. With the Global Fund, a three-pronged approach is envisaged that is in line with their new strategic plan, in which reproductive, maternal, neonatal, child health is cross-cutting:
 - In the framework of the Sahel Women's Empowerment and Demographic Dividend initiative, UNFPA will provide leadership to look at complementarity, and develop specific partnerships at the country level, in six countries to support and foster implementation. For example, partnerships could be developed in the area of supply chain management, demand creation and high-level policy dialogue. In case the partnership is successful it will be extended to other countries that are not a part of the initiative, or will support the adaptation of the Sahel Women's Empowerment and Demographic Dividend concept to other countries in the region.
 - In the framework of the extension of the Muskoka initiative to a regional H6 platform, the Global Fund could become a partner and facilitate access to catalytic funding.
 - At the country level, the Global Fund has expressed interest to strengthen the positioning of United Nations agencies, particularly UNFPA, as a Primary Recipient to manage grants. An updated regional approach is being devised to assess UNFPA capacity and risks to become the Primary Recipient in selected countries.
9. Through the Sahel Women's Empowerment and Demographic Dividend initiative and Muskoka H6 platform, partnerships with foundations - including the Bill & Melinda Gates Foundation, Global Alliance for Vaccines and Immunization, and others - are being devised as a way to strengthen action plan implementation and increase funding at the country level.

Influential and transformational partnerships

10. Partnerships with regional and sub-regional political bodies, including regional economic commissions and other African intergovernmental organizations, could result in positive outcomes, and improve the positioning and capacity of the West and Central Africa office for developing strategic partnerships in the region that would lead to increase in mobilization of resources. Institutional arrangements are in place that need to be operationalized through concrete actions.
11. Influential civil society networks need to be established and supported to operationalize the connection between the Programme of Action of the International Conference on Population and Development and the Sustainable Development Goals, support implementation of the African Union roadmap on demographic dividend, and implement the UNFPA strategic plan, 2018-21 at both regional and country levels:
 - Partnership with parliamentarians will be strengthened and broadened through collaboration with parliamentarians of the Economic community of the West African states, and the network of women ministers and parliamentarians. This will be done as a way to generate an enabling legislative and policy environment for mobilizing resources for programme countries, and for the implementation of the International Conference on Population and Development agenda
 - Relationships with decentralized and local government authorities will be developed;
 - Inter-religious dialogue will be conducted with traditional and faith-based organizations at regional and country level to boost programme implementation at the community level;
 - Partnership with youth networks will be restructured to increase their participation in the programmatic implementation.

Private sector partnership

12. The private sector companies, including oil companies, banking services and the telecom industry, are aware of the importance of corporate social responsibility and there is a growing interest among them in population dynamics issues. Developing relationships with business entities is imperative to i) strengthen quality delivery of programmes towards achieving expected results and impact; ii) steer innovation in programming; and iii) to leverage the mobilization of financial resources.
13. At the regional level, there is a need to structure and support engagement that mostly takes place at country level, to ensure that institutional arrangements are done according to UNFPA rules and regulations, in a way that will be conducive to smooth operationalization of partnerships, and quality programme delivery. Regional partnership will be sought as a way to expand successful experiments and practices, and broaden the range of private sector entities interested to partner with UNFPA.

For instance, analysis of countries' good practices could provide a ground for expanding the concept of 'private sector' platforms established at the country level, with a focus on middle-income countries and countries where country offices have the ability to drive the process.

Implementation modalities and management structure

14. The West and Central Africa regional office will play an oversight and advisory role with regards to institutional arrangements, implementation modalities and coordination mechanisms to ensure that:
 - partnerships are developed according to UNFPA corporate priorities, and are aligned with UNFPA strategic partnership guidelines;
 - key arrangements are in place to ensure timely, effective and efficient delivery of the partnership agreements.
15. The management of the range of partnerships requires an integrated approach across the institution. At the regional level, under the overall guidance and supervision of the Regional Director, this will be done by the Regional Resource Mobilization and Partnerships Adviser. The adviser ensures the compliance of institutional arrangements and agreements with UNFPA legal and financial rules, communicates regularly with the headquarter units and country offices and liaises with partners.