



**REGIONAL INTERVENTIONS ACTION PLAN
FOR ARAB STATES
2018-2021**

Summary

The goal of the Arab States regional interventions action plan, 2018-2021, is to achieve an enabling environment at country and regional levels for the establishment of resilient systems in the Arab States, aiming to provide universal access to comprehensive sexual and reproductive health, to end gender-based violence and harmful practices, to provide youth opportunities, and to improve population-related data systems and policy-related demographic intelligence, in both development and humanitarian settings. Within the framework of the Sustainable Development Goals based on the International Conference on Population and Development, the regional interventions, 2018-2021, will focus on the Sustainable Development Goals 3 and 5. The Arab States regional interventions action plan, 2018-2021, is fully aligned to the UNFPA strategic plan, 2018-2021, and complements country programmes in the Arab States.

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I. Situation Analysis

1. The current context in the Arab States is complex and spans a range of humanitarian and development realities in the region. There are acute humanitarian challenges that the regional office must respond to, including a large refugee crisis, internal displacement, and gender-based violence that has been exacerbated by conflict. At the same time, ongoing development needs require attention, such as the need for an improved policy and legislative environment, enhanced institutional capacities, strengthened health systems, and better availability of reliable and relevant data. Involvement in and proximity to acute and protracted crises has put additional strains on the capacities and resources across the region, and, due to the fluid situation on the ground, has changed priorities of governments and partners. In close collaboration with the Arab States country offices, regional institutions and governments, these are the challenges that UNFPA aims to address through a resilience-based approach with the support outlined in the regional interventions action plan document.

2. Despite the positive trends in reducing the maternal mortality ratio in the region, most countries were not able to achieve Millennium Development Goal 5. Some countries with a very high maternal mortality ratio showed positive trends in reducing maternal mortality. Such is the case of Somalia, where there was a decrease from 1210 maternal deaths for 100,000 live births to 732 per 100,000 live births; of Sudan, with a reduction from 744 to 311 deaths per 100,000 live births; and Yemen, with reduction from 547 to 385 deaths per 100,000 live births. Despite these trends, the region is still home to some of the highest and lowest maternal mortality ratio figures. For instance, the maternal mortality ratio in Kuwait is 4 deaths per 100,000 live births. Such disparities between and within countries constitute a key challenge to development stakeholders. Limited access to and use of family planning, the verticality of reproductive health programs and inequities in access to sexual and reproductive health care are the key contributors to the inequities and disparities in sexual and reproductive health in the region. The prevailing crises in the region are threatening the progress achieved thus far, and have exacerbated the already poor state of sexual and reproductive health care both at the service delivery and policy levels. The unmet need for family planning was estimated to reach up to 40 per cent in some countries in the region prior to 2011, with supply chains further disrupted as a result of ongoing conflicts and/or budgetary constraints in the majority of the region. According to UNFPA-led analyses of constitutions in the Arab countries, nine out of the eleven constitutions make a direct reference to the right to health, and only one constitution includes a direct reference to reproductive health.

3. With the launch of the Sustainable Development Goals and the commitment of UNFPA to lead global efforts toward the achievement of universal health coverage for sexual and reproductive health, a critical prerequisite needs to be addressed: the creation of supportive legislative and regulatory frameworks. Political, legal and regulatory environments are essential determinants of availability, accessibility and quality of sexual and reproductive health care. The Arab States regional office carried out an analysis showing that to achieve universal access to sexual and reproductive health would require the capacity to provide approximately 400 million health service encounters per year. Despite the fact that several countries in the Arab States region have embarked on legislative and regulatory reforms that aim to improve coverage, more than twenty years since the adoption of the Programme of Action of the International Conference on Population and Development, the inequities and disparities remain significant, and have even increased in some countries that are facing emergencies, or that have been affected by the refugee influx from countries in crisis.

4. Increasing conservatism and current political dynamics have worsened the situation of women and girls and their ability to access sexual and reproductive health care and realize their reproductive rights. The 2015 Gender Development Index issued by the United Nations Development Programme ranked the Arab Region second from the bottom of the list of regions globally in gender development. Monitoring and reporting on human rights instruments also needs to be strengthened to provide data on progress and to identify gaps for countries to address through appropriate advocacy and policy frameworks.

5. Gender-based violence remains a key concern in the region. In the current context, child marriage in the refugee communities has also seen an alarming increase. According to a 2017 survey conducted by UNFPA, the American University of Beirut and Sawa for Development and Aid, amongst the Syrian refugee populations in some areas in Lebanon, more than one third of women aged 20 to 24 were married before age 18, and amongst girls currently between the ages of 15 and 17, 24 per cent were married. Similar statistics are also emerging from Sudan, Somalia, Yemen and Iraq. The 2015 UNFPA-sponsored study in Egypt, “Economic Cost of Gender-Based Violence Survey”, revealed that gender-based violence already costs the society a minimum of 303 million dollars every year. If all violent incidents were to be tracked and received an adequate response, in promotion of the human rights to which all women and youth are entitled, the actual cost would more accurately approximate 858 million dollars. In the Arab States region, female genital mutilation is an issue in at least six countries and regions: Egypt, Sudan, Somalia, Djibouti, Yemen, and the Kurdistan region of Iraq. Somalia and Djibouti have the highest prevalence of female genital mutilation in the world.

6. The current generation of youth in the Arab States is the largest youth cohort this region has seen in more than fifty years. Yet, despite progress made, the region is still characterized by inadequate youth-friendly health services. Likewise, although HIV prevalence is low in the region, there are concentrated population pockets in which the infection rate is increasing. Nevertheless, only nine countries in the Arab States region have developed national youth policies or strategies. Progress also remains hindered by the ineffective implementation of those policies that do exist, as well as by the overall lack of functioning accountability mechanisms, insufficient inter-sectoral coordination and synergies, and the limited meaningful engagement of youth in the formulation, implementation, monitoring and evaluation of policies and programmes affecting their lives.

7. The level of political participation and civic engagement of youth in the Arab States is one of the lowest in the world, and is often justified by traditions and culture. While the interest of young people in political participation is rising, there is a lack of confidence of young people in the political process, which limits their participation in elections and reinforces their marginalization. The rise in violent extremist ideology is also a cause for concern for countries in the region. There is a need to empower young people, address their needs in a holistic manner, and engage them in development and peacebuilding processes.

8. The Arab States region is undergoing complex demographic changes. With an estimated population of 390 million, and growing at an average of 2 per cent per year, the region will have a total population of almost 470 million by 2025. The age structure of the population in the region has changed profoundly, resulting in a rapidly increasing population of working age. Two-thirds of the region’s population is below thirty years of age, with half of those falling within the age bracket of 15–29 year olds. This unprecedented demographic bulge of young people at the prime of their economically productive lives lends itself to great potential to advance economic and social development. In some parts of the region, such as the Arab states of the Persian Gulf, countries are facing a different challenge, namely the lack of skills and motivation among young people to seek employment in productive sectors of the economy. At the same time, for many countries in the region, the aging population is increasing, as is the glaring lack of services and infrastructure to address their needs. By 2050, the percentage of older persons will exceed 15 per cent in ten countries of the region. Internal migration in 2011 constituted around 10 million people, whereas in 2013, the Arab region hosted 30.3 million international migrants—more than twice the figure of 14.8 million migrants in the region in 1990. Economic opportunities are a driving factor of migration. The lack of employment, especially for young people, is particularly important in stimulating migration either within the region or to other more economically developed nations. Civil strife has been a factor causing new patterns of migration to emerge. The patterns of illegal, forced and transit migration expose migrants to untold risks.

9. The capacity of most countries to integrate these population changes into the respective planning frameworks remains limited. Unavailability, inaccessibility, and poor quality of population data remain a major challenge in the region. The demand for census support, civil registration and vital statistics will be increasing as countries are gearing

towards the next round of censuses in the region. This critical undertaking is often compounded by political sensitivities, weak population registries, and limited access to vast areas of the region due to ongoing conflicts and security risks. The demand for reliable data is also expected to increase significantly due to the need to monitor and report on indicators and targets of the Sustainable Development Goals related to the Programme of Action for the International Conference on Population and Development. While the situation varies among countries, all countries share a systemic weakness in managing data and utilizing it for policy making and the monitoring of impact.

10. Humanitarian situations in the world, and particularly in the Arab Region, are becoming increasingly protracted in nature. Emergencies and conflicts in Palestine, Somalia, Sudan, Iraq and Yemen have persisted for decades and the conflict in Syria has passed its six-year mark. Libya went through an acute emergency in 2011-2012, and since 2014 the situation has deteriorated substantially. There is increasing documentation and evidence on high rates of sexual violence against women in conflict zones. Due to the protracted crises, forced displacement has risen sharply in the Arab States since 2010, while in several countries, displacement is also linked to natural disasters caused by climate change, such as El Niño, which is having an impact on Somalia, Sudan and Djibouti. The combination of natural disaster and conflict further perpetuates fragility. The 2016 Humanitarian Needs Overviews, based on responses collected in the region, estimated that almost half the number of people requiring humanitarian assistance globally — 59.4 of the 120 million — are located in the Arab States, including an estimated 1.3 million pregnant women. As per the 2015 analysis conducted by the Office of the United Nations High Commissioner for Refugees, globally 37.2 per cent of all refugees come from Syria and Somalia. At the same time, countries in the region now host millions of refugees; Lebanon tops the list with the highest refugee to host population ratio.

11. The conflicts causing such a vast displacement negatively impact the social determinants of comprehensive sexual and reproductive health for the affected populations and the host communities, further compounding the impact and geographic reach of these crises across the region.

II. Lessons learned from implementation of regional interventions, 2014-2017

12. A key comparative advantage of UNFPA in the region is its clear mandate to address the vulnerabilities of young people, and especially of adolescent and young girls. UNFPA is also the only agency in the region that focuses on ensuring that no woman dies giving life, and the only United Nations organization that caters to the health needs of the most populous demographic group in the Arab region — young people and women of reproductive age.

13. 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 a region now characterized by protracted crises and where resilience-building approaches are encouraged.

14. In the course of the previous regional action plan, 2014-2017, the regional office learned lessons across most of its focus intervention areas, including in advocacy and policy, capacity-building, evidence-based data generation, results-based management, partnership building, as well as in humanitarian programming, as articulated in the regional action plan review report.

15. With three protracted level 3 emergencies in the region (Syria from 2013, Iraq from 2014 and Yemen from 2015), UNFPA country offices are delivering the largest-scale responses that UNFPA has seen. Lessons from these emergencies, in addition to others in the region, demonstrate the need for development of strong multi-country/subregional coordination and strategies, given that the impact of most emergencies is not bound by geographic borders. Moreover, given the high levels of insecurity and the associated challenges in reaching the affected populations, there is a need to continue the development

of appropriate tools for remote programming and monitoring. For example, the use of midwives and community health workers on the frontlines in the provision of services hitherto reserved for medical doctors was life-saving in the Whole of Syria response, and remote training on clinical management of rape via Skype that was piloted from Jordan into southern Syria likewise enabled a more effective response.

16. UNFPA ensured that data on gender-based violence was available and of good quality by facilitating and leading the assessments that contributed to the Humanitarian Needs Overviews. This helped strengthen UNFPA positioning as a key partner and enabled the Fund to influence major discussions on the response, complemented regional efforts to develop gender-based violence programming and coordination capacities, and allowed UNFPA to demonstrate leadership capacity on gender-based violence — particularly as UNFPA assumes sole leadership of the gender-based violence area of responsibility.

17. Due to the complexity of the situation in the region, especially in the Fund's mandate areas of gender equality and women's empowerment, the office utilized partnership as a strategy to advance its interventions through ongoing collaborations with UN-Women that led to a common memorandum of understanding. It is hoped that this partnership will minimize duplication of efforts and ensure that interventions are complementary. In the new program, the office will increase its focus on having joint programs at the regional level, utilizing the common understanding developed thus far.

18. The existing strong coordination of UNFPA with other United Nations organizations relies on the platform of the Regional Gender Group, headed by UN-Women and UNFPA regional offices, the H6 organizations, and the Inter-agency Task Force on Young People, co-chaired by UNFPA and UNICEF at the regional level. Although the Arab States regional office is a major player in areas of research and data generation that inform policy making, partnership with other United Nations agencies would be adopted in the next regional program to manage the effect on austerity vis-à-vis the spiraling costs of conducting surveys and research work.

19. The Arab States regional office continues to enhance the quality of data and reports being generated. Regular feedback is provided to country offices and regional office units through a peer-review mechanism in a timely manner, to ensure sustainability and capacity-building at the individual and institutional levels.

20. From a communication perspective, there is a strong interest among media in evidence-based information on issues relevant to the thematic focus of UNFPA. This eagerness is a call for a more proactive communications strategy, including on issues traditionally seen as sensitive. Moreover, the United Nations has moved its overall communication to be more human-rights centered, particularly with the bolder tone adopted by the Office of the High Commissioner for Human Rights. This is an opportunity for UNFPA, as a rights-based organization, to position its mandate as universal, based on human rights and dignity.

III. Proposed interventions, 2018-2021

21. The framework of the Arab States regional interventions action plan, 2018-2021 is derived from the UNFPA strategic plan, 2018-2021 and the 2030 Agenda for Sustainable Development, with a particular focus on Sustainable Development Goals 3 and 5. The implementation modalities of the regional interventions action plan are based on the 2016 Quadrennial comprehensive policy review, lessons learned from the review of the regional interventions action plan, 2014-2017, and the dynamic environment in the region.

22. The regional interventions action plan, 2018-2021 will focus on policy dialogue and advocacy, building capacities and enhancing knowledge management to achieve resilient systems and an enabling environment for ensuring access to comprehensive sexual and reproductive health care, ending gender-based violence, providing opportunities for youth, and improving population-related data systems and policy-related demographic intelligence in development and humanitarian settings. The Arab States regional office will support ideation, prototyping and piloting of innovative approaches throughout each thematic area to serve as an incubator for country-level interventions. The established Innovation Platform will serve as a forum for sharing new ideas, developing proposals, and piloting initiatives

for the scale-up throughout the region. The regional office will promote knowledge-sharing through South-South cooperation, interregional and intraregional exchange of experiences and the documentation and dissemination of good practices. Through the strengthened coordination and cooperation with strategic partners and regional institutions, the regional office will maximize its comparative advantage and ensure sustainability.

23. The reversal in health and development achievements caused by protracted crises further weakens communities, institutions and systems. While the short-term humanitarian response is critical to meeting the most pressing needs, there is an urgent need to promote a resilience-based approach to respond over the medium to long term and to strengthen the ability of those communities, institutions and systems to anticipate, absorb, adapt and recover from stresses and shocks so that they can continue to advance dignity and sexual and reproductive health and reproductive rights of women, adolescents and youth, particularly young girls. Therefore, the Arab States regional interventions action plan, 2018-2021 will treat resilience as an underlying principle, utilizing the regional resilience strategy developed in 2016, to ensure that UNFPA contributes to regional disaster risk reduction and emergency preparedness efforts with a particular focus on advocating for the inclusion of the mandate of UNFPA into broader frameworks, plans, and strategies.

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

In order to respond to the existing gaps in access to sexual and reproductive health, five focus areas relevant for strengthening cooperation and complementarity among development, humanitarian action and sustaining peace were identified as priorities for the regional office: (a) integration of the sexual and reproductive health package; (b) family planning; (c) inequities in sexual and reproductive health; (d) human resources (midwifery); and (e) quality of health care. While the integration of the sexual and reproductive health care package and family planning, and inequities have two dedicated outputs in the UNFPA strategic plan 2018-2021, the other priorities will be mainstreamed and integrated throughout.

Regional interventions Output 1.1: Strengthened capacities of country offices and partners to address the unmet need for family planning through the integration of family planning/sexual and reproductive health services into the broader primary health care service package, in humanitarian and development settings. The regional office will support country offices to address the different components of the health systems as modelled in the World Health Organization's six health system building blocks (leadership/governance, health workforce, health care financing, information and research, medical products and technologies, and service delivery). This will be achieved through: (a) in-depth analysis of the unmet need for family planning and the level of integration of the family planning/sexual and reproductive health policies, systems and services at regional and country levels with recommendations for improving their integration into national policies and plans; (b) generation of knowledge and production of advocacy tools based on the outcome of the analyses; (c) building the capacity and supporting country offices and partners in developing and operationalizing action plans to address the gaps identified; and (d) supporting country offices and national counterparts in advancing national Reproductive Health Commodity Security mechanisms aiming to achieve universal access to quality family planning information, commodities and services, through a human rights approach. Specific attention will be paid to workforce issues, improving quality of care, strengthening data collection and information systems (e.g. civil registration and vital statistics, maternal death surveillance and response) and accountability to enable addressing disparities, adoption of evidence-based planning and execution approaches that "leave no one behind".

Regional interventions Output 1.2: Improved capacities of country offices and partners to address sexual reproductive health-related inequities and needs of the furthest behind, including persons with disabilities, refugees, internally displaced persons and migrants. Health inequities, both within and between countries, are among the most persistent development issues in the Arab States. This is due to various barriers to access quality health services (legal, geographical, financial, and cultural/religious). The regional interventions aim to achieve this output through: (a) mapping of existing disparities and analysis of the main causes of those both in humanitarian and development contexts; (b) equipping country

offices and partners with evidence-based advocacy support; (c) strengthening the capacity of country offices and partners in the development and operationalization of action plans to address the challenges identified; and d) supporting country offices and partners in the region to advocate for and ensure the integration of sexual and reproductive health into disaster risk reduction and emergency preparedness strategies and plans to enhance the resilience of the health care system and its capacity to respond to health-related emergencies.

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

24. In connection to the positioning and strategic engagement of UNFPA, the regional office will lead an evidence-based strategic response to address key priority needs of youth in the Arab States to support achievement of the Sustainable Development Goals. To attain this, and with reference to its mandate and comparative advantage, the regional office will invest in: (a) providing quality and timely support to need- and opportunity-based country-specific interventions led by country offices; (b) identifying and leading key regional initiatives such as Youth, Peace and Security, including the establishment of a regional youth network; and (c) continuing to co-lead the United Nations Inter-Agency Technical Task Team on Young People and implement the joint strategic actions as per the interagency regional framework on youth.

Regional interventions Output 2.1: Increased capacity of country offices and partners to implement programmes that enable adolescents and youth, particularly girls, to make informed choices regarding their sexual and reproductive health, and development and well-being in humanitarian and development settings. This output will be achieved through the regional interventions' co-leadership of the United Nations Inter-Agency Technical Task Team on Young People that to date is recognized as one of the best models of inter-agency working groups in the region. With the participation of seventeen United Nations organizations at the regional level, it has developed and continues to implement a 2016 – 2017 Regional Framework that includes joint strategic actions responding to the urgent needs of adolescents and youth in the region. The strategic areas of focus are: civic engagement, participation and social inclusion; education; employment and entrepreneurship; and health and well-being. This output will also be achieved through advocacy and provision of support to development and implementation of comprehensive and integrated national youth policies, strategies and programs with the aim of better positioning the youth agenda in the framework of achievement of the Sustainable Development Goals in the region. The regional interventions will also support the implementation of the regional Arab AIDS Strategy with an emphasis on linkages to the Sustainable Development Goals and priority needs of the most-at-risk young people. Lastly, the regional interventions will reinforce the capacity of UNFPA country offices to support national HIV/AIDS programmes based on the inter-agency Unified Budget, Results and Accountability Framework plans for the region.

Regional interventions Output 2.2: Increased opportunities for adolescents and youth to exercise leadership and participate in networks that promote sustainable development, humanitarian action, as well as peace and security. This output will be achieved through: (a) the development and implementation of a regional strategy and guiding framework on Youth, Peace and Security; (b) the leveraging of partnerships and resources and convening of a Youth, Peace and Security Regional Reference Group as a platform for joint advocacy and outreach; (c) the development and provision of support to country offices in the implementation of country programmes focusing on youth, peace and security; (d) the documentation and exchange of best practices and models in view of scaling up; (e) the establishment of a regional Arab youth network that will provide a platform to effectively communicate, exchange experiences, and scale up solutions to the key issues faced by young people in the region; and (f) continuing the regional office's investment in supporting the institutionalization of Y-Peer, the Youth Peer Education Network, as an independent and sustained organization in the Arab states through the Regional Y-Peer Center for Youth Development. In addition, and particularly given the expressed needs, the UNFPA regional interventions will provide support to revive a functional and sustainable Y-Peer Network in the countries of the Gulf Cooperation Council.

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

25. With the aim of enabling women and girls to enjoy their sexual and reproductive health and rights, the regional action plan identified four main focus areas including in humanitarian and fragile situations, namely: (a) creating a critical mass of human rights actors effectively contributing to international human rights reporting mechanisms and advocating for the advancement and fulfilment of sexual and reproductive health and rights in a timely fashion; (b) advocating for a coordinated set of essential and quality multi-sectoral services available to all women and adolescent girls who have experienced gender-based violence; (c) enhancing capacities of country offices in positioning UNFPA as a leader in inter-agency coordination in the area of gender-based violence, as established by the Inter-Agency Standing Committee mechanisms, capitalizing on the comparative advantage of UNFPA; and (d) enhancing multi-sectoral coordination on elimination of harmful traditional practices, particularly female genital mutilation and child, early and forced marriage.

Regional interventions Output 3.1: Strengthened capacities of country offices, human rights entities and partner organizations to advance women and adolescent girls' sexual and reproductive health, reproductive rights and gender equality, particularly for the furthest behind in humanitarian and development settings. The regional interventions aim to achieve this output by: (a) strengthening capacities of UNFPA country offices and human rights entities to contribute to international human rights mechanisms in the reporting and follow-up on sexual and reproductive health and rights, especially as part of the Universal Periodic Review; (b) generating evidence and knowledge to advocate for the advancement of sexual and reproductive health and rights in the region; and (c) advocating among the human rights mechanisms in the region for systematic engagement on the issue of sexual and reproductive health and rights.

Regional interventions Output 3.2: Enhanced capacity of country offices and partners to address gender-based violence through multi-sectoral and inter-agency coordination across humanitarian and development settings. The regional interventions aim to achieve this output by: (a) generating knowledge on emerging gender-based violence issues among countries in the region; (b) advocating for multi-sectoral and inter-agency coordination in both development and humanitarian settings, for more sustainable results; (b) developing capacities of UNFPA country offices to lead gender-based violence coordination mechanisms in humanitarian settings; (c) identifying and modeling good gender-based violence coordination mechanisms within countries in the region, facilitating experience-sharing at regional and global level; (d) advocating for the implementation of the essential package of services for women and girls subject to violence among countries in the region; (e) strengthening capacities of regional networks of civil society organizations and knowledge hubs to advocate for an enhanced and coordinated response to gender-based violence; and (f) reinforcing coordination with other United Nations organizations on joint programming for prevention and response to gender-based violence.

Regional interventions Output 3.3: Strengthened capacities of country offices and partners to generate evidence to better prevent and respond to female genital mutilation and child, early and forced marriage in humanitarian and development settings. The regional interventions aim to achieve this output by: (a) elaborating and implementing regional behavioral change communication campaigns, including through the involvement of men; (b) engaging regional networks, institutions and faith-based organizations to address rooted socio-cultural norms and religious misinterpretations that uphold gender-based violence; (c) generating knowledge on harmful traditional practices in both humanitarian and development contexts; (d) identifying good practices and piloting new approaches in addressing female genital mutilation and child marriage among countries in the region.

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

26. The four focus areas of regional interventions that will aim to ensure national policies and strategies that consider changing population structures, migration, young people and other determinants, are: (a) implementation and tracking of Sustainable Development Goals based on the Programme of Action of the International Conference on Population and

Development; (b) advocating and advancing regional and country initiatives related to the demographic dividend; (c) generating demographic intelligence and evidence through research and analysis; and (d) strengthening population-related data systems to enable quality data collection and analysis on sexual and reproductive health, youth and gender issues.

Regional interventions Output 4.1: Improved capacities of country offices and partners to utilize demographic intelligence for mainstreaming the International Conference of Population and Development-based Sustainable Development Goals into national policies and plans. The regional interventions will aim to achieve this output by: (a) strengthening frameworks for regional and national population analysis, addressing core mandate areas including inequalities, human rights, and social justice; (b) in collaboration with regional partners, enhancing national capacities in implementing the Programme of Action of the International Conference of Population and Development-based Sustainable Development Goals; (c) providing technical support for the development of national and subnational demographic profiles and plans of action to harness the demographic dividend; (d) collaborating with regional partners, academic institutions and resource centers on the process of capturing and utilizing demographic intelligence based on different age structures; and (e) contributing to the body of knowledge through research and policy briefs on population and development issues.

Regional interventions Output 4.2: Enhanced capacities of country offices and partners to generate and utilize population data for monitoring and reporting on progress toward the achievement of the Sustainable Development Goals with a focus on the furthest behind in development and humanitarian settings. The regional interventions will aim to achieve this output by: (a) providing technical assistance, advocacy, capacity development and knowledge-sharing for enhancing data systems; (b) supporting regional and national institutions to generate, analyze and use disaggregated population data on gender, age, health, education, rights, and migration from census, administrative records, civil registration and vital statistics systems, and surveys for national development planning and for monitoring and tracking of progress toward the achievement of the Sustainable Development Goals; (c) enhancing knowledge and skills of regional and national institutions to develop tools and techniques for collection, analysis and dissemination of disaggregated data, including in humanitarian settings; and (d) collaborating with stakeholders to improve data systems in humanitarian settings to support a better targeted humanitarian response.

Organizational Effectiveness and Efficiency

27. The regional office has identified five outputs to track the changes in organizational effectiveness and efficiency, which cover the following thematic areas: accountability, partnerships, United Nations coherence, and resource mobilization and communication to support implementation of programme and ensure that monitoring and reporting systems are functioning, resources are available, partnerships expanded and messages communicated in an effective manner.

Strategic Plan Organizational Effectiveness and Efficiency Output 1: Improved programming for results.

Regional interventions Organizational Effectiveness and Efficiency Output 1.1: Improved corporate, regional and national systems on accountability for results. The regional interventions will aim to achieve this output by: (a) providing a platform to refresh existing knowledge and acquire new skills to promote results-based management; (b) focusing on articulation and implementation of an evaluation capacity strategy for the region, including on providing support to national institutions to conduct evaluations and use resultant findings in decision-making; (c) establishing mechanisms that allow national counterparts to support evaluation as part of national programming, and mainstreaming evaluative evidence in policy formulation processes; (d) supporting reviews and programme evaluations to enable the regional office to implement course correction measures to improve the effectiveness and efficiency of program delivery, including in high-level strategic work and advocacy; and (e) building an oversight system based on risk controls to

proactively support entities to fully align and adhere to organizational policies and procedures.

Strategic Plan Organizational Effectiveness and Efficiency Output 3: Increased contribution to United Nations system-wide results, coordination and coherence.

Regional interventions Organizational Effectiveness and Efficiency Output 3.1: Increased contribution to the United Nations system-wide results, coordination and coherence. The regional interventions will aim to achieve this output by: (a) increasing UNFPA leadership in the United Nations Development Group subgroups and clusters; (b) pursuing joint programmes at the regional level with other United Nations organizations; (c) providing support to country offices on implementation of standard operating procedures, for the Delivering as one' approach; and (d) following up and implementing relevant Quadrennial comprehensive policy review action points.

Strategic Plan Organizational Effectiveness and Efficiency Output 4: Enhanced communication, resource mobilization and partnerships for impact.

Regional interventions Organizational Effectiveness and Efficiency Output 4.1: Improved mobilization of financial and non-financial resources from traditional and non-traditional donors. This will be achieved through: (a) proactive expanded outreach and engagement with current, new, and innovative donors and complementary sources of finance; (b) annual training and skills development for country offices and regional staff to enhance capacity for resource mobilization and to realize the paradigm shift in the approach such that resource mobilization is an integrated responsibility for which everyone must take ownership; (c) support country offices in the development and rollout of their resource mobilization plans, including proposal writing and donor reporting; (d) contribution to resource mobilization and partnership planning at the global level.

Regional interventions Organizational Effectiveness and Efficiency Output 4.2: Strengthened and expanded strategic partnerships within the framework of the Global Partnership Strategy This will be achieved by: (a) developing a strategic partnership plan for the Arab States region; (b) enhancing the capacity of country offices in outreach to strategic partners and the rollout of the dedicated regional strategy; (c) engaging with new strategic partners and enhancing the development of institutional cooperation including with academia and the private sector; and (d) establishing a compendium of strategic partners for the region under each thematic area of the mandate of UNFPA.

Regional interventions Organizational Effectiveness and Efficiency Output 4.3: Improved communication for results of regional interventions. Communications will be based on evidence collected from the work of country offices in the field, and will highlight the impact of regional interventions. The regional interventions will aim to achieve this through: (a) a combination of increased visibility through films, web, media and social media outlets; and (b) advocacy through media, op-eds, conferences and communication of clear positions on all the issues covered by the regional interventions action plan, 2018-2021.

IV. Regional interventions action plan management, resource mobilization, partnership, monitoring and evaluation

Action plan management:

28. The Regional Director is responsible for the overall oversight and implementation of the regional action plan, including alignment to the UNFPA strategic plan, 2018-2021 and reporting on results achieved. As a member of the Executive Committee, the Regional Director reflects the priorities, gaps and challenges in the region at the corporate level and ensures that the regional office addresses emerging corporate priorities in a timely and quality manner. The Deputy Regional Director will ensure overall coherence of the regional interventions action plan and the coordination of the regional team with the responsibility of delivering on the planned results, supported by the regional interventions action plan specialist in charge of the day-to-day action plan management and monitoring.

29. The regional interventions action plan will be operationalized through annual work plans that are implemented directly by UNFPA and through strategic partners. Programme specialists will manage the implementation of workplans and coordinate to ensure synergy and cooperation between thematic areas. Programme Advisers will provide technical expertise and support to country offices and share knowledge on cutting-edge research and programmes to ensure that country offices are equipped with innovative and quality data. The Monitoring and Evaluation, Resource Mobilization and Partnership and Communications Advisers will work with all thematic advisers and specialists to ensure quality control, adequate resources and dynamic communication of the key issues in the region.

30. A Management Committee meeting will be held weekly to monitor the progress of the regional interventions action plan and address bottlenecks and issues. The Committee is comprised of the Regional Director, Deputy Regional Director, Human Resources Strategic Partnership Adviser, International Operations Manager, Security Adviser, Monitoring and Evaluation Adviser and Programme Specialist. For oversight of country offices, the desk officer system will be utilized to monitor operations and action plan progress and ensure compliance. Desk officers include programme specialists, associates and assistants who will utilize a tracking and monitoring tool developed to provide support and guidance to country offices. A monthly action plan review meeting will be held with the regional team to monitor the programme implementation.

31. The regional office provides quality assurance for country programme documents, compacts of commitment, resource mobilization strategies, human resource mapping and implementation and other corporate documents required by country offices. Through capacity-building, joint missions and south-south cooperation, the regional office will ensure quality and timely results from the country offices.

32. The Arab States regional office will remain a strong supporter of United Nations coherence including better coordination, joint programming, and knowledge-sharing. The regional office is the co-chair of the Inter-Agency Task Force on Young People, Gender Theme Group, Regional Sustainable Development Goals support and Data for the Sustainable Development Goals inter-agency groups. The Regional Programme Specialist represents the regional office in the Peer Support Group.

Monitoring, review and reporting:

33. Throughout the span of the regional interventions action plan, UNFPA policies and procedures for monitoring and evaluation including reporting will be fully adhered to. The regional office will utilize the Strategic Information System to monitor and report on its interventions. The regional office and country offices will be supported to develop a quality annual results plan complete with quarterly milestones to ensure progress towards annual targets that will be objectively tracked over the course of each year. To ensure that annual reports are developed based on reliable information, the office will introduce a quarterly narrative reporting mechanism that captures not only the highlights on the action plan results, but includes briefs of the political and social environments in which results are being delivered. This will also directly feed into the mid-year report to the Executive Committee. The regional interventions action plan will be reviewed at mid-term and information generated will be used to re-direct the strategies and approaches of implementation.

34. The mid-term review of the regional interventions action plan will be conducted towards the end of the second year of implementation and, together with the end of regional interventions action plan evaluation and annual reviews, will provide insight into the results achieved through the action plan, 2018-2021 and results to be developed for subsequent regional interventions action plans. As much as possible, implementing partners and direct beneficiaries will be systematically involved in the monitoring of the action plan implementation through active participation in key monitoring and evaluation activities, including monitoring visits and spot checks. The results of regional interventions will be widely disseminated to beneficiaries and other key stakeholders through the regional office quarterly bulletin produced by the regional office communications team.

35. To enhance learning about effective contributions of the regional interventions to the UNFPA strategic plan, 2018-2021 outcomes, and to enhance the results-based management

culture and staff capacity to manage for results while mitigating risks, the Arab states regional office will use the knowledge produced through results-based monitoring and evaluation systems for continuous improvement of its interventions.

36. The regional interventions, 2018-2021 will strengthen the capacity for monitoring and evaluation internally, building on some of the successes achieved in the previous action plan, 2014-2017. Externally, the regional interventions action plan will focus on supporting partners to build evaluation capacity in order to foster accountability, while promoting the use of evidence for the development of national plans and policies. In this respect, the regional office will work with the Evaluation Office at UNFPA headquarters to pilot the newly-developed Evaluation Capacity Development Strategy.

37. An assessment of the implementing partners will be undertaken at the beginning of the regional interventions action plan cycle to help identify the capacities of the partners to deliver on expected results as well as areas for their capacity development. An assurance plan will be prepared and funds set aside each year to implement it. This will include mandatory spot checks and audits for qualifying implementing partners.

Resource mobilization and partnerships:

38. The regional office will strengthen its cooperation with global and regional entities, institutions, and partners; develop regional frameworks and models based on lessons learned and good practices to guide regional office and country offices efforts and ensure that the appropriate capacities are developed to reach the “furthest behind”. A regional resource mobilization strategy that is based on the “3D’s” approach will complement these efforts: (a) Deepen — to maintain and strengthen relationships with the traditional donors; (b) Diversify — to explore and actively engage with new, innovative and complementary sources of funding and donors including the Arab States regional office engines; and (c) Develop — to reach the resource mobilization targets.

39. The regional office will engage with emerging donors as a source of innovative financing, particularly for humanitarian support. Programme country co-financing is a source of alternative funding outside of traditional means of support that holds particular importance for UNFPA and within the region in particular. A similar approach to enlist programme country co-financing is to be consciously explored in the region as a source of innovative financing.

40. The new model for strategic partnership-building will be adopted including the four prongs: (a) Reach — to profile UNFPA as the leading United Nations organization working to preserve and improve health and well-being of women, adolescents and youth, by ensuring universal access to sexual and reproductive health and rights, reducing preventable maternal death under all circumstances and empowering women and adolescent girls; (b) Resource Mobilization — to develop a robust and differentiated portfolio of donors supporting the Fund’s programmes and contributing to the sustainability of the organization; (c) Brainpower — to support UNFPA with a network of partners that enhance the operational capacity of the organization, delivering innovative programs and solutions; and (d) Alliances for a conducive environment — to grant UNFPA alliances that build the support of governments and the public.

41. The regional office will expand and diversify strategic partnerships to respond to the needs in the region. These efforts will include outreach, resource mobilization, technical know-how and alliances to defend the UNFPA mandate. The regional office will operate to identify intersections and opportunities for cooperation with government institutions, international and national non-governmental organizations, donors, the business sector, foundations, parliamentarians, civil society organizations, academia and scientific institutions, individuals and multi-stakeholder initiatives. UNFPA will work with partners to achieve universal access to sexual and reproductive health and rights, reducing maternal mortality and improving the lives of adolescents and youth.

Table 1. Evaluation Plan

Evaluation Title	Purpose of the Evaluation	Timeline	Estimated Cost (in dollars)	Source of Funding	Key Evaluation Partners
1. End of Interventions Evaluation of the Arab States regional interventions action plan, 2018-2021	To provide independent insight into performance of the regional interventions and provide strategic direction for the next generation regional interventions action plan	February, 2020	85,000	Regular resources	Headquarters; country offices in the Arab States region
2. Evaluation of the regional 'Whole of Syria' response	To provide information on the functionality and added value of the 'Whole of Syria' response structure	2018	50,000	Regular resources	Evaluation office, headquarters
3. UNFPA Multi-Country Strategy to respond to gender-based violence in the Syrian crisis: Syria, Iraq, Jordan, Lebanon, Turkey	To ascertain the effectiveness of interventions in the project countries and value-for-money for the donors	March, 2019	50,000	Non-core	Regional office hub
4. Iraq crisis – gender-based violence – UNFPA	To ascertain the effectiveness of interventions in the project countries and for the donors	March, 2019	50,000	Non-core	Iraq country office

Annex 1. Results and resources framework

UNFPA strategic plan, 2018-2021, outcome	Regional interventions action plan, 2018-2021, outputs	Regional interventions action plan, 2018-2021, output: indicator(s), baseline and yearly targets	Partners	Indicative resources by regional interventions (in dollars)			
				2018 Target	2019 Target	2020 Target	2021 Target
<p>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>	<p>Output 1.1: Strengthened capacities of country offices and partners to address the unmet need for family planning through the integration of family planning/sexual and reproductive health services into the broader primary health care service package, in humanitarian and development settings.</p>	<p>Number of policy, programme and advocacy documents and tools on family planning/sexual and reproductive health produced</p> <p>Baseline: 8 (2017) Target: 12 (2021)</p>	<p>H6 Members, Office of the United Nations High Commissioner for Refugees, International Organization for Migration, League of Arab States, Middle East and North Africa - Health Policy Forum, International Planned Parenthood Federation, International Confederation of Midwives, Mohammed VI University of Health Sciences, Statistical, Economic and Social Research and Training Center for Islamic Countries, International Development Research Center, Qatar Foundation, United Nations Office for the Coordination of Humanitarian Affairs</p>	Regular resources			
				651,212	804,316	815,264	697,874
				Other resources			
				400,000	400,000	400,000	400,000
		<p>Number of country offices and partners with capacity for improved forecasting, procurement and delivery of reproductive health supplies including emergency reproductive health kits</p> <p>Baseline: 0 (2017) Target: 15 (2021)</p>					
		<p>Number of regional resolutions/declarations and outcome documents that include specific commitments on sexual and reproductive health</p> <p>Baseline: 4 (2016) Target: 7 (2021)</p>					
		<p>Number of documented good practices developed in support of sexual and reproductive health programming in the region</p> <p>Baseline: 0 (2017) Target: 10 (2021)</p>					

	Output 1.2: Improved capacities of country offices and partners to address sexual reproductive health-related inequities and needs of the furthest behind, including persons with disabilities, refugees, internally displaced persons and migrants.	Number of advocacy tools to address sexual and reproductive health inequities developed Baseline: 1 (2017) Target: 4 (2021)	H6 Members, Office of the United Nations High Commissioner for Refugees, International Organization for Migration, League of Arab States, Middle East and North Africa - Health Policy Forum, International Planned Parenthood Federation, International Confederation of Midwives, Mohammed VI University of Health Sciences, Statistical, Economic and Social Research and Training Centre for Islamic Countries, International Development Research Center, Qatar Foundation, United Nations Office for the Coordination of Humanitarian Affairs	Regular resources			
				670,210	665,698	696,889	681,379
		Number of country offices and partners supported to integrate sexual and reproductive health into emergency preparedness planning Baseline: 6 (2017) Target: 15 (2021)		Other resources			
				200,000	200,000	200,000	200,000
		Percent of new inter-agency Humanitarian Response Plans launched in the region with UNFPA mandate included Baseline: 0 (2018) Target: 100% (2021)					
	Number of joint programs and/or initiatives on sexual and reproductive health in the region supported by the regional office Baseline: 1 (2017) Target: 3 (2021)						
Outcome 2: Every adolescent and youth, in particular adolescent girls, is empowered to have access to sexual and	Output 2.1: Increased capacity of country offices and partners to implement programmes that enable adolescents	Number of country offices with increased capacity to support the development of national strategic frameworks/ plans that particularly address young people's sexual and reproductive health and rights	United Nations Inter-Agency Technical Task Force on Young People, League of Arab States, Swedish Institute Alexandria, United Arab Emirates Ministry of Youth,	Regular resources			
				129,863	126,737	146,106	131,721
				Other resources			
				300,000	300,000	300,000	300,000

reproductive health and reproductive rights, in all contexts	and youth, particularly girls, to make informed choices regarding their sexual and reproductive health, and development and well-being in humanitarian and development settings.	<p>Baseline: 8 (2017) Target: 15 (2021)</p> <p>Number of specific key interventions addressing sexual and reproductive health and rights and well-being of young people in the new United Nations Inter-Agency Technical Task Force on Young People Regional Framework of Action.</p> <p>Baseline: 2 (2018) Target: 4 (2021)</p> <p>Number of tools/guidelines developed to support programming on key priority youth issues in the region.</p> <p>Baseline: 2 (2017) Target: 4 (2021)</p> <p>Number of evidence based documented good practices in support of youth development in the region</p> <p>Baseline: 1 (2017) Target: 3 (2021)</p>	Dubai Police, Union of Municipalities, European Union, Council of Europe, International Planned Parenthood Federation, Anna Lindh Foundation, Y-peer youth peer education network Regional Center, National Observatory for Child Rights																							
	Output 2.2: Increased opportunities for adolescents and youth to exercise leadership and participate in networks that promote sustainable development, humanitarian action,	<p>Number of country offices and partners with capacity to develop and implement strategies and programmes on Youth, Peace and Security</p> <p>Baseline: 2 (2017) Target: 10 (2021)</p>	United Nations Inter-Agency Technical Task Force on Young People, League of Arab States, Swedish Institute Alexandria, United Arab Emirates Ministry of Youth, Dubai Police, Union of Municipalities , European Union, Council of Europe, the	<table border="1"> <tr> <th colspan="4">Regular resources</th> </tr> <tr> <td>388,949</td> <td>367,250</td> <td>362,503</td> <td>377,120</td> </tr> <tr> <th colspan="4">Other resources</th> </tr> <tr> <td>400,000</td> <td>400,000</td> <td>400,000</td> <td>400,000</td> </tr> <tr> <td colspan="4"></td> </tr> </table>				Regular resources				388,949	367,250	362,503	377,120	Other resources				400,000	400,000	400,000	400,000			
Regular resources																										
388,949	367,250	362,503	377,120																							
Other resources																										
400,000	400,000	400,000	400,000																							

	as well as peace and security	<p>Regional Arab Youth Network in place and functional</p> <p>Baseline: no (2017) Target: yes (2021)</p> <p>Number of regional resolutions/declarations/strategy documents that include specific commitments on youth development including adolescent sexual and reproductive health</p> <p>Baseline: 3 (2017) Target: 7 (2021)</p>	International Planned Parenthood Federation, Anna Lindh Foundation, Y-peer youth peer education network Regional Center, National Observatory for Child Rights				
Outcome 3: Gender equality, the empowerment of all women and girls, and reproductive rights are advanced in development and humanitarian settings	Output 3.1: Strengthened capacities of country offices, human rights entities and partner organizations to advance women and adolescent girls' sexual and reproductive health, reproductive rights and gender equality, particularly for the furthest behind in humanitarian and development settings.	<p>Number of country offices with capacity to contribute to international human rights reporting mechanisms (Universal Periodic Review, Treaty Bodies, Special Procedures) on sexual and reproductive health and reproductive rights, including gender equality and gender-based violence</p> <p>Baseline: 10 (2017) Target: 15 (2021)</p> <p>Number of partners with capacity to monitor human rights instruments and report to international human rights mechanisms (Universal Periodic Review, Treaty Bodies, Special Procedures) on sexual and reproductive health and reproductive rights, including gender equality and gender-based violence</p>	United Nations Economic and Social Commission for Western Asia, United Nations Entity for Gender Equality and the Empowerment of Women, United Nations Children's Fund, United Nations Development Programme, Oxfam Great Britain, Care International, Center of Arab Woman for Training and Research, Ahfad University, Social Research Center-American University of Cairo, Arab Institute for Human Rights, Lebanese American University, International Development Research Center, League of Arab States, International Planned Parenthood Federation	Regular resources			
				80,541	83,396	87,816	80,466
				Other resources			
				100,000	100,000	100,000	100,000

	<p>Baseline: 2 (2017) Target: 15 (2021)</p> <p>Number of regional resolutions/declarations that include specific commitments on Gender programming and/or gender-based violence</p> <p>Baseline: 6 (2017) Target: 4 (2021)</p>					
<p>Output 3.2:</p> <p>Enhanced capacity of country offices and partners to address gender-based violence through multi-sectoral and inter-agency coordination across humanitarian and development settings.</p>	<p>Number of country offices in development contexts with capacity to implement the interagency coordination on gender-based violence</p> <p>Country offices Baseline: 5 (2017) Target: 7 (2021)</p> <p>Partners Baseline: 4 (2017) Target: 11 (2021)</p> <p>Percent of country offices in humanitarian settings with updated capacities to lead gender-based violence sub-clusters in line with current guidelines</p> <p>Baseline: 80% (2017) Target: 100% (2021)</p>	<p>United Nations Economic and Social Commission for Western Asia, The United Nations Entity for Gender Equality and the Empowerment of Women, United Nations Children's Fund, United Nations Development Programme, Oxfam Great Britain, Care International, Center of Arab Woman for Training and Research, Ahfad University, Social Research Center-American University of Cairo, Arab Institute for Human Rights, Lebanese American University, International Development Research Center , League of Arab States , International Planned Parenthood Federation</p>	Regular resources			
			316,827	352,127	323,480	334,887
			Other resources			
			300,000	300,000	300,000	300,000

	<p>Output 3.3: Strengthened capacities of country offices and partners to generate evidence to better prevent and respond to female genital mutilation and child, early and forced marriage in humanitarian and development settings.</p>	<p>Number of evidence based documents on female genital mutilation and child marriage produced</p> <p>Baseline: 8 (2017) Target: 16 (2021)</p> <p>Number of regional initiatives addressing female genital mutilation and child marriage</p> <p>Baseline: 3 (2017) Target: 7 (2021)</p> <p>Number of tools/guidelines developed to support programming for gender-based violence including female genital mutilation and child marriage in the region</p> <p>Baseline: 2 (2017) Target: 4 (2021)</p>	<p>United Nations Economic and Social Commission for Western Asia, United Nations Entity for Gender Equality and the Empowerment of Women, United Nations Children's Fund, United Nations Development Programme, Oxfam Great Britain, Care International, Center of Arab Woman for Training and Research, Ahfad University, Social Research Center-American University of Cairo, Arab Institute for Human Rights, Lebanese American University, International Development Research Center, League of Arab States, International Planned Parenthood Federation</p>	<p>Regular resources</p>			
				35,998	21,650	36,224	51,596
				<p>Other resources</p>			
				400,000	400,000	400,000	400,000
<p>Outcome 4: Everyone, everywhere, is counted, and accounted for, in the pursuit of sustainable development</p>	<p>Output 4.1: Improved capacities of country offices and partners to utilize demographic intelligence for mainstreaming the International Conference of Population and Development- based Sustainable Development Goals into national policies and plans.</p>	<p>Number of country offices and partners with capacity to utilize demographic intelligence to mainstream the International Conference on Population and Development- based Sustainable Development Goals in policies and plans</p> <p>Baseline: 0 Target: 15</p> <p>Number of knowledge management products developed to support utilization of demographic intelligence to mainstream the</p>	<p>World Food Programme, League of Arab States, Forum of Arab Parliamentarians on Population and Development, Middle East and North Africa - Health Policy Forum, Qatar Foundation for Social Work, Social Research Center-American University of Cairo, Arab Planning Institute, International Development Research Center</p>	<p>Regular resources</p>			
				327,701	333,991	354,191	333,801
				<p>Other resources</p>			
				300,000	300,000	300,000	300,000

		<p>International Conference on Population and Development- based Sustainable Development Goals in policies and plans</p> <p>Baseline: 0 Target: 5</p> <p>Number of regional resolutions/declarations that include specific commitments on the use of demographic dividends for national planning</p> <p>Baseline: 0 (2017) Target: 2 (2021)</p>																					
	<p>Output 4.2: Enhanced capacities of country offices and partners to generate and utilize population data for monitoring and reporting on progress toward the achievement of the Sustainable Development Goals with a focus on the furthest behind in development and humanitarian settings.</p>	<p>Number of tools and guidance notes developed to strengthen the capacity of UNFPA to collect, analyze and disseminate data in humanitarian and fragile contexts</p> <p>Baseline: 0 Target: 2</p> <p>No of country offices that have utilized the humanitarian data collection tools and guidance notes developed by the regional office</p> <p>Baseline: 0 Target: 4</p> <p>Percentage of country offices that received technical assistance from the regional office on utilization of the 39 priority International Conference on Population and Development- based Sustainable Development Goals</p>	<p>World Food Programme, League of Arab States, Forum of Arab Parliamentarians on Population and Development, the Middle East and North Africa - Health Policy Forum, Qatar Foundation for Social Work, Social Research Center-American University of Cairo, Arab Planning Institute, International Development Research Center</p>	<table border="1"> <tr> <th colspan="4" data-bbox="1512 703 2060 746">Regular resources</th> </tr> <tr> <td data-bbox="1512 746 1648 802">427,527</td> <td data-bbox="1648 746 1785 802">267,933</td> <td data-bbox="1785 746 1921 802">229,528</td> <td data-bbox="1921 746 2060 802">406,342</td> </tr> <tr> <th colspan="4" data-bbox="1512 802 2060 845">Other resources</th> </tr> <tr> <td data-bbox="1512 845 1648 914">100,000</td> <td data-bbox="1648 845 1785 914">100,000</td> <td data-bbox="1785 845 1921 914">100,000</td> <td data-bbox="1921 845 2060 914">100,000</td> </tr> </table>				Regular resources				427,527	267,933	229,528	406,342	Other resources				100,000	100,000	100,000	100,000
Regular resources																							
427,527	267,933	229,528	406,342																				
Other resources																							
100,000	100,000	100,000	100,000																				

		<p>indicators for monitoring implementation of Sustainable Development Goals</p> <p>Baseline: 0% Target: 80%</p>					
<p>Organizational Effectiveness and Efficiency</p> <p>Output 1: Improved programming for results</p>	<p>Organizational Effectiveness and Efficiency</p> <p>Output 1.1: Improved corporate, regional and national systems on accountability for results.</p>	<p>Percentage of country offices that received technical support from the regional office to support the establishment of a functional national platform/body/society for evaluation. Baseline: 0 (2017) Target: 6 (2021)</p> <p>Percent of country programme evaluation/project evaluation reports reviewed to meet minimum evaluation quality standards and were rated at least "good" by independent assessors. Baseline: 67% (2016) Target: 90% (2021)</p> <p>Percentage of country programme documents rated at least "good" by the Programme Review Committee Baseline: 0 (2018) Target: 100% (2021)</p> <p>Number of country offices with annual reports that meet 90% of quality criteria Baseline: 27% (2016) Target: 90% (2021)</p> <p>Percentage of country offices with satisfactory rating using the Arab</p>		Regular resources			
				48,000	48,000	48,000	48,000
				Other resources			

		<p>States regional office Annual Oversight performance index. Baseline: 0% (2017) Target: 75% (2021)</p> <p>Percentage of tools/guidelines developed by the regional office that are being used by at least 90% of the targeted country offices (by extension countries)</p> <p>Baseline: 0 % (2017) Target: 80% (2021)</p>					
<p>Organizational Effectiveness and Efficiency</p> <p>Output 3: Increased contribution to United Nations system-wide results, coordination and coherence</p>	<p>Organizational Effectiveness and Efficiency</p> <p>Output 3.1: Increased contribution to the United Nations system-wide results, coordination and coherence.</p>	<p>Proportion of interagency chair/co-chair posts UNFPA holds within the United Nations Development Group Baseline: 3 (2018) Target: 4 (2021)</p> <p>Number of joint initiatives to which UNFPA is contributing to Baseline: 1 (2017) Target: 6 (2021)</p>		Regular resources			
				Other resources			
<p>Organizational Effectiveness and Efficiency</p> <p>Output 4: Enhanced communication for impact, resource mobilization and strategic partnerships for impact</p>	<p>Organizational Effectiveness and Efficiency</p> <p>Output 4.1: Improved mobilization of financial and non-financial resources from traditional and nontraditional donors.</p>	<p>Percentage of targeted country programme extra-budgetary funds mobilized Baseline: N/A Target: 90% of annual target</p> <p>Number of countries in Arab States contributing to core Baseline: 10 (2016) Target: 11 (yearly)</p> <p>Number of partnerships with new and non-traditional donors</p>		Regular resources			
				41,833	41,786	41,786	41,780
				Other resources			

		<p>Baseline: 3 (2016) Target: 5 (2021)</p> <p>Percentage of targeted resources mobilized for the regional interventions action plan Baseline: 0% Target: 60%</p>																		
	<p>Organizational Effectiveness and Efficiency</p> <p>Output 4.2: Strengthened and expanded strategic partnerships within the framework of the Global Partnership Strategy.</p>	<p>Regional partnership strategy in tandem with the global strategic plan strategy in place Baseline: No (2016) Target: Yes (2018)</p> <p>Number of new strategic partnerships in place at the regional level Baseline: N/A Target: 5 (2021)</p> <p>Number of country offices that developed their strategic partnership plans in tandem with the global strategic partnership strategy Baseline: 0 (2017) Target: 5 (2021)</p>		<table border="1"> <tr> <th colspan="4">Regular resources</th> </tr> <tr> <td>68,000</td> <td>64,000</td> <td>64,000</td> <td>58,000</td> </tr> <tr> <th colspan="4">Other resources</th> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </table>	Regular resources				68,000	64,000	64,000	58,000	Other resources							
Regular resources																				
68,000		64,000	64,000	58,000																
Other resources																				
	<p>Organizational Effectiveness and Efficiency</p> <p>Output 4.3: Improved communication for results of regional interventions.</p>	<p>Number of country offices with enhanced compliance with the UNFPA policies and guidance on communicating for results Baseline: 0 (2017) Target: 15 (2021)</p> <p>Number of print and audio-visual productions that effectively convey</p>		<table border="1"> <tr> <th colspan="4">Regular resources</th> </tr> <tr> <td>89,833</td> <td>89,786</td> <td>89,786</td> <td>89,780</td> </tr> <tr> <th colspan="4">Other resources</th> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </table>	Regular resources				89,833	89,786	89,786	89,780	Other resources							
Regular resources																				
89,833		89,786	89,786	89,780																
Other resources																				

		<p>the message of how the work of UNFPA impacts people’s lives: Baseline: 4 (2017) Target: 20 (2021)</p> <p>Number of op-eds placed in regional media penned by UNFPA Baseline: 8 (2017) Target: 40 (2021)</p> <p>Number of followers on Facebook Baseline: 3,864 (2016) Target: 6,000 (2021)</p> <p>Number of followers on Twitter Baseline: 2,347 (2016) Target: 5,000 (2021)</p>					
<u>TOTAL</u>				Regular resources			
				3,276,494	3,266,669	3,295,573	3,332,747
				Other resources			
				2,500,000	2,500,000	2,500,000	2,500,000

Annex 2: Theories of change

Achieve universal access to sexual and reproductive health, realize sexual and reproductive rights, and reduce maternal mortality to accelerate progress on the ICPD and SDG agendas, to improve the lives of women, adolescents and youth

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

Output 1.1

Strengthened capacities of country offices and partners to address the unmet need for family planning through the integration of family planning/sexual and reproductive health services into the broader primary health care service package, in humanitarian and development settings.

Output 1.2

Improved capacities of country offices and partners to address sexual reproductive health-related inequities and needs of the furthest behind, including persons with disabilities, refugees, internally displaced persons and migrants.

Contribution from other outcome areas

Increased capacity of country offices and partners to implement programme that enable adolescents and youth, particularly girls, to make informed choices regarding their sexual and reproductive health, development and wellbeing, including in humanitarian and fragile settings.

Strengthened capacities of country offices and human rights entities to advance women and adolescent girls' sexual, reproductive health and reproductive rights, and gender equality, particularly for the furthest behind, including in humanitarian and fragile settings.

Enhanced capacities of country offices and partners to address population, health, and humanitarian data needs for implementation, monitoring and reporting on Sustainable Development Goals, with particular focus on the furthest behind.

Critical assumptions

The current humanitarian context prevails, but does not drastically expand or intensify

Improved capacity of the 6 health system building blocks including sexual and reproductive health financing

Enhanced individual, community, institutional and system resilience

Knowledge

- ❑ Identify innovative and appropriate approaches to address sexual and reproductive health-related challenges and promote South-South cooperation and community of practices for knowledge sharing;
- ❑ Generate evidence through research/ situation analyses and identify, document and share best practices.

Advocacy

- ❑ Advocate for favorable political, legal and regulatory environments as essential determinants of reproductive rights and the availability, accessibility and quality of sexual and reproductive health care;
- ❑ Ensure that country offices and partners in the region advocate for and ensure the integration of sexual and reproductive health into disaster risk reduction and emergency preparedness and response strategies and plans.

Capacity

- ❑ Build the capacity of country offices and partners to adequately identify and address the gaps and challenges to achieve universal coverage and use of sexual and reproductive health services;
- ❑ Support identified centers of excellence to develop/review sexual and reproductive health/ midwifery modules and their integration into their curricula;
- ❑ Support regional institutions to provide capacity-building opportunities on responding to sexual and reproductive health, including in humanitarian settings;
- ❑ Improve quality of care through development of guidelines and accountability mechanisms.

Partnership and coordination

- ❑ Promote strategic partnerships and coordination with relevant stakeholders including (United Nations organizations, academic institutions, intergovernmental bodies) both at the regional and country levels;
- ❑ Promote interagency coordination and complementarity amongst United Nations organizations to address social determinants of health in an integrated and systematic manner;
- ❑ Support the development of sexual and reproductive health - related networks to advance the International Conference on Population and Development agenda.

Risks

Conservatism and opposition to sexual and reproductive health and rights increases
 Civil unrest
 Conflicts/crises
 Natural disasters
 Financial crisis

Achieve universal access to sexual and reproductive health, realize sexual and reproductive rights, and reduce maternal mortality to accelerate progress on the ICPD and SDG agendas, to improve the lives of women, adolescents and youth

Outcome 1: Every adolescent and youth, in particular adolescent girls, is empowered to have access to sexual and reproductive health and reproductive rights, in all contexts

Output 2.1

Increased capacity of country offices and partners to implement programmes that enable adolescents and youth, particularly girls, to make informed choices regarding their sexual and reproductive health, and development and well-being in humanitarian and development settings.

Advocacy

- ❑ Comprehensive and integrated evidence-based national youth policies, strategies and programmes;
- ❑ Regional strategic framework and action plan on youth, peace and security; and regional platform for joint advocacy, outreach and support;
- ❑ Key joint strategic areas of focus (civic engagement, participation and social inclusion; education; employment and entrepreneurship; and, health and well being);
- ❑ Regional Arab AIDS Strategy with an emphasis on linkages to the Sustainable Development Goals and priority needs of the most-at-risk young people.

Capacity

- ❑ Reinforcing capacity of UNFPA country offices and partners to develop and implement country programmes focusing on youth, peace and security; and achievement of the Sustainable Development Goals;
- ❑ Support the establishment of a regional Arab youth network;
- ❑ Supporting the institutionalization of Y-Peer peer education network as an independent and sustained organization in the Arab states.

Knowledge

- ❑ Support the establishment of centers of excellence in the region;
- ❑ Documentation and exchange of best practices and models in view of scaling up.

Partnership

- ❑ Co-leading the United Nations Inter-Agency Technical Task Team on Young People.
- ❑ Key strategic partnerships and resource mobilization based on the main regional initiatives (for instance, Youth Peace and Security and regional forums)

Output 2.2

Increased opportunities for adolescents and youth to exercise leadership and participate in networks that promote sustainable development, humanitarian action, as well as peace and security.

Critical assumptions

Investment in youth and the demographic dividend as part of a real commitment

Meaningful youth participation in achieving the Sustainable Development Goals

Risks

Limited opportunities for youth participation
Conflicts/crisis
Financial crisis

Contribution from other outcome areas

Output 1.1

Strengthened capacities of country offices and partners to address the unmet need for family planning through the integration of family planning/sexual and reproductive health services into the broader primary health care service package, in humanitarian and development settings.

Output 1.2

Improved capacities of country offices and partners to address sexual reproductive health-related inequities and needs of the furthest behind, including persons with disabilities, refugees, internally displaced persons and migrants.

Output 3.2

Enhanced capacity of country offices and partners to address gender-based violence through multi-sectoral and inter-agency coordination across humanitarian and development settings.

Output 3.3

Strengthened capacities of country offices and partners to generate evidence to better prevent and respond to female genital mutilation and child, early and forced marriage in humanitarian and development settings.

Output 4.1

Improved capacities of country offices and partners to utilize demographic intelligence for mainstreaming the International Conference of Population and Development-based Sustainable Development Goals into national policies and plans.

Achieve universal access to sexual and reproductive health, realize sexual and reproductive rights, and reduce maternal mortality to accelerate progress on the ICPD and SDG agendas, to improve the lives of women, adolescents and youth

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

Output 3.1

Strengthened capacities of country offices, human rights entities and partner organizations to advance women and adolescent girls' sexual and reproductive health, reproductive rights and gender equality, particularly for the furthest behind in humanitarian and development settings.

Output 3.2

Enhanced capacity of country offices and partners to address gender-based violence through multi-sectoral and inter-agency coordination across humanitarian and development settings.

Output 3.3

Strengthened capacities of country offices and partners to generate evidence to better prevent and respond to female genital mutilation and child, early and forced marriage in humanitarian and development settings.

Advocacy

- ❑ Advocacy among human rights mechanisms in the region for the systematic engagement on the issue of sexual and reproductive health and rights;
- ❑ Advocacy for an increased multi-sectoral and interagency coordination in both development and humanitarian settings, for more sustainable results;
- ❑ Advocacy for the implementation of the essential package of services for women and girls subject to violence among countries in the region;
- ❑ Advocacy for a reinforced coordination with other United Nations organizations in terms of joint programming on gender-based violence.

Capacity

- ❑ Strengthening capacities of UNFPA country offices and human rights entities to contribute to international human rights mechanisms in the reporting and follow up on sexual and reproductive health and rights;
- ❑ Developing capacities of UNFPA country offices to lead gender-based violence coordination mechanisms in humanitarian settings;
- ❑ Strengthening capacities of regional civil society organization networks and knowledge hubs to advocate for an enhanced and coordinated response to gender-based violence;
- ❑ Reinforcing capacities of country offices in coordination in terms of joint programming on gender-based violence, engaging other United Nations organizations.

Knowledge Management

- ❑ Generating evidence and knowledge on sexual and reproductive health and rights situation in countries in the region;
- ❑ Generating knowledge on emerging gender-based violence issues among countries in the region
- ❑ Identifying pilot gender-based violence information management systems among countries in the region and sharing experiences among countries, generating regional reports;
- ❑ Identifying and modeling good gender-based violence coordination mechanisms within countries in the region, facilitating experience sharing at regional and global level;
- ❑ Elaborating regional behavioral change communication campaigns, engaging regional networks and institutions to address rooted socio-cultural norms and religious misinterpretations that uphold gender-based violence;
- ❑ Generating knowledge on harmful traditional practices in both humanitarian and development contexts;
- ❑ Identifying best practices and piloting new approaches in addressing female genital mutilation and child marriage among countries in the region.

Critical assumptions

Monitoring, tracking and reporting systems on sexual and reproductive health and reproductive rights at national level, established.

Mechanisms to ensure coordination to address gender-based violence, including harmful traditional practices, established.

Contribution from other outcome areas

Enhanced capacities to generate, map, and utilize population and health data

Improved capacities to address sexual and reproductive health - related inequities and needs for disadvantaged populations.

Risks

Social instability
Conflicts/crises
Natural disasters
Financial crisis

Achieve universal access to sexual and reproductive health, realize sexual and reproductive rights, and reduce maternal mortality to accelerate progress on the ICPD and SDG agendas, to improve the lives of women, adolescents and youth

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

Output 4.1

Improved capacities of country offices and partners to utilize demographic intelligence for mainstreaming the International Conference of Population and Development-based Sustainable Development Goals into national policies and plans.

Output 4.2

Enhanced capacities of country offices and partners to generate and utilize population data for monitoring and reporting on progress toward the achievement of the Sustainable Development Goals with a focus on the furthest behind in development and humanitarian settings.

Critical assumptions

Cairo declaration and Addis Ababa Declaration on Population and Development remain framework references for the region

Sustainable Development Goals are relevant in the Arab States regional office as the main driver to build disaggregated capacity for population data systems.

Contribution from other outcome areas

Demographic intelligence includes analysis, interpretation and utilization of demographic data on sexual and reproductive health, gender, and adolescents and youth.

Demographic analysis shows the evidence for the youth bulge and the importance of investing in youth sexual and reproductive health, gender-based violence, civic engagement and participation.

Risks
Social instability
Conflicts/crises
Natural disasters
Financial crisis

Advocacy

- Provide technical support to the regional office partners to advocate for political commitment for population policies/strategies including sexual and reproductive health for women and young people, including in humanitarian settings;
- Advocate for the allocation of resources for censuses, surveys and administrative data systems;
- Advocate for the production of full disaggregated population-based data and indicators for the Sustainable Development Goals monitoring and tracking;
- Advocate for national and sub-national demographic analysis highlighting investment in youth as a national agenda, in order to harness demographic dividend;
- Collaborate with regional partners, academic institutions and resource centers so that there is a coordinated response for the process of implementing and capturing the demographic intelligence based on different age structures.

Capacity

- Strengthen capacities of policy makers and implementers for analysis, interpretation and utilization of demographic intelligence;
- Support regional and national institutions to generate, analyze and use disaggregated population data from census, administrative records, civil registration and vital statistics, and surveys for national development planning and for monitoring and tracking progress on Sustainable Development Goals;
- Develop guidelines/ tools and techniques for collection, analysis and dissemination of data in humanitarian settings;
- Enhance national capacities in implementing and reporting on International Conference on Population and Development - based Sustainable Development Goals.

Knowledge

- Generate evidence through research for knowledge sharing;
- Publish policy briefs and concept notes on population issues;
- Establish and support a regional community of practice on population and development;
- Support regional institutions in developing and providing advanced population and development education.

Annex 3: Resource mobilization plan

Context

1. The current context in the Arab States is complex and spans a range of challenging humanitarian and development realities. There are acute humanitarian challenges and crises that the regional office must respond to, including a large refugee crisis, internal displacement, and increased gender-based violence. This is coupled with the ongoing development needs that require specific attention, including the necessity to address policy and legislative environment, enhance institutional capacity building, strengthen health systems and access to sexual and reproductive health services and reproductive rights, foster gender equality, civic engagement and empowerment of young people, and end gender-based violence including harmful practices such as early, child marriage and female genital mutilation.

2. Humanitarian situation in the Arab region is becoming increasingly protracted in nature. Emergencies and conflicts in Palestine, Somalia, Sudan, Iraq and Yemen have persisted for decades and the conflict in Syria has passed its six-year mark. Libya went through an acute emergency in 2011-2012, and since 2014 the situation has deteriorated significantly.

3. The Arab States regional interventions action plan, 2018-2021 sets to address key developmental and humanitarian challenges in the region with a focus on advocacy, policy dialogue, capacity development, and knowledge management. Its humanitarian and resilience-based intervention will include strengthening capacities for the provision of reproductive health and gender-based violence services. More specifically, the action plan aims to contribute to the four thematic and five organizational effectiveness and efficiency outcomes of UNFPA strategic plan, 2018-2021, as follows:

UNFPA strategic plan, 2018-2021 outcome	Arab States regional interventions action plan, 2018-2021 outputs
<p>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>	<p>Output 1.1: Strengthened capacities of country offices and partners to address the unmet need for family planning through the integration of family planning/sexual and reproductive health services into the broader primary health care service package, in humanitarian and development settings.</p> <p>Output 1.2: Improved capacities of country offices and partners to address sexual reproductive health-related inequities and needs of the furthest behind, including persons with disabilities, refugees, internally displaced persons and migrants.</p>
<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>Output 2.1: Increased capacity of country offices and partners to implement programmes that enable adolescents and youth, particularly girls, to make informed choices regarding their sexual and reproductive health, and development and well-being in humanitarian and development settings.</p> <p>Output 2.2: Increased opportunities for adolescents and youth to exercise leadership and participate in networks that promote sustainable development, humanitarian action, as well as peace and security.</p>

<p>Outcome 3: Gender equality, the empowerment of all women and girls, and reproductive rights are advanced in development and humanitarian settings</p>	<p>Output 3.1: Strengthened capacities of country offices, human rights entities and partner organizations to advance women and adolescent girls’ sexual and reproductive health, reproductive rights and gender equality, particularly for the furthest behind in humanitarian and development settings.</p> <p>Output 3.2: Enhanced capacity of country offices and partners to address gender-based violence through multi-sectoral and inter-agency coordination across humanitarian and development settings.</p> <p>Output 3.3: Strengthened capacities of country offices and partners to generate evidence to better prevent and respond to female genital mutilation and child, early and forced marriage in humanitarian and development settings.</p>
<p>Outcome 4: Everyone, everywhere, is counted, and accounted for, in the pursuit of sustainable development</p>	<p>Output 4.1: Improved capacities of country offices and partners to utilize demographic intelligence for mainstreaming the International Conference of Population and Development-based Sustainable Development Goals into national policies and plans.</p> <p>Output 4.2: Enhanced capacities of country offices and partners to generate and utilize population data for monitoring and reporting on progress toward the achievement of the Sustainable Development Goals with a focus on the furthest behind in development and humanitarian settings.</p>
<p>UNFPA strategic plan, 2018-2021 Organizational effectiveness and efficiency</p>	<p>Arab States regional interventions action plan, 2018-2021 Organizational effectiveness and efficiency</p>
<p>Output 1: Improved programming for results</p>	<p>Output 1.1: Improved corporate, regional and national systems on accountability for results</p>
<p>Output 3: Increased contribution to United Nations system-wide results, coordination and coherence</p>	<p>Output 3.1: Increased contribution to the United Nations system-wide results, coordination and coherence</p>
<p>Output 4: Enhanced communication for impact, resource mobilization and strategic partnerships for impact</p>	<p>Output 4.1: Improved mobilization of financial and non-financial resources from traditional and nontraditional donors</p> <p>Output 4.2: Strengthened and expanded strategic partnerships within the framework of the Global Partnership Strategy</p> <p>Output 4.3: Improved communication for results of regional interventions</p>

4. The **total financial requirement of the regional interventions action plan** is 18.8 million dollars over four year with 13 million dollars in regular resources, and 5 million dollars in other resources. The regional office is, for the first time, embarking into planned resource mobilization for its new regional interventions action plan (2018-2021), compared with prior cycles. In the prior cycles resources were raised to finance humanitarian interventions, out of necessity, without pre-planning. Yet, the prior regional interventions action plans did not include targets for resource mobilization. This is changing with the 2018-2021 plan, in accordance with the needed paradigm shift to answer to the requirements of the new aid environment and austerity measures witnessed by the organization. A percentage of the other resources is derived from global trust funds; the majority however is to be mobilized directly by the regional office.

The financing required is illustrated in the chart below according to the outcome area, in dollar terms:

Proposed indicative assistance for the period 2018-2021, in dollars				
UNFPA strategic plan, 2018-2021 outcome areas		Regular resources	Other resources	Total
Outcome 1	Utilized integrated sexual and reproductive health services	5,997,854	2,400,000	8,397,854
Outcome 2	Empowered adolescent and youth to access to sexual and reproductive health	2,078,257	2,800,000	4,878,257
Outcome 3	Advanced gender equality, the empowerment of all women and girls, and reproductive rights	1,719,245	3,200,000	4,919,245
Outcome 4	Population and development	2,967,152	1,600,000	4,567,152
Organizational effectiveness and efficiency		1,110,392		1,110,392
Total		13,872,900	10,000,000	23,872,900

The attached matrix for donor engagement highlights the assumptions and approach to achieve the resource mobilization targets for the regional interventions action plan, 2018-2021. It is based on the analysis of aid towards UNFPA mandate area at the regional level, mapping of donors, and trends. More specifically, this document highlights potential donors for UNFPA, challenges and opportunities.

SWOT Analysis – The Arab States region:



Strengths:

The **location of the Arab States regional office** geographically is one determinant of interest in attracting donor interest. The **Arab region has a fast growing population, and**

is also toiled by humanitarian emergencies and fragility –demanding a constant growth in international aid. The past track record of UNFPA- Arab States regional office in resource mobilization has also elicited a constant growth noting a steady increase in overall resources mobilized in terms of co-financing income over the period of 2013-2016.

Operational and field presence in fifteen major Arab countries provides UNFPA with the necessary institutional framework in-countries to carry out its programmes, including regional initiatives. For the regional interventions however the same trend analysis applies, where additional regional funding has been increasingly available for mandate areas, boosted by increased humanitarian needs.

A new **UNFPA corporate resource mobilization strategy** was launched in September 2015, in addition to an aligned Arab States regional resource mobilization strategy launched the same year. The corporate strategy sets an umbrella framework for the work of UNFPA in resource mobilization, and defines a corporate road map that describes:

- (a) The current financing landscape;
- (b) The key opportunities and required actions for UNFPA to secure existing funding and attract additional funding from a diverse donor base; and
- (c) The strategic partnerships and new channels that UNFPA is exploring in securing such funding.

The setting of **corporate, regional and country annual resource mobilization targets** sets in motion a cycle of resource mobilization actions that enhances motivation, innovation, and results. This has translated into an increased interest and need for resource mobilization as such, especially after the incorporation of a new business model for the allocation of core resources, affecting many programmatic budgets in the negative. Further strengthening this shift is the **commitment to resource mobilization as a corporate and regional priority**.

Weaknesses:

The **lack of reliance on other resources** and lack of resource mobilization effort for the past regional interventions has been one of the main challenges faced by the Arab States regional office. A change in culture and paradigm shift is underway. The shift is in the **prioritization of resource mobilization** within UNFPA, and for the new regional interventions action plan, 2018-2021. This is coupled with the **enhancement of accountability measures** in this important sector. The need for capacity development of (all) staff, and the attesting to their commitment for resource mobilization efforts (in terms of staff dedicated time), in parallel to the corporate shift, is essential.

The lack of accountability for mobilizing resources in the recent past, has been a weakness that needed addressing. Enhancing responsibility and division of labor through the new corporate and regional strategies; developing a corporate structure for resource mobilization architecture; and enhancing accountability through setting of annual resource mobilization targets at global, regional and country levels have contributed to addressing the above challenges.

One added weakness that affects the capacity for resource mobilization and adds to the volatility of the resource mobilization context is the fact that the Arab States region covers **13 countries with humanitarian situations, out of the total 15 countries that comprise the region**. In this context, **donor interest** especially in the case of protracted conflict, is notably driving funding away from development. In addition to this, UNFPA has only one representational office based in Oman covering countries in the Gulf Cooperation Council, a non-traditional group of donors for the Arab States regional office.

Threats:

Among the threats to UNFPA, including to UNFPA-Arab States office, is the **volatile financial environment** that has led to shifts in the official development assistance trends globally; and the review of the aid architecture as an element of overall financing of the

Sustainable Development Goals. **The conflict and the humanitarian situation** that the region is facing have an impact on the implementation of mobilized resources, which may be a threat against the mobilization of additional and sustained funding. The **implementation rates for mobilized resources** are directly relevant to office capacity to deliver, which may become strained under expanded programming, and added demand for a different set of functional expertise. In this respect the implementation of a sound staffing strategy for resources mobilized is essential.

Other relevant challenges affecting implementation rates are **conflict and war**. The region is increasingly suffering from escalated conflict and protracted crises;. As a result, programme implementation is affected by factors that are beyond UNFPA control, but in terms of capacity to deliver and impact constitute a reputational risk. Addressing such challenges in the shorter and longer run is very important to ensure a smooth flow of resources, and building of donor confidence.

A global and regionally specific threat is the **increased competition over resources**. This competition is more prominent in humanitarian contexts, and affects the predictability of resources, and sustainability of flows. Rise in conservatism and its potential impact on funding from the Gulf countries is another factor to consider.

Opportunities:

Some of the **opportunities that require further investment are new, emerging and innovative donors**. For the regional office, the **Gulf States have been a focus** for evolving partnership with new non-traditional donors. The **private sector and foundations** represent another source of potential funding that the Arab States has been exploring since 2014. The private sector potential in the region is yet to be mapped, especially at regional level. Joint programmes with the United Nations organizations are a potential source for attracting funding.

The strong interest by the international community in general, and Gulf donors in particular in humanitarian funding has been a factor in mobilizing additional resources both through regional and country efforts. The excellent track record the Arab States regional office is trying to maintain with its traditional donors has persisted, facilitating the flow of income from a dedicated set of donor countries.

Building of staff capacity, and prioritization of resource mobilization skill development at regional level, is an opportunity that requires further investment, and staff dedicated time. Building the capacity of staff through regular training on aspects of resource mobilization, and the related knowledge-sharing through webinars and best practices is a priority for the Arab States within the framework of the annotated strategy and the new turn in mobilizing resources for its regional interventions.

Regional interventions action plan for resource mobilization

The resource mobilization plan presented considers how the Arab States regional office will be able to deliver the expected funding and other requirements by strengthening networking with external partners, delivered through an improved internal capacity, and a dedicated team where resource mobilization becomes ‘everybody’s business’. The overall approach the regional office shall follow for resource mobilization towards its regional interventions action plan is based on its strategic approach, namely, the “3D” approach: Deepen, Diversify and Develop.

Deepen

The **first strategic objective is to maintain and strengthen relationships with traditional donors**, who have and will be expected to continue to provide the majority of the UNFPA funding. Economic and political constraints continue to tighten on the traditional donors, and UNFPA (and the regional office) are required to improve the quality of support offered to these partners. A number of initiatives are envisaged in this context to improve the confidence of these partners that UNFPA can continue to sustainably deliver its mandate, including on evidence-based programming; on monitoring and evaluation

systems such as the Strategic Information System (SIS) and MyResults that accentuate emphasis on accountability and impact; on enhancing comparative advantage and capacity in key areas of the mandate; and on rendering UNFPA ‘Fit for Purpose’ for the Sustainable Development Goals. These initiatives will seek to:

- (a) **Broaden the constituency within the network of traditional donor countries of UNFPA**, which will require a focus on outreach to capitals toward key decision makers and political constituencies and proactive marketing (locally and in capitals), such as through thematic field visits, donor briefings, and donor partnership events
- (b) **Build deeper understanding of the identity and priorities of key decision makers resulting in improved intelligence**, such as annual Political and Financial Environmental Scanners to update the resource mobilization engagement plan
- (c) **Seek to conclude earmarked multi-year agreements** with traditional donors wherever possible
- (d) **Re-invigorate fora and host donor meetings** in order to promote commitment to the International Conference on Population and Development Beyond 2014 Review, and commitment to UNFPA issues within the Sustainable Development Goals, including understanding the nature of UNFPA humanitarian role, as a means of advocacy and marketing of UNFPA brand at the regional level.

Opportunities, risks and contingencies:

Opportunity	Assumptions and prerequisites
Deepen relationship with traditional donors and enhance UNFPA income at the regional level	<ul style="list-style-type: none"> - Capacity within UNFPA and in the Arab States regional office to improve the support and management of donor partnerships - Shift in thinking, where resource mobilization partnerships become a basic modus operandi for the regional office staff and advisers, is initiated - Provision of high quality proposals based on evidence based programming and clear results, while encouraging joint programmes - Improved and timely reporting

Diversify

The Arab States regional office will need to actively engage with new, innovative and complementary sources of funding and donors in a context of increased austerity. While this will not replace the reliance on our traditional donors to provide the majority of funding for UNFPA, it will progressively decrease their share. **New and emerging donors, foundations, private sector, and new net contributors** may be targeted within the framework of expanding outreach for resource mobilization. This is especially true for the Arab States regional office where the Gulf States and a growing number of foundations and private sector entities are becoming active participants in development and humanitarian aid. By diversifying the donor base, UNFPA will be able to access additional funding to cover potential gaps in its budget, and, just as significantly, attract a growing and increasingly committed community to the mandate of UNFPA.

Diversifying the donor base will enable UNFPA to address new and complementary sources of funding, reduce funding risks and bring together a broader constituency of support for the International Conference on Population and Development Beyond 2014 Review and the organization’s mandate under the Sustainable Development Goals. Elements to support diversifying the resource and donor base would include:

- (a) Establish systematic communications and engage proactively with a diversified donor-base
- (b) Develop targeted engagement plans at regional for priority innovative donors, for instance the Gulf countries

- (c) Building on success: UNFPA is to build on recent success in encouraging contributions from new donors, and increasing visibility toward the remainder. This will entail engagement at the level of the capitals, and at the regional level, and within the framework of global conferences and events
- (d) Approach and proactively engage at regional with private sector and foundations (the untapped resource for the Arab States regional office) for both financial and non-financial support
- (e) Explore novel and innovative sources of funding at the corporate level to invest regionally in the Arab States (for instance Toms and Waka Waka), while capitalizing on intra-regional knowledge sharing in this regard.

Opportunities, risks and contingencies:

Opportunity	Assumptions and Prerequisites
Diversify funding base: maintain the momentum initiated in engaging with and partnering with Gulf donors as strategic partners	<ul style="list-style-type: none"> - Matching and adaptation of proposals to Gulf partner priorities and criteria - Improvement in the capacity to approach Gulf donors and enhanced visibility
Diversify funding base through developing partnership with innovative donors (private sector, foundations, other sovereign non-traditional donors)	<ul style="list-style-type: none"> - Capacity of the regional office at level of all staff (advisers and specialists) to build these new partnerships with selected innovative donors - Interest of regional staff in approaching new non-traditional donors, and thinking ‘out of the box’

Develop

Resource mobilization is dependent on the ability of UNFPA to improve internal organization and capacity toward resource mobilization, including at the regional level. This capacity has to be backed by the appropriate level of commitment by the regional office team, considering resource mobilization as “everyone’s business”. Some of the required improvements are linked to better management and coordination: through an improved internal communication and alignment with the results and targets of the regional interventions action plan. All of the improvements will require the investment of time and may involve additional financial resources to build the teams or add capabilities, particularly in resource mobilization skills; resource mobilization targeted communication, managing donor relations and improved operations.

A greater consistency in priorities, messaging and collaboration towards commonly shared donor-oriented objectives need to be mainstreamed at the regional level. Important facets to include under this rubric are,

- (a) **Establish a resource mobilization task team** within the regional office that will be responsible for annual target and resource mobilization efforts at the level of the regional interventions
- (b) **Enhance and underscore annually ‘the team of resource mobilization champions within the regional office’** for instance those outcome areas/staff who surpassed their resource mobilization targets
- (c) **Enhance capacities of all staff in resource mobilization, including the most engaged in programme and resource management.** This will be promoted through skill development in different areas of resource mobilization using diverse tools for learning, including webinars, coaching, workshops, tailored trainings
- (d) **Enhance capacity for the development of** concept notes and proposals
- (e) **Develop more systematic communication tools** for different audiences and donors, focusing on results and impact of investing in the regional interventions of UNFPA

Opportunities, risks and contingencies:

Opportunity	Assumptions and Prerequisites
Enhance the capacity and skills of all regional office staff in resource mobilization with value added on the Arab States revenue	<ul style="list-style-type: none">- Enabling environment at the institutional level within the regional office to successfully manage donor relations, and promote new and innovative partnerships- Ability to effectively implement UNFPA and the Arab States resource mobilization plan, resulting in a stable and predictable income

Addendum: Table with potential donors to engage against areas of the regional interventions action plan, 2018-2021

Donor engagement by relevant thematic advisers in coordination with Resource Mobilization and Partnerships Adviser

Potential Donor	Programme area	Opportunities	Challenges/Remarks
Sweden	Gender-based violence; sexual and reproductive health and rights	Sweden is a strategic donor to the Arab States regional office and has extended its coordination with the regional office since 2014-2015. Potential for joint programme financing within a regional perspective is high	Providing the wrong type of proposal or not answering to Swedish priorities within the region
Norway	Gender-based violence, sexual and reproductive health and rights (midwifery); youth	Norway is a key donor to UNFPA and provided direct programme funding at country level to Egypt, and earmarked funding to Tunisia. At regional level efforts may be invested in approaching through the UNFPA liaison office in Copenhagen, in coordination with the Resource Mobilization Branch in UNFPA headquarters	Engagement has to be made at the level of the capital, coordination with the Resource mobilization Branch and Copenhagen essential adding layers to likely contacts
Japan	Sexual and reproductive health; youth	Funding from Japan through the Supplementary Funds has been increasing at the level of the Arab States country offices since 2015. The possibility to apply as regional office to Supplementary Funds needs to be strongly considered especially in the area of youth, peace and security	Phased approval process that takes up to 6-8 months
Canada	Sexual and reproductive health and rights; gender-based violence	To approach as a likely donor for regional initiatives especially for sexual and gender-based violence	Access to funding is centralized, need to coordinate with UNFPA headquarters and may include a lengthy approval process
Denmark	Sexual and reproductive health and rights; gender-based violence	The interest in sexual and gender-based violence and reproductive rights to be invested in as a regional office and enhance coordination with the Danish capital through Copenhagen office and the Resource Mobilization Branch	Access to Funding is centralized, need to coordinate with UNFPA headquarters to approach the Danish capital
European Union	Sexual and reproductive health and rights; gender-based violence; youth	An important source of funding that needs to be approached more pro-actively at the level of the regional interventions. Most promising are youth and gender-based violence. A joint intervention as a pilot initiative would be strongly encouraged	A follow-up and a concerted investment in the partnership is required before actual donor materializes
Switzerland	Population and development (Migration); gender-based violence	Preliminary discussions on supporting a regional 'migration' joint intervention initiated with the donor who showed interest. Interest was also voiced in gender-based violence activities by UNFPA both at developmental and humanitarian levels	Long approval process
Netherlands	Sexual and gender-based violence; youth	Sexual and gender-based violence as a priority, with youth coming as a second priority for funding with focus on youth, peace and security	Long approval process, and centralized access through the capital
Spain	Sexual and gender-based violence	The need to revisit Spain as a donor after a number of years where it maintained low official development assistance especially in the Middle East and Northern Africa region; the priority of sexual and gender-based violence is of interest for selected countries	Long approval process, and centralized access to thematic area departments in coordination with resource mobilization is required
Italy	Sexual and gender-based violence	Important donor in the area of sexual and gender-based violence, and would be approached for current joint intervention under End Violence Against Women with United Nations Entity for Gender Equality and the Empowerment of Women	Approval process centralized in the capital, proactive engagement is necessary at regional level, with follow up in

			coordination with Resource Mobilization Branch
Germany	Population and development, sexual and reproductive health and rights; gender-based violence	A new donor for the Arab States at the regional level, and would be great to approach with multiple initiatives that speak to the donor priorities for the region	The need to engage with multiple entities in Germany at the level of Kreditanstalt für Wiederaufbau development bank (KfW), Mercedes-Benz to ascertain the best entry point
Korea	Sexual and reproductive health	A new donor that is less open to regional proposal; may, however, approach in coordination with UNFPA focal point based in Beijing	Lengthy application process
Gulf Cooperation Council countries	Youth; sexual and reproductive health; gender-based violence; and population and development	Focus should be on strategic partnerships rather than resource mobilization per se. There is a need to build presence and visibility in the Gulf Cooperation Council, and from there proceed to have more expansive resource mobilization targets for regional initiatives. Regional initiatives focusing on the Gulf Cooperation Council countries are priority	Lengthy process but effective in setting a strong partnership
United States of America	Sexual and reproductive health and rights; gender-based violence; population and development	The United States is a potential donor, but with the defunding decision by the United States administration this window for partnership may be closed unless novel and creative ways are found to approach the issue of support	De-funding by the United States administration
China	Sexual and reproductive health; population and development	To explore strongly in the areas of sexual and reproductive health and population and development	Lengthy and complex approval process
Australia	Sexual and reproductive health and rights; gender-based violence; youth	A potential donor at the regional level, to approach within the framework of stated donor strategies for the Middle East and Northern Africa region	New donor to Arab states at regional level, to acquaint with UNFPA priorities and match to those of the donor
France	Sexual and reproductive health and rights; gender-based violence	Focus on health system strengthening, but difficult donor to commit funding as it relies more on country driven initiatives	Lengthy and complex approval process, and centralized approach to funding
World Bank	Population and development; sexual and reproductive health and rights; gender-based violence; youth	Joint programmes and regional initiatives that focus on direct interaction with the World Bank encouraged	Variable funding streams and centralized engagement by the UNFPA with the World Bank
African Development Bank	Population and development; sexual and reproductive health and rights; youth	To initiate dialogue on regional initiatives directly with the the Middle East and Northern Africa office based in Tunisia. Youth as a preliminary theme has been stated as an area of interest.	Multi-layered approach and application process to funding, which is government-driven rather than is initiated by the United Nations

Islamic Development Bank	Population and development; sexual and reproductive health; youth	Venues and areas of communication established with the Bank over the last four years. The process of application, however, is highly government-driven, and should be managed as such in terms of regional initiatives.	Government-driven process of application where UNFPA acts as an implementing partner; highly politicized
Private Sector	Population and development; sexual and reproductive health; gender-based violence; youth	A donor that promises to carry forward the requisite visibility for UNFPA. Engagement should be for both financial and non-financial support in terms of in-kind goods and services.	A lengthy process of application and partnership building with low level financial return on investment
Funds/foundations	Population and development; sexual and reproductive health and rights; gender-based violence; youth	Mapping of selected funds and foundations from global and regional levels, to ascertain common areas for interest and partnership. An innovative donor that promises both financial and non-financial support	A more strategic partnership than a donor investment. Process of engagement may be lengthy but highly rewarding. Need to design targeted engagement with a set of priority funds/foundations

Annex 4: Partnerships plan

Background

The UNFPA Arab States regional office has had a progressive and growing partnership base over the regional interventions, 2014-2017 cycle. The need to expand partnerships adapting the new Strategic Partnership approach presented by the corporate relevant strategy and adapted in May 2017 is a priority within the framework of the new regional interventions action plan, 2018-2021. The premise that ‘partnerships that create shared opportunities and leverage on partners’ added value will increase the impact of the organization’s programmes, contributing to the promotion and consolidation of the UNFPA brand’ will be a guiding principle.

The regional office will operate to identify intersections and opportunities for cooperation with government institutions, international and national non-governmental organizations, donors, the business sector, foundations, parliamentarians, civil society organizations, academia and scientific institutions, individuals and multi-stakeholder initiatives. Partnerships will support the mandate of UNFPA in achieving universal access to sexual and reproductive health and rights, reducing maternal death and improving the lives of adolescents and youth.

Overall Approach

The four key priority areas of partnerships that will define the nature of collaborating with the partners follow the partnerships strategy outlined in the UNFPA strategic plan, 2018-2021 and are as follows:

- **Reach:** To profile UNFPA as the leading United Nations organization working to preserve and improve health and well-being of all people, by ensuring universal access to sexual and reproductive health and rights, reducing maternal mortality under all circumstances and improving the lives of adolescents and girls.
- **Brainpower:** To support UNFPA with a network of partners that enhance the operational capacity of the organization, delivering innovative programs and solutions
- **Resource Mobilization:** To develop a robust and differentiated portfolio of donors supporting the programmes of UNFPA and contributing to the sustainability of the organization.
- **Alliances for a conducive environment:** To grant UNFPA alliances which build governments’ and public opinion’s support.

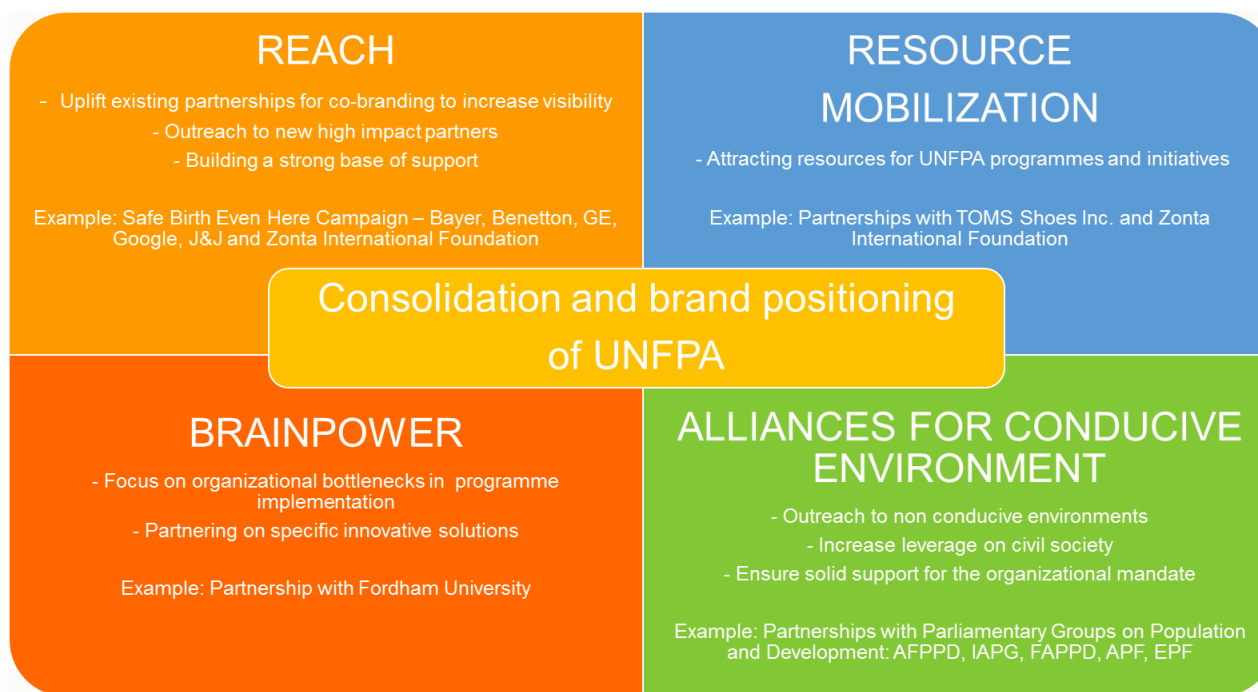


Figure 1: The four pillars of UNFPA and the Arab States regional office strategic partnership-building approach

The partnership plan matrix provided below is a result of extensive mapping and vision provided by the regional interventions technical team in the Arab States regional office. It is a plan that focuses through the four pillar approach presented on the realization of objectives of the regional interventions action plan, and its expected results.

Partnerships plan for Arab States regional interventions, 2018-2021

Constituency	Partner	Thematic area	Nature of collaboration	Contribution of partner	Expected result	Key indicators	Why this partner?
United Nations system	United Nations Inter-Agency Technical Task Force on Young People	Youth	Alliance for conducive environment	The Arab States regional office co-leads and chairs the United Nations Inter-Agency Technical Task Force on Young People that has developed and continues to implement a 2016 – 2017 Regional Framework on Young People for the Arab States / Middle East and North Africa Region that include Joint Strategic Actions Responding to the Urgent Needs of Adolescents and Youth in the Region. The strategic areas of focus are: civic engagement, participation and	UNFPA will continue to provide leadership and support to (a) development of the 2018-2019 as well as 2020-2021 regional framework on youth; and, (b) implement joint strategic inter-agency actions during the same period	Bi-Annual Regional Inter-Agency Framework on Youth is developed, implemented, evaluated and documented.	<p>The United Nations Inter-Agency Technical Task Force on Young People is to date one of the recognized best models of inter-agency working groups in the region. With the participation of 17 United Nations organizations at the regional level.</p> <p>It is essential for the UNFPA-Arab States regional office to coordinate and partner with other United Nations organizations that equally have mandates and/or contributions to youth programming.</p>

				social inclusion; education; employment and entrepreneurship; and, health and well-being. In addition, two cross cutting priorities across all thematic areas are gender and humanitarian response.			
United Nations system	United Nations Economic and Social Commission for Western Asia	Gender	Brain power and alliance for conducive environment	Partnership is ongoing, aiming at enhancing generation of knowledge on gender-based violence in the region and advocacy. To note that the Economic and Social Commission for Western Asia is no longer an implementing partner for the Arab States regional office (since 2015), but is an ally for building a conducive environment.	Joint generation of knowledge/joint advocacy conducted to end gender-based violence	Number of joint initiatives conducted	The United Nations Economic and Social Commission for Western Asia provides a framework for the formulation and harmonization of sectoral policies for member countries and a platform for coordination on Sustainable Development Goals, including knowledge generation.

	<p>H6 members (World Health Organization, United Nations Children's Fund, Joint United Nations Programme on HIV/AIDS, World Bank, United Nations Entity for Gender Equality and the Empowerment of Women) + potentially the International Organization for Migration</p>	<p>Sexual and reproductive health</p>	<p>Alliance for conducive environment</p>	<p>The 5 organizations in addition to UNFPA are part of the H6 partnership to provide collective and harmonized support for maternal and newborn health</p>	<p>Strategic technical platform for countries to achieve the reproductive, maternal, newborn, child and adolescent health-related Sustainable Development Goals through the 6 organizations' complementary technical capabilities</p>	<p>Number of joint initiatives, statements and researches conducted</p>	<p>The 6 United Nations organizations have a global joint leadership role in maternal and child health</p>
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United Nations system	United Nations Entity for Gender Equality and the Empowerment of Women	Gender	Alliance for conducive environment	<p>The Arab States regional office has signed a memorandum of understanding to enhance the partnership between UNFPA and the United Nations Entity for Gender Equality and the Empowerment of Women at regional and country level in the area of gender-based violence. A draft joint project proposal on ending gender-based violence is being submitted to donors. Other United Nations organizations are interested to join: the United Nations Office on Drugs and Crime, the United Nations Development Programme. The UNFPA Arab States regional office and the United</p>	Joint programmes and initiatives in place	Number of joint initiatives conducted	<p>The United Nations Entity for Gender Equality and the Empowerment of Women is the United Nations organization leading on women's empowerment and gender equality and, and therefore a key strategic partner. In many countries, interventions of UNFPA and the United Nations Entity for Gender Equality and the Empowerment of Women are complementary. Additionally, UNFPA and the United Nations Entity for Gender Equality and the Empowerment of Women jointly (together with the United Nations Office on Drugs and Crime, World Health Organization and the United Nations Development Programme), globally and in the region, launched the essential package of services for women and girls subject to violence and lead its rollout.</p>
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				Nations Entity for Gender Equality and the Empowerment of Women regional office in the Arab States co-chair the gender interagency regional thematic group.			
United Nations system	United Nations Children's Fund	Gender	Alliance for conducive environment	UNFPA and the United Nations Children's Fund are working together, regionally, on the joint global programs on ending child marriage and combating female genital mutilation	Resources mobilized. Joint work initiated, in order to avoid duplications and to implement harmonized initiatives, capitalizing on specific comparative advantages.	Number of joint workplans developed	The United Nations Children's Fund and UNFPA are part of the joint global programmes on ending child marriage and combating female genital mutilation. Indeed, the United Nations Children's Fund and UNFPA are complementary in their mandates and can capitalize on complementary and joint initiatives
United Nations system	United Nations Office for the Coordination of Humanitarian Affairs	Humanitarian	Alliances for conducive environment	UNFPA works with the United Nations Office for the Coordination of Humanitarian Affairs Regional Office in relation to coordination of	Strengthen coordination of preparedness and response efforts, ensuring visibility and integration of UNFPA mandate areas into preparedness and response plans	Inclusion of UNFPA mandate areas into humanitarian response plans	The United Nations Office for the Coordination of Humanitarian Affairs has an overall responsibility for the coordination of humanitarian response in the Inter-Agency Standing Committee system and under the leadership of the Emergency Response Coordinator.

				emergency preparedness and humanitarian response efforts			Also, the United Nations Office for the Coordination of Humanitarian Affairs is responsible for overall coordination and UNFPA is the lead of the gender-based violence sub-cluster.
United Nations system	World Food Programme	Humanitarian/gender-based violence/health/data	Brainpower and alliances for conducive environment	UNFPA and the World Food Programme Cairo Regional Bureau have discussed opportunities to strengthen joint programming and advocacy on integration of sexual and reproductive health programmes into the World Food Programme campaigns, particularly targeting pregnant and lactating women; strengthening coordination around gender-based violence issues particularly related to mainstreaming; and cooperation between the population and	Joint initiatives to share technical expertise and to expand the reach of the humanitarian programming of UNFPA in the region given the strong field presence of the World Food Programme and resource mobilization capacities	Number of joint initiatives in the region between the World Food Programme and UNFPA	The World Food Programme has very strong and visible field experience and logistical capacities in humanitarian emergencies. They are also very successful in resource mobilization, particularly in climate-related disasters where UNFPA often has more difficulty in making appropriate linkages between its mandate area and the natural disaster (example: droughts, famine).

				development experts of UNFPA and the vulnerability assessment mapping teams of the World Food Programme			
United Nations system	Office of the United Nations High Commissioner for Refugees	Humanitarian/ gender-based violence/ sexual and reproductive health	Alliances for conducive environment	As overall lead of the Protection Sector and particularly in refugee-response settings, UNFPA and the Office of the United Nations High Commissioner for Refugees coordinate closely to ensure delivery of protection/gender-based violence and health/sexual and reproductive health services	Coordination to strengthen advocacy and delivery of protection and health services to refugees (and internally displaced persons in some settings)	Proportion of refugee response contexts where UNFPA plays a leadership role in gender-based violence Coordination	The Office of the United Nations High Commissioner for Refugees is the Inter-Agency Standing Committee-mandated lead for refugee response efforts and takes lead of Protection Coordination, under which gender-based violence Working Groups are generally established

United Nations system	International Organization for Migration	Humanitarian/gender-based violence/sexual and reproductive health/population and development/youth	Alliances for conducive environment	International Organization for Migration and UNFPA have explored opportunities to strengthen research, and service delivery to women and youth mixed migrants; proposals are under development	Improved advocacy, policies and service delivery to women and youth mixed migrants	Number of joint initiatives between UNFPA and International Organization for Migration Regional Offices	International Organization for Migration is the global lead on migration issues and has a strong regional presence in North Africa, the Horn of Africa and Middle East- all of which are critical to the Arab States Region given migration flows
United Nations system	United Nations Development Programme, United Nations Office on Drugs and Crime	Gender	Alliance for conducive environment	The United Nations Development Programme and the United Nations Office on Drugs and Crime are part of the global joint programme on the essential package of services for women and girls subject to violence	Joint programmes and initiatives	Number of joint proposals drafted	The United Nations Children's Fund, UNFPA, the World Health Organization, the United Nations Office on Drugs and Crime and the United Nations Development Programme are part of a global joint programme on the essential package of services for women and girls subject to violence. The United Nations Development Programme is mobilizing funds for a project on gender justice, which is complementary to what UNFPA does. There are opportunities of enhanced partnerships.

Donor	<i>Refer to the Resource mobilization plan of the Arab States regional interventions action plan, 2018-2021</i>						
Government	Ministry of Foreign Affairs and International Cooperation, United Arab Emirates	All thematic areas, with a focus on reproductive health	Outreach, resource mobilization	Support to the humanitarian work of UNFPA	Supported initiatives in place	Number of projects supported	The official national body that works with United Nations organizations, provides international aid and humanitarian support
	League of Arab States	Population and development	Outreach, alliance for conducive environment	<p>Advancing the International Conference on Population and Development Beyond 2014 Review and the Sustainable Development Goals, as well as advancing the population and development agenda in the region.</p> <p>Partnered with League of Arab States on policy dialogue and awareness raising on population issues</p>	Number of joint initiatives in place	<p>Implementing partner Agreement signed</p> <p>Number of work plans signed</p> <p>Number of joint activities conducted</p>	The League of Arab States is composed of 22 Arab states. It has an immense influence and convening power of all member states and has mandate to address all UNFPA mandate areas. In addition to that, the League of Arab States is long standing partner with UNFPA and is a partner with the Arab States regional office since its establishment.

				amongst the Arab parliamentarians			
Government	League of Arab States	Sexual and reproductive health	Outreach, Alliance for conducive environment:	The health and humanitarian aid department within the League of Arab States works closely with the Arab States regional office to advance the agenda on reproductive, maternal, newborn, child and adolescent health including in humanitarian	Developing regional strategies on reproductive, maternal, newborn, child and adolescent health and provide recommendations to member states	Number of strategic documents developed	
	League of Arab States	Youth	Alliance for conducive environment	The Arab States regional office joined the Joint United Nations Programme on HIV/AIDS Middle East and North Africa Regional Support Team and the League of Arab States' Health Directorate in Organizing a Regional Meeting of Religious Leaders on HIV/AIDS and the Regional Arab AIDS	<ul style="list-style-type: none"> - Engaging national and regional partners and constituencies who are regularly convened by the League of Arab States. - Regional Arab AIDS Strategy is effectively implemented with clear linkages to the Sustainable Development Goals. 	<p>The Arab States regional office actively participate in selected key regional annual meetings on youth and HIV/AIDS</p> <p>The Arab States regional office contributes to the implementation</p>	The League of Arab States is the main inter-governmental body in Arab States with established forum for ministries and civil society actors.

				<p>Strategy in December 2016. The Arab States regional office joined the League of Arab States' departments for Sustainable Development Goals and International Cooperation, Youth and Sports, Civil Society and Security in participating at the 2017 Arab Youth Forum in February 2017.</p>		<p>of the Regional Arab AIDS Strategy.</p>	
<p>Government</p>	<p>Forum of Arab Parliamentarians on Population and Development</p>	<p>Population and development</p>	<p>Alliance for conducive environment: ensure solid support for organizational mandate</p>	<p>Long association and support, but more intensive work since 2015.</p>	<p>The strategic purpose is to enable full functional secretariat of Forum of Arab Parliamentarians on Population and Development with capacity to work with Arab Parliamentarians in advancing the population and development agenda in the region.</p>	<p>Number of joint activities conducted</p>	<p>The Forum of Arab Parliamentarians on Population and Development was established with support from UNFPA in 1998. In 2012 it was separated and the Forum of Arab Parliamentarians on Population and Development was established. UNFPA supported it since 2012 through direct execution. In 2015, a new project was implemented with support from Japanese trust fund and being implemented in collaboration with the League of Arab States and Social Research Center.</p>

Government	Swedish Institute Alexandria	Youth	Alliance for Conducive environment.	Joint Swedish-Institute, the UNFPA Arab States regional office, and the Anna Lindh Foundation partnership on Youth, Peace and Security in the Arab States started in October 2016 through the Arab States regional office's participation at the 2016 Mediterranean Forum of the Anna Lindh Foundation.	Joint action and initiatives successfully in place	Number of Joint Actions conducted	It is an autonomous part of Sweden's Foreign Service. The creation of the institute was initiated in 1997 as part of an ongoing effort of Sweden in co-operation with countries of the Global South.
Government	Government of Kuwait, Ministry of Youth	Youth	Outreach, Alliance for conducive environment	Arab States regional office has conducted a mission to Kuwait in March 2017 that explored possible venues of partnership including on youth such as the development of a National Youth Strategy, Establishment of a Y-peer youth peer education network youth peer education	Joint interventions on youth in Kuwait and in the Arab states regional office are jointly implemented.	National Youth Key Activities for Kuwait are developed and implemented. Joint Regional Activity on Youth Peace and Security is designed and conducted.	Kuwait is one of the key Gulf States with a very capacitated and well-resourced Ministry of Youth.

				network and regional collaboration on Youth, Peace and Security.			
Government	Government of United Arab Emirates, Ministry of Youth; Dubai Police	Youth	Outreach, Alliance for conducive environment	The Arab States regional office has developed a partnership with Dubai Police as well as the Ministry of Youth –United Arab Emirates since the high-profile United Arab Emirates participation in Arab States regional office’s Regional Youth, Peace and Security Consultation and the High-Level Dialogue conducted in December 2016. Additional partnership with the United Arab Emirates Parliament was initiated in February 2017.	Signature of a memorandum of understanding to boost partnership with Ministry of Youth and Dubai Police. The establishment of joint initiatives that foster cooperation and UNFPA brand in the United Arab Emirates	Memorandum of understanding signed with Dubai Police/Ministry of Youth Number of joint initiatives in place	The United Arab Emirates is one of the most open and modern Gulf States. It is a center for different organizations as well as private sector corporations. Thus, it represents a high potential for significant alliances and partnerships.
Government	Union of the Mediterranean (UOM)	Youth	Alliance for conducive environment,	The Arab States regional office is partnering with	Union of the Mediterranean supports the development and	Union of the Mediterranean actively	Union of the Mediterranean has a very relevant mandate and role in

			resource mobilization	Union of the Mediterranean to organize the 6 th Euro-Arab Youth Forum in April 2017 with particular focus on youth, peace and security, inter-regional exchanges and networking	implementation of the Regional European Union Strategy	participates in the Regional Reference Group on Youth, Peace and Security Number of joint initiatives in place	promoting inter-regional and cultural dialogue and collaboration
Government	European Union	Youth	Outreach, Alliance for conducive environment	The Arab States regional office engaged the European Union in the Regional Consultation and High – Level Dialogue on European Union in December 2016. In addition, the Arab States regional office has facilitated participation of youth from countries of the Arab States region in the Brussels ‘Meeting with the Ms. Mogarini’.	The European Union supports the development and implementation of the Regional Youth, Peace and Security Strategy; as well as the European Union Country Programmes	The European Union actively participates in the Regional Reference Group on European Union The European Union provide support to country European Union Programmes	The European Union is a main partner on implementation of the United Nations Security Council Resolution 2250 on Youth, Peace and Security and has the capacity to provide substantial support to country programmes.
Government	Council of Europe	Youth	Outreach,	UNFPA Arab States regional office is	Council of Europe supports the	Council of Europe actively	The Council of Europe is Europe’s executive body and is a main partner

			Alliance for conducive environment, Resource mobilization	partnering with the Council of Europe to organize the 6 th Euro-Arab Youth Forum in April 2017 with a particular focus on the European Union, inter-regional exchanges and networking.	development and implementation of the Regional European Union Strategy, as well as of Country Programmes of the European Union	participates in the Regional Reference Group on the European Union Council of Europe provides support to Country Programmes of the European Union	with the capacity to provide substantial support to country programs on youth.
Private sector	Vodafone	All thematic areas	Outreach, Brain power	Technical collaboration in the area of innovation and communication technology innovative solutions to the programmes and projects of UNFPA	Innovation workshop organized for country offices in the Arab States Joint initiatives established with the country offices	Innovation workshop successfully convened Number of initiatives in place with country offices	Vodafone is a leading private sector company in telecommunication; Vodafone is also a strategic partner at the UNFPA headquarters level, and it is important to trickle-down to the regional and country level.
Private sector	MBC Al Amal	Humanitarian	Outreach, Resource mobilization	The partner is interested in supporting UNFPA Humanitarian action	Financial support to Syrian refugees in Lebanon and Jordan	Support by MBC Al Amal successfully in place (for	MBC Group is a leading independent Arab broadcasting company, very popular in the region. Al Amal is its corporate social responsibility

						Lebanon and/or Jordan)	programme that works on the empowerment and development of the Arab youth
Civil society including non-governmental organizations, international non-governmental organizations, faith-based organizations, foundations	Middle East and North Africa - Health Policy Forum	Sexual and reproductive health	Brainpower, Alliance for conducive environment	The Middle East and North Africa - Health Policy Forum started partnership with the Arab States regional office as an implementing partner in 2015 and continues as an intellectual leader and partner working on policy and systems research in the region focusing on policy and systems analyses.	Joint initiatives in place	Number of researches and policy papers developed	An international non-governmental organization - and a regional think tank - concerned with health policy and economic research and analyses in the Middle East and North Africa region.
		Population and development	Brainpower	The regional office population and development extended existing partnership on sexual and reproductive health to include mapping of	Develop a curriculum for a professional diploma in population and development	Population and development curriculum developed by experts; Population and development	

				population policies in the region and also to develop a standard curriculum on population studies for the region		diploma approved and validated by technical team	
Civil Society	Oxfam Great Britain	Gender	Outreach, alliance for conducive environment	Partnership ended in 2013 due to budget shortage; besides, the change of focus for both organizations (UNFPA and the Arab States regional office). The collaboration focused on engaging men and boys against gender-based violence.	Partnership restarted and joint programme in place	Number of joint initiatives conducted	Oxfam is an international non-governmental organization, which advocates for poverty reduction and empowerment of the most vulnerable populations.
Civil Society	Care International	Gender	Alliance for conducive environment, resource mobilization	Care International is a new partner for the Arab States regional office and a memorandum of understanding is being finalized. The partnership will be focusing on child marriage advocacy and programming.	Partner for joint initiatives targeting resource mobilization and building a conducive environment for work on gender-based violence	Number of joint initiatives conducted	Care international is an international non-governmental organization, which advocates for ending poverty and inequalities.

Civil Society	International Planned Parenthood Federation	Population and development, Sexual and reproductive health, Humanitarian, Youth	Outreach, Alliance for conducive environment	The Arab States regional office signed an memorandum of understanding to re-invigorate the partnership in advancing the shared mandate in the region. The regional office is working with the International Planned Parenthood Federation in capacity development of Forum of Arab Parliamentarians on Population and Development	Advocate for UNFPA mandate areas including, youth, sexual and reproductive health, demographic dividend, humanitarian etc.	Number of joint advocacy activities conducted	Globally recognized international non-governmental organization working on family planning and sexual and reproductive health. Long association with UNFPA at headquarters and the regions.
	International Confederation of Midwives	Sexual and reproductive health	Brainpower alliances for conducive environment	The International Confederation of Midwives has been a strategic partner for the Arab States regional office for several years, advocating for midwifery associations and improving midwifery	Improving midwifery education in the region	Number of joint initiatives	The International Confederation of Midwives became an implementing partner starting in 2016 and continues as an implementing partner in 2017 as well.

				education in the region			
Civil Society	Qatar Foundation for Social Work	All thematic areas	Brainpower and alliance for conducive environment	Memorandum of understanding was signed in 2016 defining the nature of partnership between the two organizations.	Best practices exchange, expert group meetings issues pertaining to the Sustainable Development Goals.	Number of partnership projects	Strategic partner and paving the way for more strategic presence for UNFPA in the Gulf region
Civil Society	Anna Lindh Foundation	Youth	Brainpower, Alliance for conducive environment.	Joint Swedish-Institute, the UNFPA Arab States regional office, and the Anna Lindh Foundation partnership on Youth, Peace and Security in the Arab States started in October 2016 through the Arab States regional office's participation at the 2016 Mediterranean Forum of the Anna Lindh Foundation.	Joint actions to be implemented in 2017.	Planned 2017 joint actions are conducted Number of joint cooperation projects	The Anna Lindh Foundation was created in 2005, ten years after the 1995 Barcelona Declaration that established the Euro-Mediterranean Partnership. It has launched and supported action across fields impacting on mutual perceptions – education, culture and media – as well as developing a region-wide network of over 4000 civil society organizations. Through its action and reflection, the Anna Lindh Foundation aims to contribute to the development of an Intercultural Strategy for the Euro-Mediterranean region, providing recommendations to decision-makers and institutions and advocating for shared values. The Anna Lindh Foundation is co-financed by the 42 countries of

							the Union for the Mediterranean and the European Commission.
Civil Society	Y-peer youth peer education network Regional Center hosted by the National Centre for Culture and Arts	Youth	Reach, Alliance for conducive environment	The Regional Y-peer youth peer education network Center has been a key international partner for Arab States regional office with effective reach through regional interventions as well as national Y-peer youth peer education network Networks.	Regional Y-peer youth peer education network Center implements the international partner yearly workplan, while sustaining its functioning as an independent network.	Regional Y-peer youth peer education network center if effectively functional and independent.	Y-peer youth peer education network Networks are among the very few good examples of successful and impactful networks and peer-to-peer program interventions in the Arab States region.
Civil Society	Qatar Foundation - Qatar Foundation for Social Work, Doha International Family Institute	All Thematic areas	Alliance for Conducive environment	Arab States regional office has signed an memorandum of understanding with several bodies of the Qatar Foundation such as the Doha International Family Institute, and the Qatar Foundation for Social Work. It is currently planning joint interventions on youth including life skills and Y-peer	Qatar Foundation-Arab States regional office Joint interventions on youth are jointly implemented.	National Youth Key Activities for Qatar are developed and implemented.	Qatar Foundation is a very capacitated and well-resourced body in Qatar and the Arab States region.

				youth peer education networking as well as a national youth strategy for Qatar.			
Civil Society	International Islamic Charity Organization, Kuwait	Humanitarian relief	Alliance for conducive Environment / Resource mobilization	The Arab States regional office is planning the signature of an memorandum of understanding with International Islamic Charity Organization, and initiating partnership dialogue in the humanitarian area	Participation in International Islamic Charity Organization organized humanitarian events/annual conference at the Gulf Cooperation Council level	Memorandum of understanding with the International Islamic Charity Organization in place	International Islamic Charity Organization is one of the most influential humanitarian Foundations in the Gulf Cooperation Council. The partnership mechanism is however more conducive to joint initiatives rather than resource mobilization
Civil Society	Khalifah Foundation, United Arab Emirates	Humanitarian relief, and development	Alliance for conducive environment/ Outreach/ Resource mobilization				
Academic Institution	Center of Excellence for Arab and African Adolescents and	Youth	Brainpower and Alliance for conducive environment	The Arab States regional office has provided support to the establishment of the Center of	The Center of Excellence for Arab and African Adolescents and Youth is functional and provides support to the	Joint interventions between the Center of Excellence for	The Center of Excellence for Arab and African Adolescents and Youth hosted by National Observatory for Child Rights-Morocco is one of the very few resourceful centers of

	Youth hosted by the National Observatory for Child Rights-Morocco			Excellence for Arab and African Adolescents and Youth hosted by the National Observatory for Child Rights-Morocco since the Marrakech Meeting conducted in December 2016. It has signed an memorandum of understanding with the National Observatory for Child Rights to support the Center of Excellence.	development and implementation of the Regional European Union Strategy, as well as the establishment of the envisaged Regional Arab Youth Network.	Arab and African Adolescents and Youth and the Arab States regional office on the European Union and the Youth Arab Network are conducted	excellence on youth in Arab States region.
Academic Institutions	Université Mohammed VI pour les Sciences de la Santé (the Mohammed VI University of Health Sciences)	Sexual and reproductive health	Brainpower	The partnership with the Mohammed VI University of Health Sciences is at its inception and is aiming at establishing a centre of excellence for midwifery and sexual and reproductive health education in the region that has the potential to become a leading	The Mohammed VI University of Health Sciences to provide relevant courses in sexual and reproductive health and midwifery in the three languages of the region (Arabic, English and French).	Number of researches conducted Number of beneficiaries from relevant trainings	A private university in Casablanca, Morocco that focuses on health sciences. The students from Arab and West African countries are enrolled in six faculties including nursing/midwifery, medicine and public health

				institution in providing relevant courses in the three languages of the region (Arabic, English and French).			
Academic Institutions	The Center of Arab Woman for Training and Research	Gender	Brainpower and alliance for conducive environment	Partnership is ongoing and is focused on gender-based violence, knowledge sharing and regional advocacy, including the mobilization of civil society organizations. UNFPA is part of the board at the Center of Arab Woman for Training and Research.	Dissemination of the questionnaire on the review of the Cairo declaration and running of the gender-based violence virtual platform, which was established last year by both agencies.	Number of knowledge sharing initiatives	The Center of Arab Woman for Training and Research is based in Tunisia, but works throughout the region, generating knowledge on women's empowerment and advocating for gender equality in the Arab States. The Center of Arab Woman for Training and Research is an implementing partner for the Arab States regional office. Though the regional office doesn't have an annual work plan with the Center of Arab Woman for Training and Research for 2017, de facto the two organizations are working together.

Academic Institutions	Ahfad University for Women	Gender	Brainpower and alliance for conducive environment	Partnership is ongoing, targeting gender-based violence regional capacity building, female genital mutilation advocacy and research activities.	The Ahfad University for Women facilitates the Arab States regional office's training on gender-based violence management and coordination in emergencies.	Gender-based violence training curriculum included in the Master on Humanitarian Response specialization; Number of regional advocacy campaigns conducted	The Ahfad University for Women is based in Sudan and has 6,533 students from all parts of Sudan, neighboring countries and around the world. The Ahfad University for Women is a regional center of excellence for advocacy against female genital mutilation and engagement of faith-based organizations on gender-based violence and female genital mutilation.
Academic Institutions	Social Research Center - American University in Cairo	Population and development, gender	Brainpower and Alliance for conducive environment	Partner with Arab States regional office since 2015 and is implementing partner of the joint project with Forum of Arab Parliamentarians on Population and Development	SRC provide substantive and logistical support to Forum of Arab Parliamentarians on Population and Development to carry out the activities under the joint work plans for 2015-2017 under the Japanese Trust Fund	Number of joint activities conducted	Well established resource center. Has long association with UNFPA providing training on sexual and reproductive health in the past and renewed partnership recently.
Academic Institutions	Arab Planning Institute	Population and development	Brainpower: Focus on organizational bottlenecks on programme	Training on population and development and research	Arab States regional office will provide technical support to Arab Planning Institute to conduct a professional course on population and	A Professional population and development course offered jointly by the Arab Planning	It is a regional well-established Institute situated in Kuwait and has commendable technical and financial resources. Arab Planning Institute has for a long time provided training

			implementati on		Development in the Arab Region	Institute and UNFPA	and research in the Arab region for all Arab countries.
Academic Institutions	American University of Beirut, Center for Public Health Practice	Humanitarian/g ender-based violence/sexual and reproductive health	Brainpower, alliances for conductive environment	Arab States regional office partnered with American University of Beirut Center for Public Health Practice (as an implementing partner) in 2016 to regional sexual and reproductive health in Emergencies training materials; however, beyond the implementing partner potential, they have an established graduate certificate for Master of Public Health students on public health in conflict and protracted crises and also coordinate a regional reproductive health Research Network which	American University of Beirut can be a strategic partner on enhancing capacity building, coordination and research around sexual and reproductive health and gender-based violence issues, particularly in humanitarian contexts	Number of collaborative products/events conducted	American University of Beirut's regional reproductive health research network and newly launched graduate certificate on public health in conflict and protracted crises provide a strong organizational basis for improved collaboration and strategic partnerships

				could yield positive benefits for strengthening coordination/research			
Academic Institutions	Arab Institute for human rights	Gender (and human rights)	Alliance for conducive environment; Brainpower, Gender Human Rights	Partner with Arab States regional office since 2015. Arab States regional office is part of the board	The Arab Institute for human rights will be a strategic partner on enhancing capacities on human rights among countries in the region	Number of assessments elaborated; trainings conducted	An independent Arab non-governmental organization based in Tunisia. It aims to promote a culture of human rights, as enshrined in the Universal Declaration of Human Rights and international conventions. They seek to do this through training, education, research, utilizing media resources, strengthening civil society, providing expertise, facilitating the exchange of information, and promoting the culture of women's and children's rights.
Academic Institution	Lebanese American University	Gender	Brainpower	New partner for Arab States regional office (2017). Responsible for the gender-based violence audit.	Lebanese American University generates extensive knowledge on gender-based violence and human rights. Lebanese American University has a strong network among academic institutions and international partners.	Number of studies/research studies elaborated	It is a leading, nonsectarian, private higher education institution in Lebanon. It operates under a charter from the Board of Regents of the University of the State of New York and is accredited by the New England Association of Schools and Colleges.

Academic Institution	International Development Research Centre	All thematic areas	Brainpower	Ongoing discussions on how International Development Research Centre and UNFPA can invest in knowledge and innovation for large-scale positive change especially in UNFPA mandate areas.	Establish a partnership focusing on research studies and knowledge sharing initiatives	Number of studies Number of workshops for knowledge sharing	Arab States regional office has a vision to become a hub for delivering state of the art research. This partnership will strengthen the culture of research within Arab States regional office staff.
Global Entities	Organization of the Islamic Conference (Statistical, Economic and Social Research and Training Centre for Islamic Countries)	Sexual and reproductive health	Alliance for conducive environment	Established network on sexual and reproductive health and rights expertise since 2016, and cooperation within the framework of implementation of the Organization of the Islamic Conference Health Programme of Action	Network established and sustained	Number of network meetings	The Organization of Islamic Cooperation is the second largest intergovernmental organization after the United Nations with a membership of 57 states spread over four continents. The organization is the collective voice of the Islamic world. It endeavors to safeguard and protect the interests of the Islamic world in the spirit of promoting international peace and harmony among various people of the world.
High Net worth individuals	Various	All mandate areas	Resource Mobilization/ Alliance for conducive environment	Strategic Partnership building and approach within the new strategic partnership framework	Sponsorship/cooperation initiative(s) in place	Number of partnership initiatives in place	It is a new approach to strategic partnership-building to be introduced to the Arab States regional office. This will be a pilot that may be initiated with the hope of scaling up if successful.

