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Annex 4 **Global and regional programmes**

7. West and Central Africa regional programme (2022-2025)

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I. Programme rationale

1. The West and Central Africa region has enormous potential but faces complex and interconnected health, humanitarian, demographic, economic and governance challenges. The region's population, estimated at 471 million in 2020, is projected to reach one billion by 2050; 66.2 per cent of the population is less than 25 years old. This large proportion of young people – due to high population growth (2.7 per cent) – contributes to the high population dependency ratio of 87.0 per cent.

2. The fertility rate decreased from 5.2 children per woman in 2016 to 4.9 in 2020. The region has the highest fertility rates in the world. They vary from 2.5 children per woman in Cabo Verde to 7.3 in Niger. Adolescent fertility rates are about twice the world average, with more than one in ten girls aged 15 to 19 giving birth. The adolescent fertility rate varies from 67 in Ghana to 187 per thousand live births in Niger. This is due to the poor quality of and limited access to sexual and reproductive health services and to social norms that lead to women's and adolescent girls' low status in decision-making. In this context, the unmet need for family planning remains high at 23 per cent, particularly for girls. The contraceptive prevalence rate is below 17 per cent in 13 out of 23 countries. In addition, 80 per cent of unwanted pregnancies in the 15 to 19 age group occur among adolescents not using modern contraception.

3. Harmful practices such as child marriage and female genital mutilation remain persistently high. The region has six out of the 10 countries in the world with the highest prevalence of child marriage, with two out of five girls married before the age of 18. At 76.3 per cent, Niger is the global highest. The region contains 17 of the 27 countries where female genital mutilation is prevalent, including two of three countries with the highest prevalence, such as Nigeria, which has the largest absolute number of women and girls undergoing female genital mutilation, which alone accounts for 22 per cent of the 68 million women and girls at risk of female genital mutilation by 2030. Similarly, in countries such as Guinea, nine out of 10 girls have experienced female genital mutilation, with rates of over 80 per cent observed in Mali and Sierra Leone. These harmful practices threaten the health and well-being of girls and women.

4. Despite its reduction by 34 per cent between 1990 and 2015, the maternal mortality ratio is still unacceptable, with 679 deaths per 100,000 live births in the region. The lowest levels are in Cabo Verde (58) and Sao Tome and Principe (130), while the highest rates are in Chad (1,140) and Sierra Leone (1,120). The region's adolescent maternal mortality rate is 13 per cent, with increasingly high numbers of obstetric morbidities such as obstetric fistula, which mainly affects the most vulnerable and poorest girls and women living in remote areas with poor access to quality health services. Across the region, 30,000 new cases of obstetric fistula occur every year, only 10 per cent of which benefit from medical care. Despite progress in some countries (including Cabo Verde, 97 per cent; Sao Tome and Principe, 93 per cent; and the Republic of the Congo, 91 per cent), the rate of birth assisted by skilled personnel is still low in most countries in the region. On average, only 55 per cent of pregnant women are assisted by skilled personnel at birth and 13 per cent of maternity services offering emergency obstetric and neonatal care are operational, with 6 per cent in rural areas. The rural-urban disparity in health care investment is very high. In Mali, the capital Bamako alone accounts for 55 per cent of health care providers; in Sierra Leone, 90 per cent of surgeons are in the capital Freetown.

5. Furthermore, the region faces a high HIV/AIDS prevalence. Each day approximately 160 young women aged 15 to 24 are infected with HIV in the region. This reflects a lack of gender-sensitive HIV and sexual and reproductive health services in many countries and the inadequate integration of services that exist. More investments are needed in comprehensive sexuality education.

6. The COVID-19 crisis has aggravated the fragile socio-demographic, political and economic context. Since its appearance in Sub-Saharan Africa, the COVID-19 pandemic has affected all aspects of life and has further weakened the already fragile region. The pandemic has strained public health systems, triggering unprecedented action by Governments around the world, including movement restrictions and lockdown orders. Taking into account lessons from previous epidemics, it became clear that the COVID-19 pandemic crisis would have a heavy toll on women and girls. Women are disproportionately represented in the health and social services sectors, increasing their risk of exposure to the disease. Stress, limited mobility and disruptions to livelihoods have increased the vulnerability of women and girls to violence and gender-based exploitation and delayed the 2020 round of censuses. More than 19 million people faced food insecurity during the region's lean season from June to August 2020.

7. The region is further behind in achieving the Sustainable Development Goals targets, experiencing an unprecedented structural political and social crisis, exacerbated by climate change, slow demographic transition, and growing social demand that threatens peace and development. The region deserves special attention due to the fragile and worsening security situation, which, together with climate change, is affecting the region's future. This situation demands accelerated investments in sexual reproductive and maternal health, family planning, youth and women's empowerment, gender equality and human capital to harness the demographic dividend, contain fragility and build more resilient communities, especially in the Sahel and the Lake Chad Basin. There is an urgent need for investments in implementing the International Conference on Population and Development (ICPD) Programme of Action and the three transformative results as the pathway to achieving the Sustainable Development Goals and the African Union Agenda 2063.

8. The previous regional programme, 2018-2021, achieved the following results: (a) seven countries developed action plans for domestic resources mobilization for contraceptives procurement; (b) national Governments made concrete efforts to channel domestic resources to statistical capacity development (e.g., censuses, civil registration and vital statistics, demographic and health surveys, multiple indicator cluster surveys); (c) four centres of excellence received technical support to strengthen capacities of reproductive, maternal, newborn, child and adolescent health professionals; (d) rapid assessments of the impact of the COVID-19 pandemic on the provision of sexual and reproductive health services and commodities were conducted in eight countries; (e) nine health demo-economic profiles and nine policy briefs were issued on budgeting sensitive to sexual and reproductive health and family planning for all the countries of the Ouagadougou Partnership; (f) a regional working group on gender-based violence was established with various regional organizations (United Nations organizations, non-governmental organizations, donors); (g) 12 working papers were published on demography, peace and security, including six country case studies/monographs; (h) 22 countries produced the demographic dividend profile and various policy briefs for advocacy; and (i) 13 countries integrated the demographic dividend in their national development plans.

9. Most of the region's challenges relate to rights, gender, social norms, lack of access to education and sexual and reproductive health services, all of which impact the advancement of women's equality and empowerment. In addition, harmful practices and gender-based violence, inadequate health systems, poor human, financial and strategic resources, lack of access to contraceptives and life-saving commodities, and lack of timely, disaggregated data persist. Poor data skills exacerbate this situation, making it difficult to identify those left furthest behind, inform decision-making, and monitor the Sustainable Development Goals.

10. The region is nevertheless home to recognized flagship initiatives: (a) the Sahel Women's Empowerment and Demographic Dividend (SWEDD), which brings innovative options to thematic funds, most of them implemented via partnerships with United Nations organizations, academic/research institutions, and regional entities; (b) integration of SWEDD interventions in the regional programme, strengthening UNFPA visibility and holistic approaches in achieving the three transformative results; (c) better resilience and business continuity strategies in the context of the the COVID-19 pandemic; (d) innovative approaches and strategies to maintain gender-based violence prevention and case management, which have been essential during the pandemic and lockdown periods; (e) partnerships with regional organizations that have improved the scope and impact of UNFPA work; (f) advocacy efforts undertaken in recent years that have created a window of opportunity to transform the landscape by leveraging knowledge management, boosting delivery and expanding partnerships. Low cost and high impact innovative instruments will be deployed for better outcomes going forward.

II. Programme priorities and partnerships

11. The regional programme's vision is to achieve universal access to sexual and reproductive health and reproductive rights to ensure women's, girls' and youth empowerment, accelerate the implementation of the ICPD Programme of Action and harness the demographic dividend as a pathway to achieve the three zeros, the 2030 Agenda, the Sustainable Development Goals and the African Union Agenda 2063. The programme is aligned with the UNFPA strategic plan, 2022-2025, with the same vision and focus that serves as the foundation of country programmes, positioning it as a source of and prerequisite for coherence in effective programming. As such, the vision and strategic focus of the regional programme are inseparable from the stipulations of the strategic plan, 2022-2025, which focuses on scaling up and accelerating the achievement of the three transformative results and implementation of the ICPD Programme of Action within the Decade of Action. In this context, the regional

programme is set on reaching those furthest behind first and is fully aligned with the Sustainable Development Goals.

12. Taking stock of consolidated collaboration built with a wide range of stakeholders, the regional office will reinforce the partnerships and alliances with United Nations entities, international organizations, regional institutions and economic commissions, academia, youth and women's networks, civil society, faith-based organizations, the media, parliamentarians and the private sector. United Nations reform is progressively being implemented at the regional and country levels and inter-agency collaboration is being strengthened via joint programming, joint mobilization of financial resources, cost-sharing and strong coordination to implement expected results. The region will reinforce its position in the seven opportunity issues-based coalitions where UNFPA is leading two opportunity issues-based coalitions on data and the demographic dividend, as per the recommendation of the Secretary-General on regional United Nations development system reforms in response to the 2020 quadrennial comprehensive policy review of operational activities for the development of the United Nations system and General Assembly resolution 72/279 on the repositioning of the United Nations development system. The successful revision of the governance structure and mechanisms of the French Muskoka Fund, for example, is providing a model for structuring more inter-agency and multi-partnership initiatives in the region.

13. The regional programme will serve as a framework for interventions across the region. It will build on the previous regional programme prerequisites, focused on high-level policy dialogue and advocacy, enhancing knowledge-generation and sharing, generating and disseminating data and research on the three transformative results, strengthening coordination and partnerships, including South-South and triangular cooperation, and development and services delivery. The programme will take advantage of relevant pathways such as scaling up regional initiatives (SWEDD, the French Muskoka Fund, the Spotlight Initiative) and best practices, strengthening social movements, promoting positive masculinity, and promoting sexual and reproductive health and reproductive rights within universal health coverage.

14. The programme's main targets populations are: (a) young people, in particular girls; (b) people with disabilities; (c) people living with HIV/AIDS; (d) women, especially those living with fistula; (e) women living in extreme poverty, both in rural and urban areas; (f) people affected by humanitarian situations, such as internally displaced persons, refugees and migrants; (g) indigenous people; (h) key populations; and (i) others at risk of being left furthest behind. The focus will be on offering a package of services on sexual and reproductive health and reproductive rights, including family planning, emergency obstetric and neonatal care, fistula, gender-based violence, and comprehensive sexuality education. The programme will reinforce the capacity of countries in the region to prevent child marriage and female genital mutilation.

15. To bolster the achievement of the three transformative results, the regional programme will build on the six accelerators as defined in the strategic plan 2022-2025: (a) human rights-based, gender-transformative approaches; (b) innovation, including digital solutions; (c) partnerships and South-South and triangular cooperation and financing, delivery and research; (d) data, evidence and intelligence; (e) leaving no one behind and reaching the furthest behind first; and (g) resilience and complementarity among humanitarian, development and peace-responsive efforts.

Human rights-based and gender-transformative approaches

16. The regional programme will continue to promote gender equality and women's and girls' empowerment by transforming social norms and gender power relations to achieve the three transformative results. Real transformation requires applying social norms and intersectionality perspectives to generate the required social change. This will be done by promoting social and behavioural communication change activities at the regional and national levels. The regional programme will promote gender transformative approaches by involving men and boys within national, regional and global policies and programmes as a strategy to transform gender norms, end discrimination and violence, and defend women's and girls' reproductive rights.

Innovation, including digital solutions

17. The regional programme will support and provide resources for young people to develop innovative solutions to the problems they face as active change-makers and partners in achieving the three transformative goals and the ICPD Programme of Action. Young people will be empowered to realize their health, well-being and dignity and harness their potential. The programme will foster the use of relevant applicable technologies (drones, applications, etc.) to reach 'last mile' goals for family planning, emergency obstetrics and neonatal care, gender-based violence, and data collection.

Partnerships and South-South and triangular cooperation and financing, delivery and research

18. The region has well-established relationships with influential civil society networks that can help it move to structured multi-stakeholder partnerships that would in turn accelerate progress and allow for more blended financing to support the operationalization of modes of engagement. The region offers high potential for replicating and expanding ‘brain power’ partnerships and South-South and triangular cooperation. The concept of creating an ecosystem for innovation around the UNFPA mandate could be explored as a regional model based on already promising experiences at country and regional levels. The core objective is to establish a ‘brain power’ partnership platform, using existing models, to attract new stakeholders and investors. This would allow UNFPA to move from funding to financing, accelerating and scaling up towards the three transformative results, developing business partnerships through concerted and synchronized advocacy and communication actions, and using the development of business and investment cases on the three transformative results as evidence to support further domestic resource mobilization advocacy and innovative financing through multi-stakeholder partnerships.

Data, evidence and intelligence: demographic dividend, migration

19. Building on past experience, the regional programme will continue to advocate for and strengthen national capacity to produce and use timely, accurate disaggregated data for evidence-based policy-making to address multi-dimensional inequalities and reach the furthest behind in both development and humanitarian settings. Result-based evidence, data and key lessons from successful practices in the country offices will be gathered and analysed to inform decision-making on the design, resourcing and delivery of regional and country programmes, including in humanitarian contexts.

Resilience, and complementarity among humanitarian, development and peace-responsive efforts

20. The regional programme will focus on building the capacity of countries and communities to increase their resilience, recovery and development within UNFPA’s comparative advantage. Aligned with national development plans, the regional programme will contribute to the various pillars of the United Nations Integrated Strategy for the Sahel (governance, resilience, sustained peace and peacebuilding) which is fully aligned with the sub-regional plans of the Lake Chad Basin Commission, the Liptako-Gourma Authority, the G5 Sahel, the Mano River Union. The regional programme will address a high level of policy dialogue with political and community leaders (religious, traditional, youth and women).

Leaving no one behind and reaching the furthest behind first

21. The regional programme will prioritize the furthest behind first. Recurring conflicts, natural disasters and epidemics exacerbate poverty, increase inequalities and affect socio-economic development. As the poorest region in the world where there is still a gap to reach the people furthest behind (such as persons living with disabilities, indigenous people, and women and young people, particularly girls), the regional office will continue to develop partnerships with Governments, civil society organizations, faith-based organizations and alliances to reach those left behind.

Accelerating the reduction of unmet need for family planning, preventable maternal deaths and gender-based violence and harmful practices**A. Output 1: Policy and accountability**

By 2025, improved integration of sexual and reproductive health and reproductive rights, as well as the prevention of and response to gender-based violence and harmful practices, into universal health coverage-related policies and plans, and other relevant laws, policies, plans and accountability frameworks

22. To achieve this output, the regional programme will: (a) engage in initiatives that enhance capacities of government entities to develop and implement policies, including financial investments, that prioritize access to sexual and reproductive health and rights; (b) bolster protection against sexual exploitation and abuse mechanisms at country level, improve access to quality assistance and information and strengthen coordination and collaboration; (c) follow up implementation of ICPD25 voluntary commitments to ensure accountability; (d) strengthen the capacity of civil society organizations, in particular women and youth-led organizations, to enable them to monitor budgets and hold Governments accountable for increasing sexual and reproductive health investments and addressing gender-based discrimination, including women’s decision-making on sexual and

reproductive health, ending gender-based violence and harmful practices; (e) institutionalize accountability for sexual and reproductive health in systems, regulatory structures and oversight mechanisms; (f) support a continuous cycle of regional programme accountability; (g) support policies on gender equality aligned with international and regional human rights mechanisms; (h) strengthen national human rights mechanisms to monitor sexual and reproductive health and reproductive rights and gender-based violence, supporting multi-stakeholder mechanisms; (i) support countries to align laws related to gender-based violence and harmful practices with international human rights standards and scale up support for implementation of recommendations from human rights mechanisms, including universal periodic reviews, treaty bodies and special procedures.

B. Output 2: Quality of care and services

By 2025, strengthened capacity of systems, institutions and communities to provide high-quality, comprehensive sexual and reproductive health information and services, including supplies, as well as essential services, to address gender-based violence and harmful practices

23. UNFPA will achieve this output by: (a) accelerating, scaling up and ensuring synchronicity and sustainability of regional flagship interventions; (b) providing qualitative advisory support to the 23 countries covered in the regional programme and strengthening technical, programmatic and policy advice; (c) setting up an appropriate advisory entity for health outbreaks, including adaptive measures to continue sexual and reproductive health services, particularly logistics management; (d) promoting and implementing innovative approaches for the supply of reproductive, maternal, newborn, child and adolescent health commodities, and strengthening health systems in the areas of human resources, financial management, technical support and institutional capacity building to improve availability, accessibility and acceptability; (e) implementing an integrated approach to sexual and reproductive health and reproductive rights, focused on local actions to deliver quality integrated sexual and reproductive health services; (f) supporting Government-led health facilities to provide a sexual and reproductive health services package; (g) engaging adolescents and youth, including those that are marginalized, in the formulation of national sexual and reproductive health services; (h) supporting capacity building to improve quality of gender-based violence in emergency services and coordination of gender-based violence prevention, response and risk mitigation; and (i) enhancing integrated approaches to sexual and reproductive health and rights, focused on youth programmes and interventions to deliver quality services.

C. Output 3: Gender and social norms

By 2025, strengthened mechanisms and capacities of actors and institutions to address discriminatory gender and social norms to advance gender equality and women's decision-making

24. Under this output, the programme will take advantage of progress in previous decades to encourage transformative change in the region. Achieving this output will require: (a) developing national capacity based on partnerships with training institutions to review curricula materials; (b) participating in high-level policy dialogue and advocating gender equality and women's empowerment; (c) supporting efforts to develop the capacity of identified civil society and non-governmental organizations and women's movements in data collection and analysis methodologies related to violence against women and girls, sexual and gender-based violence and harmful practices, and sexual and reproductive health; (d) providing strategic, technical and programmatic support to countries with sexual and reproductive health and gender-based violence in emergencies settings; (e) adapting behavioural change communication for 'positive masculinities' to challenge discriminatory norms and explore the use and application of behavioural science/economics to understand social network influences on gender inequality; (f) scaling up the husband's school initiative; (g) strengthening integration of prevention and response to gender-based violence and harmful practices in universal health coverage plans; (h) strengthening the capacity of civil society organizations to address gender-based discrimination, social norms, stereotypes and power relations at different levels, including women's decision-making on sexual and reproductive health; and (i) supporting national female genital mutilation and child marriage programmes.

D. Output 4: Population change and data

By 2025, strengthened data systems and evidence that take into account population changes and other megatrends (including ageing and climate change), in development policies and programmes, especially those related to sexual and reproductive health and reproductive rights

25. To achieve this output, the programme will focus on: (a) strengthening national capacities to conduct the 2020 round censuses, demographic and health surveys, generation of civil registration and vital statistics, and other relevant data collection mechanisms, in line with the international standards; (b) supporting production of disaggregated data and evidence to leave no one behind and identify the furthest behind at the national and sub-national levels; (c) supporting regional vulnerability assessments and mapping reports to assess the impact of climate change or humanitarian crises on the most vulnerable populations, as part of efforts to achieve the transformative results; (d) supporting qualitative analysis to better understand, beyond numbers, the experience of women and girls and other groups facing discrimination, exclusion, limited access to sexual and reproductive health services, and gender-based violence; (e) promoting tools proven useful in summarizing and interpreting population data for policy, such as geospatial visualization and population situation analysis to identify population changes and diversity and the impact of mega trend, small area estimations, national transfer accounts, and national time transfer accounts to shape policy discussions on investment priorities at country level; (f) supporting countries to include demographic-related challenges as an element in their national development strategies, policies and programmes, common country assessments and United Nations Sustainable Development Framework; (g) continuing to support centres of excellence on censuses and civil registration and vital statistics to promote knowledge generation and sharing; (h) continuing to support national entities to produce UNFPA-prioritized Sustainable Development Goals indicators and the three transformative results domestically.

E. Output 5: Humanitarian action

By 2025, strengthened capacity of critical actors and systems in preparedness, early action and in the provision of life-saving interventions that are timely, integrated, conflict- and climate-sensitive, gender- transformative and peace-responsive

26. Under this output, the programme will: (a) reinforce and develop strong humanitarian capacity to align with the overwhelming needs and UNFPA global commitments to meet those needs and provide a fully fledged response to the many crises the region faces; (b) promote evidence-based engagement and strengthen capacities for emergency minimum preparedness plans; (c) provide a fully fledged response to crises, integrating gender-based violence and sexual and reproductive health life-saving services, especially the minimum initial service package; (d) provide support to the inter-agency regional coordination platforms of the Lake Chad Basin and the Liptako-Gourma region; (e) support strong, effective coordination of gender-based violence prevention, response and risk mitigation in all operational contexts, (f) strengthen and support coordination mechanisms, with particular emphasis on locally owned and led gender-based violence organizations, both civil society and government at regional and country levels; (g) engage and support regional integration related to humanitarian, development and peace-responsive interventions by contributing to conceptualizing, implementing and monitoring and evaluating the United Nations Integrated Strategy for the Sahel and the entire region, which are aligned with national development plans and the various integrated development plans of the commissions of the regional and sub-regional organizations of the African Union, the Economic Community of West African States (ECOWAS), the G5 Sahel, the Lake Chad Basin, the Liptako-Gourma Commission, and the Mano River Union; (h) support strategic communication and impact of UNFPA humanitarian action and partners and initiate an innovative funding mobilization strategy for sustained resilience of the region's population; (i) strengthen capacities of public institutions to analyse and generate evidence disaggregated at sub-national level to inform programme development, especially on gender-based violence and leaving no one behind data; (j) strengthen the production of common operational datasets for population statistics in the region; and (k) provide strategic, technical and programmatic support to country offices to improve sexual and reproductive health and rights, gender-based violence and data in emergencies.

F. Output 6: Adolescents and youth

By 2025, strengthened skills and opportunities for adolescents and youth to ensure bodily autonomy, leadership and participation, and to build human capital

27. Under this output, the programme will strategically seek to: (a) advocate for sexual and reproductive health and reproductive rights and bodily autonomy through traditional media programmes with international and large audiences targeted, such as Population d’Afrique on TV5Monde; (b) strengthen multi-sectoral human capacities to address the broader determinants of adolescent and youth sexual and reproductive health development and well-being, including in humanitarian settings; (c) extend the production of monographs on demography and peace-responsive interventions to the remaining seventeen countries in the region; (d) strengthen the capacities of countries to operationalize in and out-of-school comprehensive sexuality education; (e) promote South-South and triangular cooperation to replicate successful comprehensive sexuality education programme; (f) strengthen youth networks to become partners in the implementation of adolescent and youth sexual and reproductive health and reproductive rights programmes; (g) strengthen youth leadership to fulfil their potential for transformative change; (h) strengthen the Muskoka programme initiative for adolescent and youth sexual and reproductive health and rights.

Enhancing organizational effectiveness and efficiency

G. OEE 1: Improved programming for results

28. Based on experience since 2019, the regional programme will invest in strengthening the oversight and accountability structure of both the regional office and the country offices through a delivery function that supports coordination and oversight of activities to help managers achieve results; improve monitoring and governance systems; proactively monitor performance indicators and help resolve implementation challenges; and monitor implementation of flagship interventions and high-risk initiatives.

H. OEE3: Expanded partnerships for impact

29. The regional office will ensure programmatic and operational activities are focused on the advancement of the ICPD Programme of Action and the 2030 Agenda. Drawing from increased visibility, the regional programme will enhance its advocacy and communications functions, including communicating results better and leveraging social and behavioural change communications to accelerate the delivery of the three transformative results. The programme will also enhance the transparency and accountability of pooled funding mechanisms and reinforce the delivery of effective and efficient quality sexual and reproductive health services. The oversight functions at the regional level will support the development of country programmes and will strengthen the coordination and harmonization between country programmes and synergies with regional flagship initiatives. Staff capacities will be aligned to support the 2030 Agenda, including by building transformative and empowered leadership, promoting inter-agency mobility and facilitating a mobile and adaptable workforce. Enhancing partnerships, advocacy and communication for impact is key to accelerating and promoting the scaling-up of regional flagship initiatives and advancing the ICPD25 voluntary commitments in the region.

III. Programme and risk management

30. The regional programme document articulates the UNFPA contribution to expanding the visibility of the organization’s work across the region, fosters coordination between national entities and key stakeholders, communicates results and ensures effective programme delivery. The programme will be implemented through close collaboration between programmatic thematic units and operational functions to ensure effective and efficient programme delivery. Synergies will be harmonized within the region to maximize efforts. An assessment of staffing will be conducted to ensure an appropriate skill mix for the effective and efficient implementation of the programme.

31. The Regional Director is responsible for overseeing the development, implementation, monitoring and evaluation of the regional programme and ensures its continuous relevance by integrating emerging corporate and

regional priorities. The Regional Director ensures that implementing partners and other stakeholders are aligned with the UNFPA strategic plan, 2022-2025, internal controls, security and accountability mechanisms. The Regional Director will utilize data collected from implementing partners and national data systems to ensure accountability and adaptive management.

32. The Regional Director is supported by the Deputy Regional Director, who will ensure overall coherence and coordination of all units and be responsible for the overall delivery of the regional programme. The management team comprises the Regional Director, the Deputy Regional Director, programme and technical advisers, the programme coordinator, the international operations manager, the human resource strategic partner, the monitoring and evaluation adviser, the communication adviser, and the resource mobilization and partnership adviser who will meet regularly to review progress on implementation and ensure timely reporting in corporate systems.

33. The regional office will identify a wide spectrum of institutions and national and international development actors that are critical for the implementation of regional programmes and achieving the three transformative results. It will advocate for the integration of the three transformative results across all relevant national sectors. Successful partnerships with critical actors, such as religious leaders and other civil society partners, will continue to be pursued to build and leverage their support. The regional office will also explore opportunities to leverage United Nations joint programmes to increase impact and maximize efforts.

34. The regional office has identified the following risks: (a) the rise in conflict-affected areas with an increase in violent incidents, attacks and kidnappings; (b) high levels of internal and cross-border migration, particularly unaccompanied children who are exposed to sexual abuse, exploitation or trafficking; and (c) uncertainty of climate variability in the region, including droughts, which increases food insecurity. The following risk-mitigation measures will be taken. The office will work to (a) strengthen cooperation and complementarity among development and humanitarian actions and their contributions to social cohesion and peace and address gender-based violence; (b) within the UNFPA comparative advantage, support efforts aimed at sustaining peace and peacebuilding across the region with the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), the Office of the United Nations High Commissioner for Refugees (UNHCR), the International Organization for Migration (IOM), the International Labour Organization (ILO) and other agencies responding to humanitarian crises across the region; and (c) support sectoral responses at country level, working with humanitarian country teams and the Inter-agency Standing Committee on its work on protection from sexual exploitation and abuse, and lead the gender-based violence sub-sector where activated.

35. The regional office will integrate risk management measures into regional operations. It will continue to apply the harmonized approach to cash transfers (HACT) modality in coordination with other United Nations organizations, in line with the UNFPA business operating strategy, selecting implementing partners based on their comparative advantage and ability to deliver high-quality results. Furthermore, there will be joint regular spot checks of all implementing partners involving UNFPA and United Nations organizations' programme and operations staff each year in implementing partners' facilities to ensure activities are carried out appropriately and in line with agreements between UNFPA and its partners. The regional office will support evidence-based engagement in risk reduction and will strengthen prevention and minimum preparedness actions of programmes and systems before a shock occurs.

36. The regional office structure will be strengthened to deliver quality assurance activities, be made fit-for-purpose and aligned with regional initiatives aimed at achieving the three transformative results. The human resources configuration will ensure programme implementation is effective, flexible, adaptable and able to respond to emerging issues, including in humanitarian settings, gender-based violence emergencies, and development activities.

IV. Monitoring and evaluation

37. The monitoring and evaluation plan is developed with clear goals, objectives and benchmarks to facilitate monitoring and assessments. The results monitoring and evaluation strategy has a strong focus on progress towards the three transformative results, including performance against the strategic plan, 2022-2025, on innovative and enduring solutions. It includes regional programme commitments to results-based and adaptive management, particularly results monitoring, real-time monitoring, and other innovative, inclusive, consultative methods and annual and midterm reviews.

38. The regional office will provide quality assurance and capacity-building initiatives for country offices and partners to enhance their results-based management capacity on the ground and within the context of United Nations reform. This includes monitoring and oversight to ensure that adequate and reliable results information is available when needed, and to improve annual results planning, programme implementation, quarterly milestones and annual reporting and dissemination mechanisms. The regional programme will provide support to regional and country institutions for Sustainable Development Goals monitoring and reporting. The regional office will continue to promote the demographic dividend observatory to measure progress and monitor activities. Indicators have been prioritized to take into account national development policies and the demographic dividend's contribution to national development goals.

39. The regional office will document best practices on the three transformative results and conduct thematic evaluations to assess and inform programme design, including (a) evaluating the impact of the COVID-19 pandemic on delivery of maternal and reproductive health services; (b) assessing the reproductive health commodity programme in the region; (c) analysing the incidence of obstetric fistula in countries concerning sexual and reproductive health interventions; (d) contributing to the establishment of an emergency obstetric and newborn care network as part of overall quality of care in sexual and reproductive health; (e) promoting access to quality sexual and reproductive health care for key populations and people living with disabilities by training health care providers; and (f) surveying early school drop out in the nine SWEDD countries. The regional office will also conduct midterm and final evaluations of the regional programme to analyse programme achievements and related strategies and better understand how the programme contributes to the UNFPA strategic plan, 2022-2025. Results of evaluations and other sources of information, including research, will be used through ongoing adaptive learning to strategically shape policy and advisory support and programme design and implementation.

Annex 1: Results and resources framework for the West and Central Africa regional programme (2022-2025)

UNFPA STRATEGIC PLAN GOAL: Achieved universal access to sexual and reproductive health and realization of reproductive rights, and accelerated progress on the implementation of the Programme of Action of the International Conference of Population and Development			
UNFPA STRATEGIC PLAN Outcome 1: By 2025, the reduction of preventable maternal deaths has accelerated		Indicative resources \$25.2 million (\$7.3 million from regular resources and \$17.9 million from other resources)	
UNFPA STRATEGIC PLAN Outcome 2: By 2025, the reduction of unmet need for family planning has accelerated		Indicative resources \$22.1 million (\$6.4 million from regular resources and \$15.7 million from other resources)	
UNFPA STRATEGIC PLAN Outcome 3: By 2025, the reduction in gender-based violence and harmful practices has accelerated		Indicative resources \$15.9 million (\$4.6 million from regular resources and \$11.3 million from other resources)	
Organizational Effectiveness and Efficiency		Indicative resources \$1.5 million (\$1.5 million from regular resources and \$0 million from other resources)	
Regional programme output	Output indicators, baselines and targets	Partner contributions	Indicative resources
Output 1: By 2025, sexual and reproductive health and reproductive rights, as well as the prevention and response to gender-based violence and harmful practices, are integrated into universal health coverage-related policies and plans, and other relevant laws, policies, plans, and accountability framework	<ul style="list-style-type: none"> • Number of countries supported by the regional office to develop family planning cost-benefit analyses to ensure sustainable financing for family planning <i>Baseline: 9; 2022 Target: 11; 2023 Target: 13; 2024 Target: 15; 2025 Target: 17</i> • Number of countries supported by the regional office to develop country action plans for family planning domestic resources mobilization <i>Baseline: 9; 2022 Target: 11; 2023 Target: 13; 2024 Target: 15; 2025 Target: 17</i> • Number of countries supported by the regional office to integrate comprehensive sexual and reproductive health and reproductive rights into universal health coverage schemes <i>Baseline: 0; 2022 Target: 2; 2023 Target: 5; 2024 Target: 8; 2025 Target: 11</i> • Number of countries provided with tools and resources to develop and strengthen national mechanisms to engage multiple stakeholders, and prevent and address gender-based violence and harmful practices <i>Baseline: 0; 2022 Target: 2; 2023 Target: 7; 2024 Target: 15; 2025 Target: 23</i> • Number of countries supported to introduce, assess or implement legal frameworks that support adolescent reproductive health and rights and the elimination of gender-based 	International Confederation of Midwives, Jhpiego, the African Medical and Research Foundation, la Fédération des Associations des Sages-Femmes d’Afrique Centrale et de l’Ouest, la Société Africaine de Gynécologie et Obstétrique, l’Association des Pédiatres d’Afrique Noire Francophone, the Regional Centre for Training, Research and Advocacy on Reproductive Health, the West African Health Organisation, the Economic Community of West	\$5.0 million (\$1.4 million from regular resources and \$3.6 million from other resources)

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	<p>violence Baseline: 7; 2022 Target: 9; 2023 Target: 10; 2024 Target: 11; 2025 Target: 13</p>	African States, le Partenariat Ouagadougou.	
<p>• Output 2: By 2025, strengthened capacity of systems, institutions and communities to provide high-quality, comprehensive sexual and reproductive health information and services, including supplies, as well as essential services to address gender-based violence and harmful practices</p>	<ul style="list-style-type: none"> • Number of countries supported by the regional office to use innovative approaches for improving the availability, accessibility, acceptability and quality of integrated sexual and reproductive health services within the framework of achieving the three transformative results <i>Baseline: 0; 2022 Target: 2; 2023 Target: 5; 2024 Target: 8; 2025 Target: 11</i> • Number of countries supported by the regional office to strengthen the quality of midwifery education and practice programmes in line with international standards <i>Baseline: 2; 2022 Target: 4; 2023 Target: 6; 2024 Target: 8; 2025 Target: 11</i> • Number of countries supported by the regional office to use functional digitized logistics management information systems <i>Baseline: 2; 2022 Target: 4; 2023 Target: 6; 2024 Target: 8; 2025 Target: 11</i> 	International Confederation of Midwives, Jhpiego, la Société Africaine de Gynécologie et Obstétrique, l'Association des Pédiatres d'Afrique Noire Francophone, le Partenariat Ouagadougou, the Reproductive Health Supplies Coalition, l'Agence Française de Développement, the United States Agency for International Development, the World Bank, the Bill & Melinda Gates Foundation, the World Health Organization, the United Nations Children's Fund, the United Nations Entity for Gender Equality and Women's Empowerment (UN-Women), the Joint United Nations Programme on HIV/AIDS	\$19.2 million (\$5.5 million from regular resources and \$13.7 million from other resources)
<p>Output 3: By 2025, strengthened mechanisms and capacities of actors and institutions to address discriminatory gender and social norms towards gender equality and women's decision making</p>	<ul style="list-style-type: none"> • Number of countries provided with tools and resources to develop or strengthen national mechanisms to address discriminatory gender and social norms <i>Baseline: 2; 2022 Target: 5; 2023 Target: 10; 2024 Target: 15; 2025 Target: 23</i> • Number of countries provided capacity building on social norms change approaches for the promotion of egalitarian gender beliefs and the positive transformation of social and gender norms <i>Baseline: 0 ; 2022 Target: 2; 2023 Target: 5; 2024 Target: 8; 2025 Target: 11</i> • Number of countries supported to implement programmes addressing female genital mutilation <i>Baseline: 8; 2021 Target: 10; 2022 Target: 12; 2023 Target: 14; 2024 Target: 16; 2025 Target: 23</i> 	International Confederation of Midwives, Jhpiego, Amref Health Africa, the African Medical and Research Foundation, the African Union, the Economic Community of West African States, the West African Health Organisation, the Muskoka-H6 Platform, Averting Maternal Death and Disability, the Institute for Resource and Security Studies, la Société Africaine de Gynécologie et Obstétrique, l'Association des Pédiatres d'Afrique Noire Francophone, la Fédération des Associations des Sages-Femmes d'Afrique Centrale et de l'Ouest,	\$6.4 million (\$1.9 million from regular resources and \$4.5 million from other resources)

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		le Bureau d'Appui en Santé Publique, UNICEF	
<p><u>Output 4:</u> By 2025, strengthened data systems and evidence to account for population changes and other megatrends, including ageing and climate change, in development policies and programmes, especially those related to sexual and reproductive health and reproductive rights</p>	<ul style="list-style-type: none"> Number of countries supported by the regional office on 2020 censuses aligned with the international standards and recommendations <i>Baseline: 2; 2022 Target: 5; 2023 Target: 8; 2024 Target: 10; 2025 Target: 13</i> Number of country teams trained in population situation analyses for population changes and diversity and the impact of megatrends on achieving the three transformative results and the ICPD Programme of Action <i>Baseline: 0; 2022 Target: 13; 2023 Target: 5; 2024 Target: 3; 2025 Target: 2</i> Number of regional vulnerability assessments or mapping reports produced to assess the impact of climate change or humanitarian crisis on the most vulnerable populations towards achieving the three transformative results <i>Baseline: 0; 2022 Target: 1; 2023 Target: 1; 2024 Target: 1; 2025 Target: 1</i> Number of countries receiving guidance, tools and training to establish a national demographic dividend observatory to generate and share disaggregated data and monitor the Sustainable Development Goals and the three transformative results <i>Baseline: 3; 2022 Target: 6; 2023 Target: 9; 2024 Target: 12; 2025 Target: 15</i> Number of countries supported to generate and share common operational datasets for population statistics with disaggregated population data at the national and sub-national levels <i>Baseline: 12; 2022 Target: 14; 2023 Target: 16, 2024 Target: 18; 2025 Target: 20</i> 	<p>Population and Development Branch, GRID3, WorldPop/Flowminder, national statistical offices, census bureaus, the Economic Commission for Africa, UNFPA country offices, research institutions and academia, the African Union, regional economic commissions, development partners, United Nations organizations, Governments</p>	<p>\$10.7 million (\$3.2 million from regular resources and \$7.5 million from other resources)</p>
<p><u>Output 5:</u> By 2025, strengthened capacity of critical actors and systems in preparedness, early action and the provision of life-saving interventions that are timely, integrated, conflict- and climate-sensitive, gender-transformative and peace-responsive</p>	<ul style="list-style-type: none"> Number of country offices supported by the regional office to implement emergency minimum preparedness actions and the early warning, early action and readiness analysis <i>Baseline: 12; 2022 Target: 14; 2023 Target: 16; 2024 Target: 18; 2025 Target: 20</i> Number of countries affected by humanitarian crises supported by the regional office that have a functioning inter-agency coordination mechanism or platform to address gender-based violence <i>Baseline: 7; 2022 Target: 9; 2023 Target: 10; 2024 Target: 12; 2025 Target: 14</i> Number of countries that received technical, operational and programmatic support from the regional office to implement the minimum initial service package in humanitarian settings <i>Baseline: 7; 2022 Target: 9; 2023 Target: 11; 2024 Target: 13; 2025 Target: 15</i> Number of regional coordination platforms established and operational for humanitarian, development and peace actions with bordering countries <i>Baseline: 1; 2022 Target: 2; 2023 Target: 2; 2024 Target: 3; 2025 Target: 3</i> 	<p>Governments, civil society organizations, community leaders, non-governmental organizations, United Nations organizations, the United Nations Integrated Strategy for the Sahel (UNISS), national development plans and the various integrated development plans of the commissions of the regional and sub-regional organizations of the African Union, ECOWAS, G5 Sahel, the Lake Chad Basin Commission, the Liptako-Gourma Authority, the Mano River Union</p>	<p>\$13.0 million (\$3.5 million from regular resources and \$9.5 million from other resources)</p>
<p><u>Output 6:</u> By 2025 strengthened skills and opportunities for adolescents and youth to ensure their bodily</p>	<ul style="list-style-type: none"> Number of countries supported by the regional office to update the operationalized school-based comprehensive sexuality education curricula following international standards <i>Baseline: 8; 2022 Target: 10; 2023 Target: 12; 2024 Target: 14; 2025 Target: 16</i> Number of countries provided with tools and resources to develop or strengthen a national mechanism or strategy to deliver out-of-school comprehensive sexuality education 	<p>International Confederation of Midwives, Jhpiego, la Société Africaine de Gynécologie et Obstétrique, l'Association des Pédiatres d'Afrique Noire</p>	<p>\$8.9 million (\$2.7 million from regular resources and</p>

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<p>autonomy, leadership and participation, and to build human capital</p>	<p>following international standards <i>Baseline: 10; 2022 Target: 14; 2023 Target: 17; 2024 Target: 20; 2025 Target: 23</i></p> <ul style="list-style-type: none"> Number of countries supported by the regional office to implement programmes to address adolescent pregnancies and child marriage <i>Baseline: 9; 2022 Target: 11; 2023 Target: 13; 2024 Target: 14; 2025 Target: 16</i> 	<p>Francophone, the West African Health Organisation, the Economic Community of West African States, le Partenariat Ouagadougou, the Reproductive Health Supplies Coalition, Children’s Fund</p>	<p>\$6.2 million from other resources)</p>
<p><u>OEE 1:</u> Improve accountability for results by mainstreaming results-based management</p>	<ul style="list-style-type: none"> Proportion of country offices certified in results-based management <i>Baseline: 0; 2022 Target: 3; 2023 Target: 5; 2024 Target: 8; 2025 Target: 11</i> Percentage of country programme documents and extensions rated ‘satisfactory’ by the programme review committee <i>Baseline: 100; 2022 Target: 100; 2023 Target: 100; 2024 Target: 100; 2025 Target: 100</i> Percentage of country programme evaluation reports assessed at least ‘good’ <i>Baseline: 100; 2022 Target: 100; 2023 Target: 100; 2024 Target: 100; 2025 Target: 100</i> 	<p>Country offices</p>	<p>\$0.3 million: (\$0.3 million from regular resources and \$0 from other resources)</p>
<p><u>OEE 2:</u> Optimize management of resources through improved oversight and financial risk management</p>	<ul style="list-style-type: none"> Percentage of unqualified harmonized approach to cash transfer assessments <i>Baseline: 100; 2022 Target: 100; 2023 Target: 100; 2024 Target: 100; 2025 Target: 100</i> Number of countries with an implementation rate for regular resources that are on target <i>Baseline: 23; 2022 Target: 23; 2023 Target: 23; 2024 Target: 23; 2025 Target: 23</i> 	<p>Country offices, implementing partners</p>	<p>\$0.9 million: (\$0.9 million from regular resources and \$0 from other resources)</p>
<p><u>OEE 3:</u> Expanded partnerships for impact</p>	<ul style="list-style-type: none"> Proportion of annual resource mobilization targets met for non-core resources in the region <i>Baseline: 120%; 2022 Target: 100%; 2023 Target: 100%; 2024 Target: 100%; 2025 Target: 100%</i> Number of partnerships in the regional office contributing to sustainable financing of the three transformative results: (a) ‘brain power’ partnerships; and (b) advocacy/outreach partnerships <i>Baseline: 7; 2022 Target: 10; 2023 Target: 12; 2024 Target: 14; 2025 Target: 16</i> Number of visitors to the UNFPA West and Central Africa regional website <i>Baseline: 25,000; 2022 Target: 30,000; 2023 Target: 32,500; 2024 Target: 35,000; 2025 Target: 37,500</i> Mainstream media footprint <i>Baseline: 200 million; 2022 Target: 200 million; 2023 Target: 250 million; 2024 Target: 300 million; 2025 Target: 400 million</i> 	<p>Regional office units, country offices, UNFPA headquarters Division of Communications and Strategic Partnerships</p>	<p>\$0.3 million: (\$0.3 million from regular resources and \$0 from other resources)</p>