

Supervised by
Mabingué Ngom

GOAL 17

PARTNERSHIP : UNFPA'S APPROACH FOR THE
TRANSFORMATION OF AFRICA AND THE WORLD



Foreword by H.E. Mr Mahamadou Issoufou
and H.E. Ms. Amina J. Mohammed
Afterword by Dr. Natalia Kanem



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**Partnership: UNEPA's approach
for the transformation of Africa and the world**



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ISBN : 978-2-343-18533-0
EAN : 9782343185330

Acknowledgements

When I first had the idea of widely sharing our experience in leveraging partnerships, I did not imagine that it would result in something as exciting as this publication. Our organization, the United Nations Population Fund Regional Office for West and Central Africa (UNFPA-WCARO) is fully leveraging partnerships to achieve the Sustainable Development Goals (SDGs), particularly in harnessing the demographic dividend.

This publication is an intellectual and academic exercise and the result of a collective reflection that mobilized over 50 collaborators in 20 countries. The approach taken to ensure that our partnership practices were unambiguous was bound to present challenging, but necessary experiences. Concepts with multiple meanings punctuate the texts, given changes following the realities in the field. The result was the development of a new roadmap that would harness the demographic dividend in West and Central Africa.

This publication would not have been possible without the invaluable assistance of several people who supported this report with their comments and exchanges on the first drafts. I want to thank members of the Scientific Committee under the leadership of Professor **Alioune Sall** and **Ruben Djogbenou**. They made relevant and often critical observations which were also always constructive and considerate. They include **Sabine Cessou**, freelance journalist and expert in economics, the environment, politics and society; **Cécile Compaoré-Zoungrana**, UNFPA Resident Representative in Senegal; **Awa Dia**, Director of Communications, Wari; **Rodio Diallo**, Senior Programme Officer, Bill & Melinda Gates Foundation; **Latif Dramani**, Professor, Research Centre for Economics and Applied Finance of the

University of Thiès (CREFAT); **Priya Gajraj**, United Nations Resident Coordinator in Senegal; **Jean-Pierre Guengant**, Emeritus Director of Research, University of Paris 1 Panthéon-Sorbonne and Research Institute for Development (IRD); **Hu Hongtao**, Senior Adviser, Partners in Population and Development (PPD); **Cheikh Mbacké**, Independent Adviser; **Herbert M'cleod**, Country Director, International Growth Centre (IGC), Sierra Leone; **Ruby Sandhu-Rojon**, Deputy Special Representative of the Secretary-General of the United Nations Office for West Africa and the Sahel; **Bouchra Rahmouni**, Director, Policy Center for the New South (PCNS); and **Sorofing Traoré**, President, Network of Young Ambassadors for Reproductive Health and Family Planning in Mali.

The views, thoughts, opinions and statements expressed in this book reflect those of UNFPA rather than individuals from various institutions.

UNFPA-WCARO provided technical support for the publication of this report. The following staff, in particular, provided invaluable assistance: **Céline Adotevi**, Communications Specialist; **Habibou Dia**, Media Specialist; **Jacob Enoh Eben**, Regional Communications Adviser; **Jocelyn Fenard**, Regional Adviser for Strategic Partnerships and Resource Mobilization; **Sarra Hassouni**, Partnership and Resource Mobilization Analyst; **Justin Koffi**, Coordinator of the Sahel Women's Empowerment and Demographic Dividend (SWEDD) Programme Regional Technical Secretariat; **Martina Lappo**, Monitoring and Evaluation Fellow; **Waly Sene**, Programme Analyst in Population and Development; **Sophie Sene-Kane**, Personal Assistant to the Regional Director for West and Central Africa; **Marie Soulié**, Specialist in Reproductive Health and Muskoka Programme Manager; and **Edouard Talnan**, Regional Adviser for Population and Development.

I would also like to extend special thanks to everyone who helped, including staff of UNFPA regional and country offices for their contributions without which the production of this report would not have been possible. Any errors are my sole responsibility.

The coming months will provide us with the opportunity to continue to share UNFPA-WCARO's experiences, through comprehensively mapping partnerships. We firmly believe they are vital to achieving greater prosperity and wellbeing for all.

I hope this report meets the expectations of its readers and addresses their concerns.

Mabingué Ngom
Regional Director
UNFPA West and Central Africa Regional Office



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List of acronyms and abbreviations

AFD	French Development Agency
AfDB	African Development Bank
AfriYAN	African Youth and Adolescents Network on Population and Development
AGC	Adolescent Guidance Centres
ANSD	National Agency of Statistics and Demography of Senegal
AU	African Union
CREFAT	Research Centre for Economics and Applied Finance of the University of Thiès
DMI	Development Media International
ECOWAS	Economic Community of West African States
FAO	Food and Agriculture Organization of the United Nations
FINE	Fambul Initiative Network for Equality
FMF	French Muskoka Fund
GBC-Health	Global Business Coalition for Health
HIV	Human Immunodeficiency Virus
ICPD	International Conference on Population and Development
IMF	International Monetary Fund
IBGE	Brazilian Institute of Geography and Statistics
IFAD	International Fund for Agricultural Development
IOM	International Organization for Migration

MDG	Millennium Development Goal
NGO	Non-governmental organization
NTA	National Transfer Accounts
OAFSLAD	Organization of African First Ladies for Development
ODA	Official Development Assistance
ODEFPA	Observatory for Women's Rights and Equality
OP	Ouagadougou Partnership
PES	Plan for an Emerging Senegal
RGPH	General Population and Housing Census
RHCS	Reproductive Health Commodity Security
SBCC	Social and behaviour change communication
SDG	Sustainable Development Goal
SSCAF	South-South Cooperation Assistance Fund of China
SWEDD	Sahel Women's Empowerment and Demographic Dividend
UN	United Nations
UNCDF	United Nations Capital Development Fund
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNIDO	United Nations Industrial Development Organization
UNODC	United Nations Office on Drugs and Crime
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund

UNICEF	United Nations Children's Fund
UNS	United Nations system
WCARO	West and Central Africa Regional Office (UNFPA)
WFP	World Food Programme
WHO	World Health Organization



Foreword by

**H.E. Mr. Mahamadou Issoufou, President of Niger,
and H.E. Ms. Amina J. Mohammed,
Deputy Secretary-General of the United Nations**



Sustainable Development Goal 17 – Partnerships for the Goals – raises our entire development agenda. Partnerships have the momentum to move us forward and the power to leave no one behind. Former Secretary-General Kofi Annan knew this well when he said, nearly 20 years ago, **“We must put people at the centre of everything we do. No calling is more noble, and no responsibility greater, than that of enabling men, women and children, in cities and villages around the world, to make their lives better.”**

Since 2000, major advances through the Millennium Development Goals in education, health and access to safe drinking water have been made. Child mortality rates have declined significantly, and life expectancy has gone up.

At the same time, sub-Saharan Africa has experienced continued population growth, with more than one billion people

today, 60% of them below the age of 25. These demographic shifts will bring new expectations in meeting the needs of the largest youth cohort. Which brings to mind a quote from another former Secretary-General, Ban Ki-moon. “By empowering today’s youth, we will lay the groundwork for a more sustainable future for generations to come.”

The United Nations Population Fund (UNFPA) continues to build partnerships at all levels, from young people and village leaders to heads of state and first ladies, including by mobilizing African and international private sectors to support efforts to achieve the demographic dividend. The current period of demographic transition in Africa is a window of opportunity for economic growth stimulated by a growing active population, most of whom are young.

This work will encompass many realms, from women’s rights and family choices to training and job creation. And it will call on many actors, including young leaders, political decision-makers, religious leaders and members of civil society. Moreover, the time for isolated policy-making is over. The paradigm shift to the sustainable development agenda means that girls’ education and women’s health should no longer be separated from broader issues and an ever more complex context, such as peace and security, and climate change.

As we take stock of the Sustainable Development Goals and call on the decade of action, partnerships will be vital to accelerating efforts at all levels and all constituencies.

This report highlights efforts by UNFPA and its many partners to implement SDG 17 in West and Central Africa. In a region facing profound political, environmental and other pressures, we

can derive both lessons and hope from this publication's insights and analysis. It is in a spirit of a shared commitment to the wellbeing of the region's people that we commend this report to a wide audience in and beyond the continent.

**H.E. Mr Mahamadou Issoufou,
President of Niger**

**H.E. Ms. Amina J. Mohammed,
Deputy Secretary-General of the United Nations**



Introduction

Since its creation in 1969, UNFPA has worked at the global level on sexual and reproductive health, reproductive rights and the achievement of three primary transformative results, which are to end preventable maternal deaths, the unmet need for family planning, and gender-based violence and harmful practices.¹ These priorities are now part of the broader framework of harnessing the demographic dividend² and the SDGs, which are crucial in West and Central Africa.³ These two sub-regions, which began their demographic transition late, still face many challenges despite their enormous potential.

West Africa, like Central Africa, is rich in natural resources. Some countries are known as a “geological scandal”, due to their wealth in oil, natural gas, gold, phosphates, diamonds, copper, iron and bauxite. These regions also have enormous solar energy potential, high biological diversity and abundant fishing grounds, thanks to their extensive Atlantic coastline. Furthermore, there is an abundance of agricultural land, as well as forests, shared lakes and rivers, and several remarkable protected sites, some of which are United Nations Educational, Scientific and Cultural Organization (UNESCO) World Heritage Sites (Timbuktu, Djenné

¹ Harmful practices include female genital mutilation and forced and early marriage.

² See “What to Expect from Africa’s Demographic Dividend”, Mabingué Ngom, Ideas for Development blog by the French Development Agency (AFD), <https://ideas4development.org/africa-demographic-dividend/>.

³ The West and Central Africa region include the 23 countries covered by UNFPA-WCARO: Benin, Burkina Faso, Cabo Verde, Cameroon, Central African Republic, Chad, Côte d’Ivoire, Equatorial Guinea, Gabon, Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, Mauritania, Niger, Nigeria, the Republic of the Congo, Sao Tome and Principe, Senegal, Sierra Leone and Togo.

and the Cliff of Bandiagara in Mali, Saint-Louis and Gorée in Senegal, Grand Bassam in Côte d'Ivoire, and the Royal Palaces of Abomey in Benin, among others).

Paradoxically, despite these many strengths, the two subregions have the worst performance in terms of the leading development indicators (see Table 1 in annex 1). While significant progress is being made elsewhere in the world, particularly in East Asia, most countries in West and Central Africa are still facing issues that are causing their fragility and instability. These range from poverty and recurrent droughts and floods to conflict, violent extremism and the high exposure of economies to external shocks.

The impressive economic development efforts of the past two decades have resulted in growth rates of around five per cent per year. However, more than half of these rates have been affected by population growth (approximately 2.7 per cent), which increases poverty and reduces per capita income. Roughly half of the population in both subregions lives below the extreme poverty line as defined by the World Bank, with less than US\$1.90 per day in purchasing power parity. One-fifth of the population is undernourished and one-third of children under five years old suffer from chronic malnutrition.⁴ Waves of illegal immigration exacerbate this vulnerability and mainly affect young people, with impacts ranging from death on migration routes to exposure to the worst forms of treatment or radicalization through contact with terrorist networks.

⁴ See World Development Indicators (WDI), World Bank 2019.

West and Central Africa is home to more than seven per cent of the world's population. It is characterized by very high fertility levels (5.2 children per woman), annual population growth estimated at 2.7 per cent, a very young and fast-growing population, and a very high demographic dependency ratio.⁵ Besides, adolescent fertility – at 128 births per 1,000 adolescent girls – is the highest in the world, as a result of both early marriage and difficult access to contraception. This is due to cultural and religious reluctance to use family planning.

Modern contraceptive methods are used by 22 per cent of the population south of the Sahara, but by only 13 per cent in West and Central Africa. Some countries even have the lowest contraceptive use in the world: seven per cent in Guinea, six per cent in Chad and less than 15 per cent in Niger, Benin and Gambia. Also, 42 per cent of girls drop out of school before secondary education, due to unintended pregnancies and early marriages. Health (including sexual and reproductive health), the empowerment of adolescent girls and young people, and overall development are severely compromised. Because it is out of control, the population dynamics of the two regions has become a significant cause for concern for their national governments, as well as for the international community.

West and Central Africa account for almost a third of maternal deaths worldwide. The region's maternal mortality ratio remains the highest in the world, with an average of 679 deaths per 100,000

⁵ 87 to 195 dependents per 100 potentially active population aged 15–24 years; or more meaningfully – considering that many young people aged 15–24 years are still dependent on their parents as they are at school, in training or unemployed – 195 dependents aged 0–24 years or 65 years and over, per 100 potentially active population aged 25–64 years.

live births, compared with 216 globally. Large disparities persist. In Nigeria, the Central African Republic and Chad, the indicator exceeds 800 maternal deaths per 100,000 live births. It reaches a record level of 1,360 maternal deaths per 100,000 live births in Sierra Leone.⁶

Globally, West Africa remains the region most affected by female genital mutilation, although this harmful practice is in decline everywhere.⁷ Figures indicate a dramatic change between generations. In Nigeria, 35.8 per cent of women aged 45–49 years have been cut, compared with 15.3 per cent of those aged 15–19 years. In Burkina Faso, the rate has declined by half: 87.4 per cent of those aged 45–49 years compared with 42.4 per cent of those aged 15–19 years. However, this downward trend is diluted by population growth, with 50 million young African women expected to be at risk by 2030, out of 68 million women and girls worldwide over the same period.

Public domestic resources to meet the challenges or to enhance the potential of this region will struggle to be sufficient, and one-off and time-limited actions will be inadequate. To enhance this potential, achieve transformative results and improve the level of development indicators, and consequently achieve “emergence” –as many countries in the region aspire to do – significant changes are needed in the design, planning, financing and management of the developmental approach.

⁶ According to figures in the UNFPA Annual Report 2018.

⁷ Some West African countries, along with Somalia, Djibouti, Ethiopia and Egypt, have the highest rates in the world: no less than 97 per cent of women aged 15–49 years have been cut in Guinea, 89 per cent in Sierra Leone, 83 per cent in Mali and 75 per cent in Gambia.

As an essential element of both global dynamics and the socioeconomic frameworks of West and Central Africa, development cooperation, which is continually evolving, is among the models being challenged. **A transition needs to happen from assistance and development cooperation towards implementing and consolidating transformative partnerships.** This leads to a similar evolution of both products and processes regarding traditional collaboration.

The adoption of the SDGs for 2030 has strengthened UNFPA's efforts to mobilize and implement partnerships. As part of UNFPA's overall strategy, its West and Central Africa Regional Office has developed a *strategic framework for partnership and resource mobilization* in the broadest sense.⁸ This framework has a two-fold objective: firstly, to ensure the coordination of efforts and actions carried out in the region, with a view to strengthening partnerships that are still in their infancy⁹ or require expansion,¹⁰ and secondly, to create innovative financing and technical cooperation mechanisms.

The implementation of this plan has led to firm commitments by several categories of stakeholders, including networks of young people, parliamentarians, faith-based organizations, religious leaders, traditional elders and "traditional communicators" (*griots*) with influence in their societies.

⁸ Strategic framework integrated into its Regional Interventions Action Plan for West and Central Africa 2018–2021.

⁹ Such as partnering with civil society, traditional and religious leaders and young people.

¹⁰ Such as partnering with the private sector and decentralized or devolved local authorities.

This publication, “GOAL 17: Partnership: UNFPA’s approach for the transformation of Africa and the world,” details UNFPA’s strategy. It aims to draw on the regional office’s experience and to highlight the various dimensions of partnership, to show how this can be a successful strategy. In its 50 years of work, UNFPA, which has always considered partnership to be a lever for strategic action, has learned great lessons. For example, in 2013, UNFPA committed to promoting South-South cooperation to achieve the MDGs.¹¹ Poor performance in West and Central Africa led UNFPA to focus on developing partnerships to accelerate progress, even before the adoption of the SDGs in 2015.

Documenting the implementation of partnerships focused on the transformative results requires the accurate mapping of initiatives to highlight their diversity. It pays considerable attention to factors key to succeeding in this context. There is particular emphasis on strategies and initiatives with good results that can help achieve SDGs and meet the targets of the International Conference on Population and Development (ICPD) Programme of Action and the UNFPA Strategic Plan. We have mainly focused on partnerships with regional and national dimensions, rather than campaigns on global ones such as *Family Planning 2020* or *Every Woman Every Child*. The strong messages addressed will seek to inspire current and potential partners to continue or expand their interaction. We will stress the opportunities presented by the demographic dividend and the urgency for the region’s countries to achieve it, as well as the need to build the right partnerships, while making time an ally, through an integrated programming process.

¹¹ In particular, MDG 5 on improving maternal health, which was the main focus of UNFPA’s attention.

This publication aims to **improve the quality of partnerships based on good practices drawn from our experience working with various partner organizations**. How can we build on these good practices and ensure they are scaled up within the organization and have an even greater impact on women's and adolescent girls' health and empowerment? This should improve the nature of the relationship between the UNFPA regional office and its various actors and partners. This publication also presents the first call for a roadmap for harnessing the demographic dividend.

Finally, UNFPA's 50th anniversary (2019) has given us an opportunity to take stock of the progress made and identify the efforts still required to meet the challenge of the SDGs. This publication gives us the chance to measure the progress made since the ICPD Programme of Action was adopted in 1994. Equally, it helps to redefine commitments to its objectives, by initiating the process for expediting partnerships that are in their infancy and extending initiatives to partnerships.

By presenting partnership initiatives and their innovative nature, this report seeks to illustrate how UNFPA has become a key player in partnerships. Institutionalizing its approach could prove useful to a variety of actors, whether they are concerned with accelerating the implementation of the ICPD Programme of Action or moving towards achieving the SDGs in Africa and elsewhere in the world.

In its first chapter, this publication explores the concept of partnership, before documenting in the second chapter the experience of UNFPA through its flagship projects, then analyzing in the last section the key factors for success. In addition to examples, this publication will end with some reflections from many perspectives.



Chapter 1.

Partnership: context and meaning

How do the SDGs differ from the MDGs in their approach to partnership? What is a partnership, and what are its aspects? To answer these questions, this chapter examines the difference between the SDGs and the MDGs. It underlines the dual nature of the concept of partnership in the context of the SDGs, conceived as both a means and an end in a major shake-up introduced by the 2030 Agenda.

Development literature is full of references to partnership. As early as the 1960s, the UN Food and Agriculture Organization (FAO) referred to partnership in its publications, advocating a rural development partnership between researchers and practitioners in the field – in other words, between “ideas and actions”. During the same period, collaboration between governments and non-state actors was among UNDP’s stated objectives. The notion of partnership was also at the heart of conversations and practices, and in some cases even in names chosen by NGO coalitions in the Global North in the early 1980s.

However, the concept of partnership has become a more widespread frame of reference only fairly recently and deserves some explanation. The first section of this chapter will shed light on the context in which the notion was altered after 2015 and the lessons learned from the MDGs, to be peripheral and became central. In the second half, details will be provided on the new scope of this concept.

Pre- and post-MDG context

The 1960s marked the beginning of a new era in the history of the United Nations, whose agenda had hitherto been dominated by issues of peace and security. The theme of development came to the fore, with increased awareness of the gaps between rich and poor countries following the wave of African independence and the subsequent accession of these new states to the United Nations. The United Nations thus became the launchpad for several strategies to enable developing countries to catch up with developed countries. Between 1960 and 2000, the United Nations proclaimed four successive Development Decades.¹²

The approach to development is continually evolving. It is now dissociated from economic growth¹³ and raises this central question: do additional resources generated by growth and/or political and social reforms translate into quantitative and qualitative changes in living conditions? Are individuals, families and communities empowered to meet their basic needs, such as food, shelter, work, healthcare, education and security? Do public policies guarantee access to essential services for all?

In order to answer these questions and achieve convincing results, many experts and decision-makers thought it necessary to create conditions that would enable people to be fully active and involved in their country's development, through socioeconomic and political activities.

¹² First Development Decade: 1960–1970, then 1971–1980, 1981–1990, and 1991–2000.

¹³ While economic growth is concerned with increasing the wealth produced, development is concerned with how such wealth is used.

The United Nations approach would now focus on the human dimension of development and its sustainability, far beyond merely increasing wealth. A new paradigm was thus born, supported by two symbolic documents: the Brundtland Report in 1987 and the UNDP Human Development Report in 1990.

The first, published by the United Nations World Commission on Environment and Development, was named after its President, Norway's Gro Harlem Brundtland. Entitled "*Our Common Future*", this report links the world's environmental problems to extreme poverty in the Global South and to the productivist and unsustainable patterns of consumption and production in the Global North. It proposes a strategy to reconcile actions for development and environmental protection. The concept of "sustainable development" was thus born and defined as development that "meets the needs of the present without compromising the ability of future generations to meet their own needs".¹⁴

The second document, the UNDP Human Development Report in 1990, is based on the observation that "people are the real wealth of a nation". It argues that development is only possible if people are at the centre of it. For its authors, development implies three essential elements: "for people to lead a long and healthy life, to acquire knowledge and to have access to the resources needed for a decent standard of living".¹⁵ The concept of development includes notions of political, economic and social freedom, creativity, productivity, self-respect and the guarantee of fundamental human rights. Human development as defined by UNDP has two fundamental dimensions: on the one hand,

¹⁴ Paragraph 27 of the Brundtland Report. <https://sustainabledevelopment.un.org/content/documents/5987our-common-future.pdf>.

¹⁵ Box 1.1 of the Human Development Report 1990, http://hdr.undp.org/sites/default/files/reports/219/hdr_1990_en_complete_nostats.pdf.

developing personal capacities through advances in health, knowledge and skills, and on the other hand, the use that individuals make of these capacities in their leisure time for productive, cultural, social or political purposes. This was the mindset with which the Millennium Declaration and the MDGs were adopted in 2000.

Box 1 – Millennium Development Goals (MDGs) and MDG 8 targets:

1. Eradicate extreme poverty and hunger.
2. Achieve universal primary education.
3. Promote gender equality and empower women.
4. Reduce child mortality.
5. Improve maternal health.
6. Combat HIV/AIDS, malaria and other diseases.
7. Ensure environmental sustainability.
8. Develop a global partnership for development.

MDG 8 is broken down into the following five targets:

- Further develop an open, rule-based, predictable, non-discriminatory trading and financial system.
- Address the special needs of least developed countries (LDCs), landlocked developing countries and small island developing States.
- Deal comprehensively with the debt problems of developing countries.
- Provide access to affordable essential drugs in developing countries.
- Make available the benefits of new technologies, especially information and communication technologies (ICT).

By summarizing the conclusions and recommendations of several major United Nations conferences including Rio in 1992

(Earth Summit), Bridgetown in 1994 (Global Conference on the Sustainable Development of Small Island Developing States), Beijing in 1995 (Fourth World Conference on Women), Copenhagen in 2009 (Copenhagen Climate Change Conference) and Istanbul in 2011 (Fourth United Nations Conference on the Least Developed Countries), the MDGs became one of the most critical international programmes in contemporary history. They addressed development problems in the Global South, the fight against extreme poverty, and inequality in its many dimensions. Partnership – which is part of the spirit of “sustainable development”, the Millennium Declaration and, more broadly, the very *raison d’être* of the United Nations system – was given clear recognition in 2000, when it was enshrined as one of the eight MDGs, as a goal in its own right.

Box 2 – The ICPD in Cairo in 1994, a significant turning point in addressing demographic issues

Among the international conferences, many of which took essential steps forward in the 1990s, was the ICPD, held in Cairo in 1994. Central to UNFPA’s work, it introduced a major change in the way the international community views demography. It was no longer merely a question of controlling population growth in developing countries, but rather one of social change. It saw that going beyond family planning means empowering women, introducing more comprehensive measures on sexual and reproductive health, and undertaking a massive effort to enrol girls in school, as their level of education has a significant impact on reducing fertility.

The Cairo Conference, therefore, laid the foundations for a new approach, taking into account sexual/reproductive health and the upholding of women’s rights. The introduction referring to partnership in the 1994 ICPD displayed a clear vision for implementing an action plan. By supporting the concept of a new global partnership, the Conference laid the foundation for a new approach based on strategic partnerships, “founded on the different responsibility” of stakeholders, of public and

private sectors, of multilateral organizations, and civil society composed of non-governmental organizations and women's associations, etc. Thus, it particularly stated the importance of needing a fertile ground on which innovative synergies could be built. Partnerships, in this new context, were described as a collective and holistic response against large-scale challenges such as international migration and epidemics, which are intrinsically connected to population and sustainable development issues.

A year later, the Beijing conference on women also marked a turning point. No fewer than 189 countries adopted a platform for action to empower women. UNFPA endorsed these goals, which aim to promote maternal and child health and family planning and support the fight against harmful practices such as female genital mutilation, gender-based violence and early marriage.

How far have we come in 25 years? In the 30 countries where female genital mutilation is most prevalent, almost half of all girls had undergone it in 1994, compared with less than a third today. In 1994, a third of young women in the world were married before the age of 18, compared with less than a quarter today. The only problem is that the elimination of harmful practices is not keeping up with population growth. Female genital mutilation (FGM) is declining everywhere it is being addressed, but 50 million girls in Africa remain at risk by 2030, out of 68 million worldwide.

The ICPD remains an important benchmark, as it places population issues within the broader development agenda. Early marriage and the marginalization of women are not separate from peace and security issues,¹⁶ on which they have a significant impact: early marriage drives population growth, creates additional stress on communities and makes states more fragile. If the Cairo issues had been fully addressed, would there be the same magnitude of human distress caused by illegal migration or the recruitment capacities of terrorist groups? There is no doubt about the answer to this question.

¹⁶ See "High fertility rates in Africa are a factor of fragility", interview with Mabingué Ngom, *Le Monde*, 16 February 2019, English version available at <https://www.archyworlddys.com/high-fertility-rates-in-africa-are-a-factor-of-fragility/>

Partnership in the Millennium Development Goals era: strong and shared ambition

Partnership is seen throughout the MDGs as a means of financing the achievement of the other seven goals, to provide essential social services in developing countries.

The idea of partnership was further developed at the International Conference on Financing for Development in Monterrey in 2002, which proved to be a major turning point. The considerable challenge for the conference was to reach an agreement between rich and poor countries on the responsibilities of the countries of the South, donors and international institutions. This resulted in the Monterrey Consensus, which encourages developed countries, wealthy donors and international institutions to increase development financing and ensure resource mobilization through several channels including **direct investment** in developing countries; incentives to **open up the markets of developed countries** through gradual removal of significant trade barriers; promote sub-regional, regional and continental integration to unlock the strong potential of international trade in poor regions; and gradually stabilize and diversify export earnings through ambitious plans for structural transformation of economies and an end to commodity dependence; strengthening of **official development assistance (ODA)** mechanisms and improvements to international technical and financial cooperation. Developed countries are encouraged to spend about 0.7 per cent of their GNP on ODA and to allocate between 0.15 and 0.20 per cent to LDCs. From an operational point of view, to accelerate resource mobilization through ODA, efforts should be made to reduce transaction costs and make ODA disbursement and delivery more flexible, help improve the absorptive capacity and financial management of recipient

The Monterrey Consensus also makes recommendations to poor countries, focusing on three main areas. Firstly, the adoption of viable national macroeconomic policies, through a package of structural reforms in fiscal administration and management, sound public financial management (streamlining of public expenditure and better taxation), close monitoring of corruption in order to improve public processes and better stimulate investment, good governance and support for the private sector as a real wealth creator, etc. Secondly, the mobilization and revitalizing of national public and private resources, as well as innovative policy frameworks to attract foreign capital. This involves developing and strengthening financial systems and their transparency and regulatory frameworks and strengthening the role of central banks as watchdogs of financial systems through strong and transparent oversight mechanisms, etc. Lastly, good debt management through the establishment of mechanisms to ensure debt sustainability for debtor countries.

The Monterrey Consensus also calls for the overall coherence of the various development support systems, starting with a synergy between United Nations organizations and other international institutions, including the International Monetary Fund (IMF).¹⁷ There is also a focus on more active involvement of developing countries in international decision-making processes.

The concept of partnership further evolved through the **Paris Declaration on Aid Effectiveness, which proposed new commitments in 2005, introducing the principles of ownership,**

¹⁷ The IMF was called upon to strengthen monitoring and oversight mechanisms for all economies in general, and in particular for those engaged in the process of eradicating poverty and improving the living conditions of populations.

alignment, harmonization, managing for results and mutual accountability across six key areas of intervention:¹⁸

- Strengthening partner countries' national development strategies and associated operational frameworks (e.g. planning, budget, and performance assessment frameworks).
- Aligning aid with partner countries' priorities, systems and procedures and helping to strengthen their capacities.
- Enhancing donors' and partner countries' respective accountability to their citizens and parliaments for their development policies, strategies and performance.
- Eliminating duplication of effort and rationalizing donor activities to make them as cost effective as possible.
- Reforming and simplifying donor policies and procedures to encourage collaborative behaviour and progressive alignment with partner countries' priorities, systems and procedures.
- Defining measures and standards of performance and accountability of partner country systems in public financial management, procurement, fiduciary safeguards and environmental assessments, in line with broadly accepted good practices, and their quick and widespread application.

In 2008, during the Third High-Level Forum on Aid Effectiveness, **the Accra Agenda for Action took a further step. It aims to “build more effective and inclusive partnerships for**

¹⁸ Organisation for Economic Co-operation and Development, *The Paris Declaration on Aid Effectiveness and the Accra Agenda for Action* (Paris, 2005). Available from: <https://www.oecd.org/dac/effectiveness/34428351.pdf>.

development results”,¹⁹ by harnessing the energy, skills and experience of all development actors, including bilateral and multilateral donors, global funds, civil society organizations and the private sector.

Mixed results

Positive in terms of financial flows...

This consensual approach to partnership in the MDGs has undoubtedly yielded positive results.²⁰ It is not unrelated to the increase of almost 66 per cent in ODA from developed countries between 2000 and 2014, when ODA peaked at nearly \$135 billion, before declining to about \$50 billion in recent years. It also contributed to the reduction in the servicing of external debt by developing countries, from 12 to 3.1 per cent of export earnings between 2000 and 2013.

... but within a framework that remains unchanged

Among the limitations of this strategy, pointed out by many analysts, is the continuation of a traditional approach to aid, in mobilizing technical and financial resources for the achievement of the MDGs. In other words, a combination of aid and debt remained the preferred method of financing development. Effectively, implementation of the MDGs depended on a

¹⁹ Organisation for Economic Co-operation and Development, *Accra Agenda for Action* (Paris, 2008). Available from: <http://www.oecd.org/dac/effectiveness/34428351.pdf>.

²⁰ Department of Economic and Social Affairs of the United Nations Secretariat, *Millennium Development Goals Report 2015* (New York, 2005). Available from: https://www.undp.org/content/dam/undp/library/MDG/english/UNDP_MDG_Report_2015.pdf.

unilateral transfer of resources from donor countries or agencies to recipient countries or agencies, in the form of increased ODA and/or more flexible conditions for access to the financial market, which was now perceived as necessary or even unavoidable. Thus, implementation of the MDGs enshrined de facto the asymmetrical relationship between beneficiaries and donors, in which developed countries and international institutions hold a position of power. In addition, one of the shortcomings of the MDGs relates to their non-integrated “silo mentality” approach (a reluctance to share information with colleagues in other divisions). Reducing child mortality, for example, requires action on women's education, nutrition, health infrastructure and access to care, etc.

As a result, the overall record on partnership under MDG 8 was mixed. In recognition of this, the international community committed to maintaining partnership as one of the 17 SDGs, while refreshing the way it is thought out and implemented. The major difference between the MDGs and the SDGs is, therefore, the fundamentally integrated nature of the SDGs, whose synergies are recognized by the United Nations under the “three Ps” framework: people can no longer be separated from prosperity and the planet. The United Nations also defines the SDGs as interconnected, stating that “in order to leave no one behind, it is important that we reach each goal and target by 2030”.²¹

²¹ See presentation on SDGs: <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>.

The need to go beyond the requirements for development financing

To learn from the MDG process, in July 2012 United Nations Secretary-General Ban Ki-moon set up a high-level panel of 27 eminent persons, to make recommendations on the 2030 Agenda for Sustainable Development. The panel, co-chaired by three then heads of state from both the Global North and South – President Susilo Bambang Yudhoyono of Indonesia, President Ellen Johnson Sirleaf of Liberia, and British Prime Minister David Cameron – made **four major observations**. The MDGs were not sufficiently focused on the plight of the poor and most disadvantaged. They remained silent about the devastating effects of conflict and violence on development. They did not embed the importance of good governance, the rule of law, freedom of speech and transparency and accountability of the state, nor the need for inclusive growth to create decent jobs. Lastly, the MDGs failed to integrate economic and social dimensions of development with environmental and sustainable development aspects, as envisaged in the Millennium Declaration.

For a new perspective on development, the high-level panel adopted a participatory approach by listening to views from several social groups throughout the world: women and men, political decision-makers, young people, parliamentarians, civil society organizations, indigenous peoples, local communities, etc. Following this broad consultation and extensive analytical work, the panel came to propose a universal agenda based on five major requirements:²²

²² United Nations, *The Report of the High-Level Panel of Eminent Persons on the Post-2015 Development Agenda* (New York, 2015). Available from: <https://www.un.org/sg/en/management/beyond2015.shtml>.

- **Leave no one behind.** The aim is to reconcile growth and reduction of inequalities by adopting an inclusive approach to development. It remains a priority to combat poverty, as a scourge affecting the majority of people in the South despite economic growth. The agenda no longer involves simply “reducing” extreme poverty, but “ending” it after 2015, regardless of gender, ethnicity, geography, etc.

- **Put sustainable development at the core.** The “sustainability” of development, expected to be achieved through the integration of its three dimensions (social, economic and environmental), remains a fundamental aspiration. Achieving this sustainability remains a major challenge for all economies and societies around the world. It will require a change of strategy, in which the commitment is not only to end poverty but also to fight inequalities and take into account environmental stability, which is being undermined by current consumption and production patterns and the climate change they are causing.

- **Transform economies for jobs and inclusive growth.** Ending extreme poverty is a social as well as an economic issue. Structural transformation and economic diversification should become a strategic priority for all governments. This would be key to providing employment and value-creation opportunities at all levels of society.

- **Build peace and establish effective, open and accountable institutions for all.** The recommendations also focus on ensuring a peaceful world, without major conflicts and free from violence.

- **Forge a new global partnership.** This is by far the most important shift between the MDG and SDG approaches. It calls for a new spirit of solidarity, cooperation and mutual accountability. This new global partnership involves all social, political and economic strata and includes the active involvement of people living in poverty. **Partnership became the cornerstone for the global architecture to be built from 2015 onwards, to end poverty throughout the world.**

The SDGs are thus defined using a more proactive and ambitious approach, which goes beyond treating symptoms and instead addresses the root causes of global problems, promoting a change in the societal model and in behaviours. There are 17 of these SDGs, with 169 targets for the period 2015–2030, reflecting a stronger commitment by the international community to a new development paradigm. **They no longer only concern the countries targeted by ODA, as was the case for the MDGs, but instead take on a universal dimension. Several new themes are introduced, including urban development, reducing inequalities and preserving the environment.**

In this new vision, partnership becomes a bridge between commitments and action to achieve the SDGs. Partnership is certainly not a new concept in itself because, as indicated earlier, it was chosen as MDG 8. **However, the SDGs introduce a major shift in how it is conceptualized, with implications on at least four levels.**

- **At the macroeconomic level,** fiscal, budgetary, monetary and debt management policies and public investment programmes must be reassessed in terms of

their ability to contribute to building sustainable partnerships for strong, sustainable and inclusive economic growth.

- **Policies for the management and use of natural resources** must be reconsidered, in order to avoid the “resource curse” so characteristic of rentier economies.

- **Social policies and human resource development** also need to be subject to review, due to the high risk of advanced demographic shifts with a failure of countries to harness the demographic dividend.

- **Development planning** must be subject to bold thinking. Any strategy in this area constitutes a gamble on the future. It is therefore important to anchor the partnership in forward-looking reflection used as a tool for exploring possible futures, but also as an instrument for dialogue and for building “intergenerational contracts” backed by a shared vision of desirable futures.

Box 3 – What is the demographic dividend?

The mechanism that leads countries to benefit from a demographic dividend²³ leading to emergence rests on the reduction of child mortality, which initially leads to large increases in the number of births and young people, as is still the case in West and Central African countries. Then, as fertility declines, the increase in the number of births and young people slows down and stabilizes, with relatively fewer children to support. At the same time, the population of working age grows faster. Then, if they are in work, per capita income increases and households and Governments can then free up resources to invest in development. This period of relative decline in the number of dependent children (expressed by the dependency ratio) then opens a “demographic window of opportunity” of about 50 years, providing, under certain conditions, the benefit of a “first demographic dividend”. Finally, if working people reaching retirement age have accumulated capital and have assets and financial resources that they invest in the local economy, then a “second demographic dividend” is possible. In the World Bank ranking of countries that have been able, or are likely, to benefit from the first demographic dividend, based on their fertility rate and per capita income,²⁴ the “pre-demographic dividend” countries are those with low per capita incomes, fertility above four children per woman, and human development indicators that are still low.

²³ See Le dividende démographique en Afrique de l’Ouest et du Centre : une trajectoire riche en enseignements, Mabingué Ngom, *Médecine et Santé Tropicales*, Vol. 29, No 2, April-May-June 2019.

²⁴ World Bank Group, 2016, *Global Monitoring Report 2015/2016: Development Goals in an Era of Demographic Change* (Washington, D.C., 2016).

Partnership: a dual concept

The United Nations defines partnerships as “*voluntary and collaborative relationships between various parties, both public and non-public, in which all participants agree to work together to achieve a common purpose or undertake a specific task and, as mutually agreed, to share risks, responsibilities, resources and benefits*”.²⁵ However simple this definition may seem, the concept of partnership in the context of the SDGs deserves clarification, as it represents both an intrinsic goal of the 2030 Agenda and a cross-cutting approach to achieving the SDGs. **Seen from the perspective of the SDGs, there is, therefore, a dual nature to partnership – both a means and an end.**

A goal to be achieved along with the other 16 SDGs

It has a horizontal dimension and takes its own targets and indicators like the other SDGs, derived from the conceptual framework for sustainable development. Everything is based on the idea that there is only one planet and that it must be jointly managed to ensure its sustainability. Development is approached holistically, as a multidimensional **transformation** process in which greater attention is paid to the resilience of ecosystems, economies and societies.

Partnership is no longer seen as a simple framework for mobilizing resources for development financing. It is a “**voluntary relationship**”, involving a commitment between at least two stakeholders. Partnership does not eliminate the geopolitical and geostrategic power balances and games that challenge the United

²⁵ United Nations General Assembly, Resolutions 68/234, 66/223, 64/223, 62/211, 60/215, 58/129, 56/76.

Nations system on a daily basis, but it creates a new dynamic in which no party is “obligated” to comply with the requirements of a contract, under penalty of not being granted any funding. In this respect, partnership, therefore, differs from the “conditionality” clauses imposed, for example, on countries under structural adjustment in the 1980s and 1990s.

Partnership is based on a **shared vision** of sustainable development issues and challenges, which is a key concept. Each stakeholder commits to a common, shared project of which they take full ownership. The underlying idea is that “a convergence of crises constitutes the greatest single danger that humanity has ever faced. In essence, the impending menace is this: Humanity is unable to attain humanity.” This concept from the book *The Path to Hope* (Other Press, New York, 2012) by Edgar Morin and Stéphane Hessel reflects the reality of today's world, where divisions in society are increasing and multiplying in the shadow of uncertain political and geopolitical issues, as well as more cases of economic choices that are both unequal and irreversible.

Promoting sustainable development worldwide is the only viable way out of the crisis. For this, it is important to overcome North-South divisions and other dichotomies characteristic of the first decades of development, by highlighting a common humanity that must be preserved and strengthened in both the North and South, because it is under threat everywhere. As such, partnership expresses the ambition of achieving development together, and of creating a win-win situation for both developing and industrialized countries.

To achieve this, it is important that all stakeholders recognize that they share responsibilities that they have a duty to fully shoulder, even if these responsibilities will be fulfilled in different

ways. In the context of the 2030 Agenda, it is crucial that the various stakeholders become familiar with the issues and challenges to be addressed in order to achieve sustainable development. Common standards can thus be agreed, and a new social pact established that promotes the spread of good practice, thus creating a virtuous circle, and gradually establishing a culture of accountability and solidarity, as well as mutual trust.

Partnership implies everyone **sharing both the risks inherent in the final outcome and the benefits from commitments made**, but also the pooling and optimization of resources. In view of this, there is a need for stronger synergies of action than in the MDG era, not least because of the even more pressing ecological emergencies, the greater complexity of development issues, and the greater diversity of the actors involved. The synergies in question must ensure that every party derives maximum benefit from the output of the partnership, and that the vulnerabilities of some are covered by the strength and resilience of others.

In short, the success of the 2030 Agenda, and in particular the achievement of SDG 17, depends on three pillars: a shared and convergent understanding of the challenges by the various stakeholders; a recognition of variations and differences in approach and in interests; and the establishment of good communication. The 2030 Agenda will only reach its full potential if partnership management becomes the rule, in place of the zero-sum game or “free rider” issue that currently prevails. In other words, partnership demonstrates the wish by development aid actors to turn their backs on outdated approaches involving those who help on one side and those who are helped on the other. A “zero sum” in the sense that what is contributed by the donor is foregone by the donor. As for the metaphor of the “free rider”, used by the American biologist Garrett James Hardin in his article

The Tragedy of the Commons (Science, 1968), this describes competition for access to a common but limited resource, such as a pasture or a pond, leading to a conflict between individual and public interests, the consequence of which is a lose-lose outcome, with over-exploitation of the resource. In short, when each individual only considers his or her private costs and benefits and assumes that his or her behaviour has no effect on global resources, the community loses out, as it is currently doing in environmental matters.

This approach can be seen as a shift from a dichotomous world view which may still prevail, as many circles remain sceptical about the possibilities of convergence between different blocks. Far from the utilitarian view that prevailed in the MDGs, partnership in the context of the SDGs represents a significant shift. It lays the foundations for collaboration and solidarity, providing strong potential for transformation and value creation for societies and populations.

Partnership: a cross-cutting aspect of the 2030 Agenda and the preferred approach for its implementation

This approach can take many forms. It ranges from the simple sharing of information to the joint implementation of sophisticated programmes. The variety is even wider due to the very diverse range of actors involved in the SDGs. The basic principle and defining feature of the 2030 Agenda is expressed in its motto: *“Leave no one behind.”* This ambition will involve democratizing relationships between social groups with different levels of power, and creating frameworks and mechanisms for collective decision-making, with the effective integration of contributions and ideas from multiple stakeholders in the development of plans to ensure sustainability, from communities

to the global level. In this **collaboration between a wide range of stakeholders**, roles are no longer imposed but are complementary in achieving the goals. Moreover, a group working in a partnership appears to have considerably better results than each stakeholder would have achieved individually.

The success of the 2030 Agenda will not be measured by unilateral transfers of resources from the North to the South as in the 2015 Agenda, but by **the capacity of countries in the North and South to achieve convergence** around the themes adopted in the 2030 Agenda. It is the ability to develop desirable synergies between various actors with a variety of levers that will determine the success of the partnership methods of engagement. It is no longer just a question of setting up innovative strategic frameworks for attracting foreign capital, but rather of clearly defining and emphasizing the methods for implementing these partnership agreements with multilateral and bilateral institutions, since the quality of implementation has a definite leverage effect on the ability to mobilize additional resources.

Far from being utopian, the 2030 Agenda is based on a broader, richer conception of what constitutes *resources*. Referring to both financial and human resources, the latter depends on levels of health, education, training and information, as well as attitudes and motivations, norms and mental and cultural models. The partnership approach is founded on the premise that beliefs, value systems and behaviours have a profound impact on countries' ability to experience sustainable transformation. Information and cognitive resources are related to the ability to mobilize diverse knowledge and to bring together sometimes divergent conceptual and methodological frameworks.

Depending on the nature of the resources to be mobilized and the variety of actors involved, the time and space needed to operationalize a partnership can vary. However, far from being a constraint, this flexibility in the approach is what makes partnerships a key tool for achieving the SDGs.

Seen from these different angles, partnership is distinct from the "aid-centric" development paradigm that underpinned the MDGs. It works with different timelines from those of traditional projects. Indeed, unlike the rationale of projects based on annual budget payments or short and medium-term programmes, the partnership rationale must be able to accommodate the imperatives of a long-term commitment, which is a key element of sustainability. It must be recognized that many structural problems can only be solved sustainably over the long term, because they are often the result of dynamics deeply rooted in history. Thus, the idea of a "generational contract" has flourished, and with it the new idea of intergenerational relations centred around older generations supporting younger generations to ensure the transfer of good practices and resources, as well as capacity building. As long-term work also means adapting to changing times, a partnership must be able to evolve.

In an international environment characterized by competition, confrontation and mistrust among countries, and among different categories of actors within countries, partnerships aim to build fair and horizontal relationships of trust and transparency. The partnership relationship can be likened to the "meeting place for giving and receiving" so dear to the former President of Senegal Léopold Sédar Senghor, which allows each partner to add value to what they bring and make the best use of it. This is in contrast to the tendency of aid to measure the deficiencies of the "beneficiary" in relation to supposedly universal norms, which are in fact simply the norms of the donor, or the dominant actor.

It is this generous and new vision of partnership that has inspired UNFPA's intervention strategy for achieving the objectives of its Strategic Plan 2018–2021. A plan that, on closer examination, can only achieve success through sustained collaboration between a variety of partners: public, private, for-profit and not-for-profit organizations, universities and other research institutions, civil society, intergovernmental and non-governmental organizations, multilateral and bilateral donors, etc.

The conclusive results recorded during this short period (2015 to date) have led UNFPA to document and disseminate the lessons learned from partnership practices, which have become an essential element of development programmes in the context of the 2030 Agenda.



Chapter 2.

UNFPA's experience and approach to partnership

This chapter presents UNFPA's experience of projects and programmes in West and Central Africa, where partnerships have been distinctive in the organization's engagements.

UNFPA-WCARO's approach to partnerships is based on a series of normative and strategic frameworks that will be discussed in the first section of this chapter. The following sections then highlight some of the key features that make UNFPA-WCARO's partnership approach unique, illustrated by analyzing representative projects.

Strategic frameworks

The ICPD Programme of Action

It was in this document, adopted in 1994, that the international community first identified sexual and reproductive health as a strategic priority to population and development issues. It is defined as follows: "Reproductive health is a state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity, in all matters relating to the reproductive system and to its functions and processes."²⁶ The wellbeing envisaged concerns individuals and couples. The Programme of Action recognizes their right "to decide freely and responsibly the

²⁶ Paragraph 7.2 of the 1994 ICPD Programme of Action.

number, spacing and timing of their children and to have the information and means to do so, and the right to attain the highest standard of sexual and reproductive health."²⁷

Clearly, access to sexual and reproductive health is a fundamental human right, which reinforces and complements other internationally defined human rights recognized by all states around the world, such as the "right to a standard of living adequate for the health and wellbeing of himself and of his family, including food, clothing, housing and medical care and necessary social services".²⁸ The Programme of Action, therefore, proposes a doubly holistic approach to sexual and reproductive health as individuals and couples are all concerned, with wellbeing considered a human right inseparable from other rights.

UNFPA Strategic Plan 2018–2021

The main objective of this plan is to "achieve universal access to sexual and reproductive health, realize reproductive rights, and reduce maternal mortality to accelerate progress on the agenda of the Programme of Action of the International Conference on Population and Development, to improve the lives of women, adolescents and youth, enabled by population dynamics, human rights and gender equality".²⁹

This very ambitious plan is aligned with international agendas and strategic frameworks. In line with the 2030 Agenda (Figure 1), it focuses specifically on SDGs 3 ("Ensure healthy lives and promote wellbeing for all at all ages"), 5 ("Achieve gender equality

²⁷ Paragraph 7.3 of the 1994 ICPD Programme of Action.

²⁸ Article 25 of the Universal Declaration of Human Rights.

²⁹ UNFPA Strategic Plan 2018–2021.

and empower all women and girls"), 10 ("Reduce inequality within and among countries"), 16 ("Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels") and 17 ("Strengthen the means of implementation and revitalize the global partnership for sustainable development").

Figure 1: Alignment of the UNFPA strategy with the 2030 Agenda



Source: UNFPA Strategic Plan 2018–2021.

The Strategic Plan is also in line with other global frameworks that support the 2030 Agenda. These include the Sendai Framework 2015–2030 adopted by the Third United Nations

World Conference on Disaster Risk Reduction, the Paris Agreement on climate change adopted in 2015, and the 2015 Addis Ababa Action Agenda adopted at the Third International Conference on Financing for Development (FfD).

Furthermore, the Strategic Plan 2018–2021 is part of UNFPA's longer-term approach and extends into an integrated framework that will run until 2029. This involves building on progress made and experience on the ground by 2021, to then map the route to achieving the SDG targets relating to population. Two four-year plans will then intensify interventions over the 2022–2025 period and accelerate progress towards the SDGs over the 2026–2029 period.

The integrated regional action plan

UNFPA-WCARO has developed an integrated regional action plan that brings together the strategic priorities of UNFPA and the leading global and continental agendas, such as the African Union's Agenda 2063,³⁰ the 2030 Agenda with a focus on SDGs 3 and 5, as well as the road map on harnessing the demographic dividend adopted by African Union heads of state and government in 2016 in Kigali.³¹

³⁰ This master plan adopted in May 2013 presents a pan-African vision of an "integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the international arena". With its objectives, subregional and national priorities, an action plan and an initial ten-year programme for 2013–2023, Agenda 2063 defines the AU vision for the fifty-year period between 2013 and 2063.

<https://au.int/en/agenda2063/overview>

³¹ This roadmap is structured around four thematic pillars: employment and entrepreneurship; education and skills development; health and well-being; and rights, governance and youth empowerment.

One of the ambitions of this plan is to stimulate investment in human capital, in order to guarantee opportunities for all, and in particular for young people, which has become a watchword with the hashtag *#PutYoungPeopleFirst*. This choice is all the more justified as population growth is generating significant social needs that countries are not yet able to meet by their own efforts alone.

The regional partnership and resource mobilization plan

In support of and complementary to its action plan, UNFPA has developed a *partnership and resource mobilization plan*. The objective is to coordinate efforts and actions in the region to strengthen existing partnerships and to create innovative financing mechanisms, linking domestic resources with external resources, both public and private.

Characteristics

Designed to embody the spirit of collaboration that should characterize United Nations system interventions and to increase their impact, the UNFPA approach has three major characteristics that make it particularly original.

A focused partnership

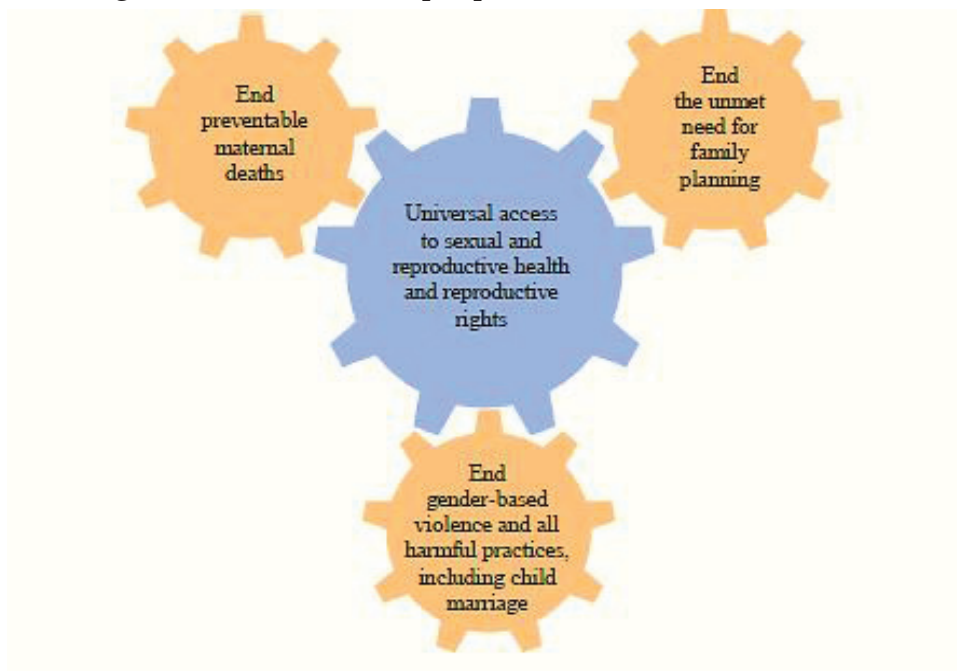
In practice, partnership in the UNFPA sense means focusing the organization's actions on three key elements.

- **Universal access to sexual and reproductive health and reproductive rights.** Sexual illiteracy, the inability to provide adequate reproductive health information services, the

prominence of high-risk sexual behaviour, the rise in gender-based discrimination and exclusion, the exacerbation of discriminatory attitudes towards women and girls, and the rapid increase in the unmet needs of older people's reproductive health are all reasons that have pushed the international community to make sexual and reproductive health a strategic priority in population and development issues since the 1994 ICPD.

- **Achievement of the three transformative results.** In line with the 2030 Agenda and the ambition to ensure universal access to sexual and reproductive health, UNFPA's overall strategy focuses on the "three zeros" or the human-centred "transformative results" (Figure 2) of ending preventable maternal deaths, unmet family planning needs and gender-based violence and harmful practices, including female genital mutilation and child, early or forced marriage.

Figure 2: Universal and people-centred transformative results



Source: UNFPA Strategic Plan 2018–2021.

• **Improving the living conditions of women, adolescents and young people.** In order to leverage their human capital, states must increase their capacity to offer real prospects to allow these three categories of people to flourish. UNFPA aims to facilitate their access to economic opportunities, reduce all forms of inequality affecting them and integrate them into decision-making processes.

An approach based on the theme of the demographic dividend

UNFPA has made harnessing the demographic dividend a key objective of its strategy. The demographic change taking place in the regions it covers offers countries a unique opportunity to harness the demographic dividend to stimulate their economic development and increase the wellbeing of their populations.³²

With the decline in fertility that began between 1980 and 1990, the corresponding decrease in the number of dependent children has already started in countries in the region. However, this decline remains slow and dependency rates high, which means that not all countries, with the exception of Cabo Verde, Ghana and Gabon, are in the best position to harness the demographic dividend.

However, if UNFPA-supported efforts to better control fertility continue and accelerate, **before or around 2030, two thirds of the 23 countries in the region could enter the category of states likely to benefit fully** from a demographic dividend for about 50 years, according to the World Bank classification.

³² See UNFPA-WCARO 2018 Annual Report <https://wcaro.unfpa.org/sites/default/files/pub-pdf/UNFPA-WCARO-ANNUAL-SUMMARY-EN-web-02.pdf>.

However, since the demographic dividend is firstly and above all an economic phenomenon, it is not harnessed automatically. Indeed, the acceleration of economic and household income growth induced by the demographic transition requires the simultaneous and coordinated implementation of several policies. These are designed to increase contraceptive use, improve the quality of human capital, increase public and private savings and investment, promote the creation of productive and well-paying jobs, especially for young people, and create a stable legal and institutional policy environment.

UNFPA-WCARO's commitment to creating favourable conditions for harnessing the demographic dividend in the region's countries and its partnership strategy make its approach original.

An approach supported by resource mobilization

UNFPA-WCARO's partnership and resource mobilization plan, the importance of which cannot be overstated, focuses on four key strategic results.

- 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.
- Every adolescent and youth, in particular adolescent girls, are empowered to have access to sexual and reproductive health and reproductive rights, in all contexts.

- Gender equality, the empowerment of all women and girls, and reproductive rights are advanced in development and humanitarian settings.

- Everyone, everywhere, is counted, and accounted for, in the pursuit of sustainable development.

To achieve these results, UNFPA-WCARO has strengthened and expanded the scope of its strategic partnerships to mobilize not only traditional population policy actors but also all SDG stakeholders. **Financial partnerships have, therefore, been established with national and international financial institutions, including multilateral banks and private sector organizations.** To strengthen its action and accelerate the achievement of the three transformative results, technical collaborations have been established with other United Nations agencies, as well as with socioprofessional groups, the media and academic institutions (universities, research centres). Political partnerships with regional and sub-regional organizations, including the Economic Community of West African States (ECOWAS) and the African Union (AU), have been strengthened. Finally, commitments have been made to work with civil society organizations, community NGOs and networks of young people, women and religious leaders, and traditional communicators.

Partnership as a mode of engagement

In its overall strategy, UNFPA introduces partnership as one of its five modes of engagement. This is inspired by a dual concern for coherence and effectiveness. This is reflected in the expression "collective accountability to achieve results" in the Strategic Plan 2018–2021. This requires a particular structure and rules of conduct that ensure that each stakeholder feels fully jointly responsible for the quality of the results achieved.

The UNFPA-WCARO partnership approach involves a wide range of actors.

The primary public partners are **governments**, whose close collaboration with UNFPA ensures that general policies address crucial population issues and harness the demographic dividend. UNFPA's advocacy with this category of partners supports the inclusion of disadvantaged population groups. **Local authorities** act as intermediaries at the local level and play a major role, especially in countries where decentralization and devolution policies are implemented. **Parliamentarians** represent key partners in advocating for the achievement of transformative results, to the extent that they exert their power as legislators and in monitoring public policy while contributing to debate and to disseminating new ideas.

The second group includes the **private sector**, a network of businesses in both the formal and informal sectors, including private banks and investment funds, as well as for-profit mutual funds and cooperatives. Partnerships with these actors aim to create jobs, guarantee access to a range of basic services at an affordable cost (such as the provision of water, healthcare, training and electricity), and ensure the optimal use of the various resources, not to mention improving and developing skills and access to knowledge.

UNFPA's public-private partnerships (PPPs) are intensifying, as is coordination for the achievement of key strategic objectives. In addition, dialogue with the private sector is being strengthened to share information and launch funding initiatives and joint activities. Corporate social responsibility (CSR), which is based on the principle of "succeeding without harming" and "treating all stakeholders responsibly", aims to ensure that the private sector respects human rights, social and ethical standards and the

environment to the greatest extent possible. Private sector participation is strengthened, in the form of both financial and non-financial contributions to UNFPA activities, including as part of mutual cooperation efforts such as technical assistance programmes at the local and regional levels, dialogue on policies affecting people and their wellbeing, sponsorship of events to strengthen communication on achieving the transformative results, knowledge management and dissemination, and resource mobilization. The nature of partnerships with the private sector depends on geographic and sectoral priorities, as well as on time constraints.

The third group of stakeholders includes **civil society**, which covers several types of actors whose main impetus comes not from coercive power, but rather from the adherence of their members to shared norms and values.

In relation to UNFPA, civil society includes **youth networks**, in order to address the largest age group in the region. Involving young people in mobilizing partnerships is a winning move for UNFPA, as this population group is one of the most critical in terms of changing reproductive behaviour and transforming society in general. This collaboration is expected to improve the living conditions of young people and get them involved in decision-making processes. Due to their status as "social juniors" in societies run by their elders, these young people still have limited access to resources and public debate. Nevertheless, they are the foundation of the future of the region. Despite their high level of diversity, **associations advocating** for the accountability of public action to the people generally have a high capacity to generate new ideas, while encouraging people to take responsibility for their actions and proposing less costly, and sometimes more effective, forms of action.

Women's networks represent one of the most vulnerable segments of society due to their members' exposure to mortality risks. These networks contribute significantly to social and cultural dynamics and are at the heart of health, demography, education, economics, etc. Women are, therefore, key actors and partners of choice for UNFPA.

Faith-based organizations, and religious and traditional leaders play a major role in advocacy, as well as in the guidance, education and training of people in countries where the clergy plays an indispensable structural role in society, whether religions are indigenous or imported. **Traditional communicators or "griots"** also have a major influence on the transmission of knowledge and values in communities where oral communication is still a preferred means of expression.

The Organization of African First Ladies for Development (OAFLAD), whose mission is to "contribute to the health and wellbeing of children, youth and women through advocacy, resource mobilization and strategic partnerships", is a key partner on population issues including maternal and child health, and women and young people's wellbeing. Similarly, **former heads of state** contribute both their experience and influence in the political and economic spheres, which are crucial for advocacy.

Partnering with **researchers and universities** enables UNFPA to contribute to the production of scientific knowledge on population and development issues, as well as to its dissemination.

The fourth group of stakeholders includes **United Nations organizations, and international and regional organizations.** “Delivering as One”, also known as the ‘One United Nations approach’, is a major reform aimed at ensuring that United Nations organizations address the various development challenges in a systemic, integrated and coordinated way rather than through sectoral approaches and independent initiatives, which have greatly hampered effectiveness. For United Nations Secretary-General António Guterres, “the goal of reform is a twenty-first-century United Nations focused more on people and less on process, more on delivery and less on bureaucracy. The true test of reform will be measured in tangible results in the lives of the people we serve – and the trust of those who support our work.”³³

In any case, each of the actors identified has a key role to play in transforming societies. Their participation is crucial to the processes and success of the partnerships.

The partnership approach operates at several levels. During the design and planning phase of development initiatives the objective is to initiate contact with potential partners, and to discuss and harmonize the various stakeholders’ visions. This involves agreeing with the various stakeholders on the needs identified in relation – in the case of UNFPA – to the transformative results and harnessing the demographic dividend. This design and planning phase is also crucial in terms of clarifying the objectives and expected results, formalizing roles and responsibilities, implementing appropriate communication and decision-making mechanisms, and ultimately building a joint strategy.

³³ Remarks made on 27 November 2018, <https://reform.un.org/>.

At this stage, UNFPA-WCARO has a significant advantage in the form of its conception of the demographic dividend. Indeed, UNFPA bases its framework for partnerships with other United Nations organizations on the premise that the issue of the demographic dividend, far from being merely a demographic issue, is fundamentally a development issue. It therefore requires a holistic and multidisciplinary approach, in a spirit of dialogue and mutual trust on development issues.

Once the partnership strategy and its content have been defined upstream, it is then time to implement the operational activities downstream. This critical stage often holds surprises and is not free of risk. To overcome potential bottlenecks, including in relationships between partners, who are likely to experience changes on the ground and rough patches, a range of management tools and the necessary logistic arrangements must be put into place at this stage. Organizational and human factors and defining the rules of behaviour and operations will prove to be of the utmost importance to ensure that partnerships run smoothly.

The approach also integrates the concern for evaluation of results, learning and capitalizing on what has been achieved, and therefore communicating and disseminating the activities carried out. This evaluation makes it possible to question practices and their effectiveness. It is therefore part of a "win-win" logic for the stakeholders.

In conclusion, UNFPA's partnership approach – multi-stakeholder, multi-level and results-oriented – has many advantages. Not least is that by engaging in dialogue and working with several stakeholders (public, private and civil

society organizations) UNFPA ensures much denser sectoral and territorial coverage than it would have been able to achieve on its own. It is through this partnership approach that UNFPA is present in more than 20 countries in the region.

As has been mentioned, this approach is not without difficulties. Firstly, concerning its ability to bring together a wide range of different actors, not all of whom have the same intervention philosophy or the same mandates. Uniting them can therefore prove a major challenge. In terms of resources, while the private sector and international organizations are the leading providers, the vast majority of civil society actors are very limited in this respect. However, they very often have unique capacities to mobilize human resources at the grassroots community level. Finally, the asymmetry of human and financial resources is also observed in the institutional field. Some partners see their actions strictly limited by restrictive mandates that constrain them, while others have more flexibility and are therefore able to adapt more easily to different spaces, or even to modify the schedule, pace and time frame of their interventions to meet the requirements of an inherently evolving partnership. In any case, UNFPA's capacity to negotiate and adjust is crucial to the continuation and success of the various partnerships established.

A regional confidence pact and synergy of actions between stakeholders

In line with its partnership mobilization strategy, UNFPA-WCARO and UNFPA country offices are working to mobilize strategic partnerships to achieve transformative results and harness the demographic dividend. This section presents a summary of the flagship projects carried out by UNFPA's regional and country offices in collaboration with a wide range of partners.

The West and Central Africa region has distinguished itself remarkably well in mobilizing partnerships to achieve transformative results in the region. Flagship partnerships have covered a large variety of themes and brought together a wide range of partners.

The inclusion of the demographic dividend in the Plan for an Emerging Senegal and the United Nations Development Assistance Framework

UNFPA in Senegal has been involved since 2015 in a partnership at both the political and programmatic levels with Senegal's government and the United Nations. The partnership aims to facilitate a convergence of the efforts of the government and the technical and financial partners around harnessing the demographic dividend.

Between 2014 and 2016, the partnership with the state was strengthened under the leadership of the Ministry of Economy, to conduct two studies on gaining the demographic dividend in Senegal. It conducted studies in synergy with key sectoral ministries (Health, Women, Youth), civil society (Non-State Actors Platform), the Research Centre for Economics and Applied Finance of the University of Thiès (CREFAT) and the *African Institute for Development Policy* (AFIDEP). These studies were aimed at establishing Senegal's demographic dividend profile, and to assess potential gains the country can make by developing the right policies.

Between 2017 and 2018, UNFPA-WCARO mobilized development partners, particularly United Nations agencies,

around the demographic dividend by presenting the approach and communicating the vision and strategy for delivering the demographic dividend within the Programme Committee. This mobilization aimed to take the demographic dividend into account within the framework of the Plan for an Emerging Senegal (PES)³⁴ and its operationalization in relevant state-implemented plans, projects and programmes, and also within the United Nations Development Assistance Framework (UNDAF).

In terms of positioning the demographic dividend within the PES and government policies and programmes, convincing results have been achieved. In addition to the development of Senegal's demographic profile, three policy briefs on the economy and employment, health and fertility, and youth education and training have made concrete recommendations in terms of sectoral policies to deliver the demographic dividend. Four sectoral workshops (Ministries of Economy, Finance and Planning; Health; Youth; Women and Family) were also organized to integrate the demographic dividend into the Priority Action Plan (PAP) of the second phase of the PES. This PAP, coupled with civil society's dissemination of the results of studies on the demographic dividend in the 14 regions of the country in 2017, helped with setting up the National Demographic Dividend Observatory (NDDO) in 2018. A demographic dividend monitoring index was developed in partnership with CREFAT, as was a gender monitoring index in 2019, to measure the extent to which plans, policies and programmes take account of gender.

³⁴ The first PES Priority Action Plan (PAP) covers the period 2014–18, <https://www.sec.gouv.sn/sites/default/files/Plan%20Senegal%20Emergent%20Plan%20d%27Actions%20Prioritaires%202014-2018.pdf>.

The implementation of this broad partnership has influenced the country's highest authorities' vision of the relationship between population dynamics and emergence. Following the publication of the study report on the prospects for delivering the demographic dividend and the sectoral policy briefs, the President of Senegal instructed the Minister of the Economy, Finance and Planning,³⁵ in conjunction with other ministerial departments and development actors, to focus on the population factor in all sectoral development projects and programmes.

In 2018, the inclusion of the demographic dividend in the second PES PAP 2019–23³⁶ led to the revision and inclusion of additional strategic objectives to help achieve that dividend. These include accelerating the pace of demographic transition, empowering women and girls, improving the employability of young people and setting up "operational employment readiness" mechanisms. Projects helping to harness the demographic dividend have also been included in the 2019–23 PAP.

With regard to linking the UNDAF with government action, it should be noted that documents signed by governments explicitly state that collaboration with the UN should help **"reap the demographic dividend"**. The very first outcome sought by the UNDAF is as follows: "By 2023, the institutions in charge of managing the economy will design and implement integrated sectoral policies that contribute to the structural transformation of the economy, the reduction of inequalities and the achievement of the demographic dividend". As a result, all agencies working in

³⁵ Letter 003577 PR/MDC/MC.ECO dated 03 August 2017.

³⁶ Second PES Priority Action Plan (PAP) on 2019–23, <https://www.sentresor.org/publication/plan-senegal-emergent-plan-dactions-prioritaires-2019-2023/>.

this framework take the demographic dividend into account, while maternal health and gender-based violence are also explicitly targeted by the UNDAF.

Mobilizing UN agencies to partner around the demographic dividend is also being achieved by reinvigorating the demographic dividend task force, involving 15 organisations³⁷. That partnership is now taking shape in a pilot project that applies the demographic dividend in the disadvantaged urban county of Fass, in Dakar, Senegal. As described below, this is a multistakeholder intervention initiated by UNFPA. In the project design, the United Nations Industrial Development Organization (UNIDO) is supporting youth entrepreneurship. The United Nations Capital Development Fund (UNCDF) is strengthening the commune's fiscal capacity and the financial inclusion of youth and women. UNICEF is on the Communal Council for Children and participates in child-friendly budgetting. UNDP is "Localising the SDGs." The PADESS³⁸ (Programme to support Economic and Social Development in Senegal) project of the Ministry of Women Affairs is, with and Italian cooperation, rebuilding the health infrastructure in Fass.

³⁷ UNFPA, UNDP, UNICEF, UNESCO, ILO, WFP, UN Women, WHO, FAO, IFAD, UNIDO, IOM, UNCDF, UNODC, United Nations Volunteers Programme.

³⁸ Launched in 2017 as part of the cooperation efforts between Italy and Senegal, the Programme to support Economic and Social Development in Senegal (PADESS – Programme d'appui au développement économique et social du Sénégal), with funding of €17.5 million, aims to fight poverty and increase social and gender protection by building 47 basic social facilities in the priority regions of Dakar, Sédhiou and Kaolack.

Faith-based organizations as a determinant of social and behavioural change

Because they perpetuate traditions from generation to generation, religious and traditional leaders are potent voices in the region. They have a dominant role as they conduct ceremonies and mediate in conflicts between spouses or parents. To change attitudes, UNFPA is tackling the problems of access to family planning, education and girls' empowerment. It is also fighting against gender-based violence, female genital mutilation and early marriage. While some African countries have already achieved an average fertility rate comparable to that of European countries (2.2 children per woman on average in the Maghreb), the message about reducing the number of dependents is becoming louder across Francophone Africa. To get it through the right messengers, religious leaders and traditional communicators, including griots (oral historians/storytellers), have been targeted explicitly since 2015.

Partnership with faith-based organizations has great transformational potential in a region rife with high population growth rates, worrying figures on maternal mortality, infant mortality, fertility and average contraceptive prevalence. Based on this observation, UNFPA-WCARO has initiated partnerships with religious associations and their guides to overcome sociocultural barriers to progress in health, education and equal employment opportunities. In this context, the demographic dividend was presented as a key strategic approach contributing to poverty reduction.

This approach has been somewhat successful, as evidenced by the high-level regional conference on "Islam, Demographic

Dividend, and Family Wellbeing",³⁹ held in Chad in 2017, which concluded with the N'djamena Declaration. This declaration has provided strategic guidance for the development and implementation of national action plans and has strengthened collaboration with faith-based organizations for the empowerment of women and girls.

Box 4 – Combining forces with religious leaders against child marriage

"Historic." That was how the press described the fatwa announced on 18 June 2019 in Dakar at the first African Summit on Female Genital Mutilation and Child Marriages by Salah Abbas, Deputy Grand Imam of Al-Azhar University in Cairo, a Sunni Islamic institution. He said women should be at least 18 years old before they agree to marriage, pointing out that "marriage [...] is based on consent [...]. Such consent requires the young woman to have reached the age of maturity and reason, so that her consent is validly given." He went on to explain that the age of 18 marks the stage at which a woman can validly express her desire to marry. This ensures that she can enjoy her fundamental rights to childhood, education and the ability to assume responsibility for marriage. This fatwa will change everything, in the work already undertaken by religious leaders and traditional communicators such as griots, marabouts (Muslim holy men) and traditional leaders. Increasingly, these listened-to and respected opinion leaders are recommending an end to early marriage, advocating for girls' schooling and spreading a message of birth control and spacing pregnancies out. Aware of the challenges, UNFPA-WCARO is promoting the use of modern contraceptive methods in regions where fertility rates remain high, and their use is still low (13 per cent in West and Central Africa

³⁹ See "Islam, Demographic Dividend, and Family Wellbeing". Preliminary reflection on the N'djamena International Symposium, 25–27 July 2017", https://wcaro.unfpa.org/sites/default/files/pub-pdf/UNFPA_Ndjamenareport20170919_E_MECH%20%281%29.pdf

compared to 22 per cent south of the Sahara).⁴⁰ Following an initial regional consultation in 2015 in Dakar with Christian and Muslim clergy, a cohort of 42 imams and preachers was formed in April 2018 at Al-Azhar University in Cairo, within the International Islamic Center for Population Studies and Research. They strengthened their knowledge of Islamic texts relating to birth spacing and parental responsibility. Furthermore, around 100 traditional leaders in charge of national organizations formed a regional network in Dakar in November 2018 to exchange good practices and experiences.⁴¹

Muslim religious leaders have benefited from capacity building in the priority areas of sexual and reproductive health, gender-based violence, child marriage and female genital mutilation. In seven countries (Mauritania, Chad, Côte d'Ivoire, Mali, Gambia, Burkina Faso and Niger) they've gone on to develop national action plans for communities following on from a 2015 regional conference held in Dakar.

Countries such as Senegal, Congo, Gambia, Guinea and Ghana have also carried out high-level advocacy and policy dialogue. This raises awareness, builds capacity (including through publications) and creates interfaith networks to engage in priority areas such as access to sexual and reproductive health information and services, family planning, the empowerment of women and girls, the prevention of gender-based violence and early marriage.

⁴⁰ See "When Islam rhymes with family planning", RFI, 26 August 2018, <http://www.rfi.fr/afrique/20180825-population-quand-islam-rime-planning-familial> [English version available at [https://www.tellerreport.com/news/--population--when-islam-rhymes-with-family-planning---rfi-r\]NPT2xDQ.html](https://www.tellerreport.com/news/--population--when-islam-rhymes-with-family-planning---rfi-r]NPT2xDQ.html)].

⁴¹ See "Fécondité : une réponse africaine aux propos d'Emmanuel Macron", AllAfrica.com, 30 November 2018, <https://fr.allafrica.com/stories/201811300573.html>

In Guinea, Muslim and Christian religious leaders are aware of the challenges of reproductive health and women's empowerment and have established a national platform to work on such issues. It promotes reproductive health and family planning and combats gender-based violence, including female genital mutilation. There is an ongoing dialogue among religious leaders in the country's 33 districts on reproductive health and family planning, in both religions.

Harnessing the demographic dividend, a challenge for local development

Harnessing the demographic dividend is an even more important issue when it comes to deploying a strategy on a scale as small as a commune. However, this is what the regional office has succeeded in doing by initiating a partnership with the Dakar commune of Gueule Tapée-Fass-Colobane to make good use of the demographic dividend there. The commune was chosen because of the many similarities between its indicators and those of Senegal. For example, it has a fertility level of four children per woman and only one poorly-equipped health post for its 80,000 inhabitants. Furthermore, many youngsters drop out of school, especially girls, due in part to unintended pregnancies. There are also unsanitary conditions fuelled by flooding and the area has a high population density.

In Fass, UNFPA has forged diverse and varied partnerships with local actors such as the town hall, bilateral and multinational actors including sectoral ministries, the private sector, population and development networks (youth, journalists, religious leaders, parliamentarians, traditional communicators), statistical and research institutes (National Agency of Statistics and

Demography of Senegal (ANSD) and CREFAT) and United Nations sister agencies like UNIDO and UNCDF.

This project covers strategic priority areas essentially based on the four pillars of the African Union Roadmap on Harnessing the Demographic Dividend: sexual and reproductive, maternal, newborn, child and adolescent health, including family planning; youth education and vocational training; job creation and economic empowerment of women and girls; good governance and popular participation in the management of a city's affairs.

This partnership, concluded in February 2018, has already generated five significant results. It has increased technical facilities, renovated the health post, strengthened the capacities of local actors in facilitation and entrepreneurship, as well as strengthened the health information system for monitoring and evaluating projects at the local level. It has also laid the foundations for the establishment of a single point offering many kinds of services to advise, guide, support and mentor young people, girls and women to meet their basic needs. The partnership has attracted strong interest from other town halls in Senegal, as well as elsewhere in West and Central Africa. This UNFPA-WCARO initiative to test a new approach to harness the demographic dividend at the grassroots level (i.e. the neighbourhood) generated a strong dynamic aimed at bringing partners together by involving beneficiaries every step of the way.

This means partnerships will be strengthened with UN agencies, in particular, UNDP, for the monitoring and evaluation of initiatives that make good use of the demographic dividend to achieve the SDGs as part of the SDG localisation project; UNICEF for the establishment of a Communal Council for Children, capacity building for locally-elected officials on child-friendly planning and participatory budgeting; UNODC for the

prevention and control of crime and drugs; and the AfDB for promoting youth employment. This experience is already

attracting the interest of other communes in Senegal and other countries in the region, such as Chad and Guinea, which have expressed their willingness to adopt the "Emerging Fass" model.

Box 5 – The Fass "model", a pilot commune in Dakar

A mosque is housed in a small square in the popular Fass neighbourhood of Dakar, known for its market. The town hall stands opposite the health centre in the heart of a commune of 80,000 inhabitants that includes the suburbs of Fass, La Gueule Tapée and Colobane. The town hall is delighted with the implementation of the "Emerging Fass" model, which aims to harness the demographic dividend within this pilot commune before replicating the process elsewhere. Focusing on maternal, child, sexual and reproductive health, the project involves building a modern health centre on the site of the current health post to improve medical facilities and give the commune a maternity unit. "The facilities are now there and the people are enthusiastic," said Samba Baldé, the commune's general secretary. The project, he pointed out, is anchored in the government's Plan for an Emerging Senegal (PES) and has four components: sexual/reproductive health, tackling school dropouts, empowering women and youth employability. Training workshops for up to 50 apprentices are organized in three-month sessions for various roles, including mechanics and mobile phone repairers. "The project allows us to be in contact with vulnerable populations in neighbourhoods where poverty is high and the challenge is to increase attendance rates," said Amadou Sow, head nurse at the Fass health post, who does consultations and prescribes drugs. In addition to vaccinating children, Fass now offers prenatal consultations to pregnant women. This means they don't have to go to Abass Ndao Hospital or Colobane, which was the case previously: the health post only had one midwife. Around 50 people visit the new health centre each day, with peaks in attendance during the rainy season due to increased cases of malaria, dermatitis and diarrhoeal diseases in children under the age of five, caused by standing water.

Networks of traditional journalists and communicators: essential intermediaries for scaling up

To support the process of achieving the demographic dividend in a sustained way, UNFPA-WCARO has been involved in advocacy, policy dialogue, capacity building and knowledge sharing to prepare countries to increase their investments in human capital.

In this context, the regional office has partnered with the African Network of Journalists and Communication Specialists in Health, Population and Development (REJASPOD).⁴² This partnership was established to facilitate the sharing of information and allow communication professionals to better understand issues related to health, population and development. This initiative reflects an awareness of the highly strategic role of the journalist as a social actor in popularising and communicating the demographic dividend and advocating for ownership by the population.

This partnership has made it possible to, for example, increase public awareness of the demographic dividend in national and international media. It has promoted population and SDG issues through major events, websites, mainstream and social media.

⁴² REJASPOD was set up in 2017 in Abidjan on the sidelines of the 19th International Conference on AIDS and STIs in Africa (ICASA 2017), https://www.facebook.com/pg/Rejaspod/posts/?ref=internal_page.

The French Muskoka Fund for reproductive, maternal, neonatal, child and adolescent health

France set up the French Muskoka Fund (FFM) in 2010 in response to an urgent call for action at the 2010 G8 Summit in Muskoka, Canada, to improve the health of mothers, newborns, children and adolescents. France undertook to support the joint work of four UN agencies working in these areas for five years. In the spirit of ongoing UN reform, WHO, UN Women, UNFPA and UNICEF are still working together, mostly in West Africa, in eight target countries (Benin, Chad, Côte d'Ivoire, Guinea, Mali, Niger, Senegal and Togo).

Since its creation the FFM has conducted high-impact, targeted interventions to improve the health of women, children and adolescents. Aligned with national policies, it also supports coordination mechanisms in reproductive, maternal, neonatal, child and adolescent health by developing activities at national and regional levels. The FFM has made the sexual and reproductive health of adolescents and young people its priority topic, one receiving 30 per cent of funding. As the lead organisation in this field, UNFPA is steering interagency coordination on priority activities empowering young people and unlocking their potential for change in order to harness the region's demographic dividend.

The partnership with FFM also enables UNFPA-WCARO to focus on capacity building in maternal care, particularly efforts to strengthen human resources and emergency obstetric care, as well as care for newborns. UNFPA helps train midwives and supports emergency obstetric and neonatal care (EmONC) centres and networks. UNFPA-WCARO also supports the implementation of maternal death surveillance and response systems. The

partnership with WHO ensures the monitoring of standards and procedures while the one with UNICEF focuses on neonatal care. Family planning interventions aim to help women space out their pregnancies or choose not to have more children, thereby improving the health of them all. Also, FFM has implemented a regional strategy to reduce the number of young mothers by developing comprehensive sex education programmes and adolescent-friendly sexual and reproductive health services. Given the success of these actions, France renewed its five-year support in 2018 and other partners such as Denmark have joined this interagency collaboration.

C'est la vie, an educational television series for social and behavioural change

The pan-African television series *C'est la vie*, the first of its kind, was launched in 2015 on TV5 Monde Afrique, Canal+ Afrique and 40 other African channels, reaching more than 100 million viewers from Senegal to Madagascar. The series deals with issues like polygamy, close pregnancies, in-laws and a grandmother who circumcises her granddaughter. In short, common West African social matters at the very heart of UNFPA's work. With three seasons already broadcast, *C'est la vie* is a good illustration of what one single organisation would not have been able to achieve: educating through entertainment in several languages, including French, Bambara, Wolof and Hausa. The radio adaptation, broadcast by Radio France Internationale (RFI), forms the basis of an extensive outreach effort in the field. A comprehensive kit guides facilitators in initiating discussions after each episode and hosting workshops on contraception, particularly for parents and young people.

This catalytic partnership (beginning in 2005) between UNFPA, several UN agencies (WHO, UNICEF and UN Women) and the Senegal NGO African Network for Education, Health and Citizenship (RAES), has been supported since 2018 by the Bill and Melinda Gates Foundation and the French Development Agency (AFD). It is educating as many people as possible through entertainment. A true collaboration on technical, programming, human and financial aspects has developed over the years to deliver this unique project in Francophone Africa. It brings together more than 100 professions including directors, producers, stage directors and technical specialists and aims to improve knowledge, attitudes and behaviours regarding sexual and reproductive health, maternal and child health, and gender-based violence. It also endeavours to improve the quality of care at individual, community and societal levels. The TV series is accompanied by a "toolbox" project for those working in sexual and reproductive health, family planning or communication for development (C4D). The idea is to help relevant actors conduct social change campaigns on the ground, tailored to their priorities. The aim of "training" and "technical support" is to support change across the board, at the individual, community, institutional and political levels. This is done by strengthening civil society organisations' awareness-raising and advocacy strategies. Monitoring, evaluation and capitalisation components allow all partners to carry out a tailored assessment of tools, indicators and methodologies developed within the framework of this project.

The results are as impressive as the ambitions of the partnership:

- TV series: 372 episodes produced to date, in six languages. Young people are involved in filming and in reviewing scripts. Broadcasts on regional channels (Canal+ Afrique and TV5 Monde) and on national channels including those in Senegal,

Mali, Togo, Benin, Guinea and Chad resulted in a combined audience of over 12 million viewers in six West African cities for the first season, according to AfricaScope 2016.

- Radio: 31 episodes have been produced in three languages (French, Bambara and Hausa), making a total of 93 20-minute episodes. Each of the 31 episodes was also due to be broadcast in Wolof and Pulaar on RFI this year (2019), with 4–5 million potential listeners.

- Digital: the series is available on five platforms. It has around 170,000 Facebook fans and 3.5 million views on YouTube.

C'est la vie introduces the use of communication tools in line with the Regional Strategy for Social and Behaviour Change Communication (SBCC 2017–19). Led by UNFPA, the World Bank and ECOWAS, this strategy aims to see women, girls and adolescent women live in an environment where their reproductive, maternal, newborn and child health rights are recognised and protected. It also works to raise awareness among political, community, religious and traditional leaders so they will support initiatives to combat harmful practices like female genital mutilation and early marriage.

RAES intends to scale up its actions through a social and community mobilization strategy based on outsourcing, with technical support from UN implementing partners through their country offices. This approach translates into *C'est la vie* tools being provided to key health actors in the project countries, who integrate them into ongoing reproductive health programmes to strengthen their impact. These health workers receive training in facilitation techniques and the best use of communication tools for social and behavioural change.

Équilibres & Populations, a partnership resulting from the ICPD in Cairo

The NGO *Équilibres & Populations* (Equipop), launched in the wake of the 1994 Cairo Conference, emerged as a natural partner of UNFPA-WCARO on women's rights and health issues, including sexual and reproductive health and rights (SRHR) and capacity building. This partnership work took various forms: strategic dialogue, advocacy in France, technical support in West Africa and consultation with several country offices. Themes included tackling maternal mortality, obstetric fistula and female genital mutilation; contraception security; prevention of adolescent pregnancy; promotion of comprehensive sexual education. Over time the two organisations have developed a close partnership, with young people right at the centre of their shared concerns.

The partnership had two main objectives: to put women's rights and health – including their sexual and reproductive health and rights – at the sustainable heart of the political agenda and to strengthen the capacity of actors to innovate and work together in Francophone West Africa.

In this region, the joint work of UNFPA and Equipop has led all actors to agree to make adolescent and youth sexual and reproductive health rights a cross-cutting priority at all levels. Studies, symposiums, workshops, and data production and dissemination have contributed to this. In recent years, Equipop and UNFPA have together organised several regional workshops bringing together the four agencies involved in the Muskoka project, along with delegations from the eight beneficiary countries. Between 2013 and 2017 Equipop, in partnership with UNFPA-WCARO, worked in four countries (Niger, Togo, Benin

and Mali) to carry out participatory studies on adolescent sexual and reproductive health rights, policy and programme analysis, and find other opportunities for UNFPA. They then provided contextualised practical recommendations. Country fact sheets on each of the eight Muskoka beneficiary countries were designed and distributed, entitled "Prioritising the sexual and reproductive health rights of adolescent girls and young people in development programmes". These fact sheets aim to provide a snapshot of a country's situation and share good practice for advocacy among the various partners.

In addition, the support provided to teams from selected UNFPA country offices and civil society has strengthened ownership of key issues and operational responses. Guinea and Côte d'Ivoire in particular benefit from individualised support. In 2018, following an exploratory study, innovative actions were identified that would improve the sexual and reproductive health rights of adolescents and youth in these two countries through working with stakeholders (UNFPA and other UN agencies, partner civil society organisations, ministries). In 2019, these countries have been supported to implement actions integrated into the Muskoka programmes.

*Sahel Women's Empowerment and Demographic Dividend
(SWEDD)*

The SWEDD initiative began with Niger's President Mahamadou Issoufou making an impassioned call in November 2013 to invest in empowering women to accelerate the demographic transition in the Sahel region. The initiative is based on collaboration between seven countries (Benin, Burkina Faso, Chad, Côte d'Ivoire, Mali, Mauritania and Niger) and regional and international partners, including the World Bank, UNFPA-WCARO and the West African Health Organization (WAHO).

The approach provides leadership to UNFPA country offices – an innovative milestone in multiple partnerships dedicated to the SDGs. The Bill and Melinda Gates Foundation, World Health Organization (WHO) and UNICEF are participating in the effort, along with 150 private companies, including Orange and Ecobank, mobilized with the support of the Global Business Coalition for Health (GBC Health).

The collaboration between UNFPA and Development Media International (DMI), an NGO specializing in communication for social and behavioural change, has led to a major campaign in the regional media, including RFI, TV5 Afrique and Groupe Canal + as well as on digital platforms like Facebook, reaching over 300 million people. With the support of CREFAT, a university institution based in Senegal with a team of demographers and statisticians, six national demographic dividend observatories were set up and national experts trained. For its part, the Germany-based ICON Institute developed a guide on how to integrate the demographic dividend into countries' development policies, plans and strategies.

Progress has been made. In Mali, for example, the enrolment rate for girls in the 75 schools targeted by the SWEDD project averages 81 per cent. In Côte d'Ivoire, one way the phenomenon of girls dropping out of school is being addressed is through nutritional support in the form of hot meals for all in schools. There has also been an increase in the prevalence of modern contraceptive methods, with 4.3 million new users from 2016 to 2018 across the six countries. (The proportion of married girls aged 15–19 also fell slightly between 2015 and 2018. In Burkina Faso it fell from 28.4 per cent to 26.3 per cent, in Chad from 39 per cent to 37.3 per cent, and in Niger from 59 per cent to 56.2 per cent).

Innovative concepts of "husband and future husband clubs" and "safe spaces" for adolescent girls have also been launched. At husband clubs, men's peers raise awareness about health decisions whereby men take responsibility for the whole family. Husbands hear how maternal and neonatal health can be improved if they allow their wives to attend prenatal consultations and give birth with medical assistance. There are around 1,640 husband clubs, and 102,000 adolescent girls have been helped through 3,400 safe spaces. Similarly, 100,000 girls are benefiting from economic empowerment programmes, which include access to "non-traditional" jobs such as being a mechanic in Chad.

Between 2015 and 2018, the number of midwives and nurses in the six SWEDD countries increased by more than 4,700, from 31,043 to 35,775 professionals. Three centres of teaching excellence for midwifery and nursing professions, aimed at reasserting the worth of these professions among young people, were launched at the end of 2018 in Côte d'Ivoire, Mali and Niger. With these centres, the Sahel will have 126 master-level professionals by 2020, who will, in turn, be able to train their peers. All selected trainers will commit to serving for three years in their country's centres.

SWEDD's results prompted Benin to join the project in 2018, while other countries (Senegal, Togo, Gambia, Guinea and Cameroon) have also expressed an interest. Finally, a network of opinion leaders has been created through the project, which includes First Ladies, young people, religious leaders and traditional communicators. An independent evaluation of SWEDD highlighted its very positive results and significant added value. It stressed the need to extend the SWEDD project elsewhere in the region in line with the interest shown in it by other nations.

Based on the findings of this evaluation, the project's regional technical secretariat confirmed its ability to provide equitable technical assistance to countries, tailored to their specific needs and contexts. This bodes well for the possibility of managing the project's expansion and replicating it in other places. The evaluation also underscored the excellent programmatic performance,⁴³ partly due to an acceleration plan developed and implemented in 2017.

Box 6 – Building resilience in the Lake Chad Basin

The same comprehensive approach as SWEDD has prevailed in the Lake Chad basin, one of the poorest regions in the world, exposed to the violence of the Islamist Boko Haram sect. How can we build resilience there by investing in women and youth as agents of change and development? Funded with US\$1.5 million from Denmark, this particular project began in December 2017 in Chad and Niger, again involving traditional leaders, women, young people and religious organizations. A pragmatic approach was taken, targeting health centres, schools and madrassas. In a region marked by the highest fertility rates in the world (six children per woman on average in Niger) and a lot of child marriages (76 per cent of girls under 18 in Niger, and 69 per cent of girls under 18 years in Chad), results to date have exceeded the initial target of 35,000 beneficiaries: 67,000 refugees and displaced persons received reproductive health and gender-based violence services between December 2017 and June 2019. Nearly 7,500 births were medically assisted, 32,000 women received prenatal consultations, and more than 4,000 received modern contraception. About 100 health workers were trained, 284,000 condoms were distributed and 52,500 people attended sex education classes. Finally, more than 20,000 girls and women who experienced violence received psychological and legal support in 14 "safe spaces" set up for them in Niger and Chad.

⁴³ Demonstrated in particular by the project's financial efficiency. Indeed, according to the evaluation, 77 per cent of the amount allocated for implementing the secretariat's activities was spent on carrying out 90 per cent of the planned activities during the three years under review.

South-South cooperation on population and reproductive health issues

South-South partnerships between Africa and China in the area of population and development can be an important means of achieving the SDGs. Africa and China have a combined population of about 2.6 billion or a third of the world's population. In the past, China faced demographic challenges similar to those now facing sub-Saharan African countries today. A successful South-South partnership on population and development between Africa and China should, therefore, be able to provide innovative approaches for collective action and strengthen their contribution to sustainable development. In recent years, very encouraging progress has been made in this area thanks to political commitments and the joint efforts of governments and UNFPA's technical facilitation and assistance.

An innovative project for maternal and child health was successfully implemented in 2016–17 in six African countries (Cabo Verde, Ethiopia, Ghana, Malawi, Sierra Leone and Zimbabwe). Funded with RMB 13.81 million (US\$2 million) from China's South-South Cooperation Assistance Fund (SSCAF), the one-year project aimed to improve the capacity and standards of gynaecologists, obstetricians and paediatricians in first aid, diagnosis and treatment in selected hospitals to reduce maternal and child mortality. The main takeaway from the project is the focus on its sustainability, achieved through establishing partnerships between African and Chinese hospitals.

South-South cooperation on population and reproductive health between China and African countries is still in its infancy and could provide more relevant responses to Africa's needs. Such cooperation, therefore, needs to build appropriate approaches to

translate its objectives into specific programmes and policies. It also needs to strengthen information sharing and coordination between the various actors and partners and strengthen the involvement of the private sector and civil society. Indeed, South-South cooperation in population and development is entering a critical period. Opportunities and challenges require more promotion and facilitation of partnership advocacy, coordination and cooperation among actors and the establishment of centres of excellence to institutionalise and sustain this cooperation.

The Ouagadougou Partnership and the Double Matching Fund Incentive

Over the past decade, through its flagship initiative "UNFPA Supplies" for improving reproductive health commodity security (RHCS), UNFPA has invested heavily in repositioning family planning as a key strategy for promoting the wellbeing of individuals, families and communities and, thus, sustainable development.

Twenty countries⁴⁴ in West and Central Africa are beneficiaries of UNFPA Supplies. These countries have developed and implemented strategic RHCS plans. In this context, interventions have been based on the principle of a gradual increase in governments' contributions to contraceptive procurement, replacing that of technical and financial partners. Thus, advocacy involving national decision-makers for the creation of specific national budget lines dedicated to the procurement of contraceptives has been initiated and supported.

⁴⁴ Benin, Burkina Faso, Cameroon, Central African Republic, Chad, Congo, Côte d'Ivoire, Ghana, Gambia, Guinea, Guinea Bissau, Liberia, Mali, Mauritania, Niger, Nigeria, Sao Tome and Principe, Senegal, Sierra Leone, Togo.

Launched in February 2011 at the Regional Conference on Population, Development and Family Planning in Ouagadougou, the Ouagadougou Partnership brings together financial partners in the field of family planning, including UNFPA.⁴⁵ With the governments of nine⁴⁶ Francophone West African countries, the partnership aims to accelerate the progress of family planning services. Based on two principles (better donor coordination to optimise support to countries, and cooperation at national and regional levels), the Ouagadougou Partnership supports countries in implementing their commitments under the Family Planning 2020 programme⁴⁷. This ensures family planning increases significantly enough to speed up the process of achieving the SDGs.

Since its inception, the Ouagadougou Partnership has led to increased country accountability for regional and national commitments (financial, programmatic and political). Healthy competition among countries is encouraged through the establishment of regional and national objectives and South-South cooperation. Better family planning dynamics are seen as a key factor in development. More family planning donors are joining the partnership, thereby increasing funding levels. Collaboration among donors is also improving, meaning more focused and coherent interventions at the country level.

⁴⁵ The Bill & Melinda Gates Foundation, the William & Flora Hewlett Foundation, France through AFD and the Ministry of Foreign Affairs, Canada, the Netherlands, USAID and WAHO.

⁴⁶ Benin, Burkina Faso, Côte d'Ivoire, Guinea, Mali, Mauritania, Niger, Senegal, Togo.

⁴⁷ Since 2012, this programme has committed UNFPA to increasing family planning spending from 25 per cent to 40 per cent of its budget over the 2013–19 period, <https://www.familyplanning2020.org/unfpa>.

Moreover, during its first operationalisation phase (2011–15), called "Urgency to Act", the Ouagadougou Partnership far exceeded its initial objective of providing one million additional people with modern family planning methods. Progress to date under the acceleration phase (2016–20) is promising: it appears that Ouagadougou Partnership countries are on track to meet the regional target of 2.2 million additional users in the nine target countries by 2020. However, further efforts are still needed because contraceptive prevalence rates remain low (between 15 and 30 per cent) and contraception is mainly used to space births, with women stating four to nine children as an ideal number – which is still high.

In addition to its catalytic role in achieving the above-mentioned key results, UNFPA's engagement in the Ouagadougou Partnership, in close collaboration with the Ouagadougou Partnership Coordination Unit (OPCU), focuses on advocating for increased domestic investment in contraceptive procurement and the provision of quality services.

This momentum has recently been amplified through an innovative US\$18 million financial partnership between the Bill & Melinda Gates Foundation and UNFPA to establish a Double Matching Fund Incentive (FIx2) to encourage the nine targeted countries to increase their investments/expenses in contraceptive commodity security. This initiative is a response to UNFPA's transformative result of ending unmet needs for family planning by 2030. It aims to motivate the nine countries to effectively increase the financing of their contraceptive needs through their national budgets and strengthen advocacy with decision-makers and civil society for "contraceptive sovereignty". The challenge is to arrive at a sustainable approach to mobilize domestic resources to pay for contraceptive financing.

The Double Matching Fund Incentive (FIx2) provides interim financing in the form of a cash equivalent guarantee to enable and facilitate UNFPA's purchase of family planning commodities and essential maternal health drugs. This mechanism allows UNFPA Supplies to place purchase orders secured by written donor commitments and to avoid contraceptives being out of stock or in short supply. It promotes stable and consistent access to quality services and supplies in countries supported by UNFPA procurement services, as part of a broader effort to make voluntary family planning universally accessible.

CREFAT, a partner in developing National Transfer Account profiles and monitoring the demographic dividend

In 2015 the question of the dividend and how to best benefit from it in sub-Saharan Africa was increasingly raised. It was, therefore, essential to move from theory to action by proposing breakthrough tools and approaches that would meet the challenges associated with optimising the acquisition of this demographic bonus. Among these challenges was the lack of an index that could monitor progress on implementing the demographic dividend, as well as the absence of a dedicated observatory that could facilitate bringing together all categories of data in order to track this index. In addition, the indicators known as "intergenerational transfer accounts" or National Transfer Accounts (NTAs) were not taken into account. This methodology allows for advanced country-by-country development analyses by combining statistics based on population structures and aggregates for national accounts.

To address these challenges, UNFPA-WCARO has entered into a partnership with CREFAT, which offers a new methodology for demo-economic analysis. This is the beginning of a long journey with this centre housed at the University of Thiès, which, until 2015, was active in the generational economy, a field little known in Senegal and almost unknown in West and Central Africa.

Between 2015 and 2019, the partnership led to the completion of the usual situational analysis of demographic dividend programming using NTA profiles developed by CREFAT and multisectoral national experts, after each country team had undergone about ten days of intensive training. Actions included the establishment of national observatories on the demographic dividend in six countries, with the support of national experts. An alert and monitoring index for the demographic dividend was also developed. There are now almost 300 trained national experts from 22 countries in the region who have developed a national profile based on the NTAs. These experts are now responsible for implementing demographic dividend programming in their own countries and for its effective integration into national and sectoral development plans.

This collaboration has positioned UNFPA-WCARO as the main laboratory for the analysis of the demographic dividend and a model for other regions of Africa. As a result, UNFPA-WCARO is increasingly being invited to international conferences to share its experience of how to reap the demographic dividend. For its part, CREFAT, which was originally a national research institution, has expanded. Nowadays, it is a centre of regional and even continental renown on demographic dividend issues.

The Organization of African First Ladies for Development

African first ladies are among the most respected citizens in the region and have a unique platform to support the transformation of people's lives, especially those of young people, adolescents and women. OAFLAD launched its five-year (2019–2023) strategic plan at its 22nd Ordinary General Assembly in February 2019 in Addis Ababa. Marked by a desire to move beyond its original goal of fighting HIV and AIDS, which was at the forefront of its advocacy, OAFLAD aims to expand its areas of intervention to include the issues of infant mortality, adolescent sexual and reproductive rights, harmful practices like child marriage and female genital mutilation, and cervical cancer.

This expansion means that OAFLAD needs to diversify its partnerships. While UNFPA-WCARO has already involved several first ladies in various campaigns to eradicate early marriage and/or improve reproductive health, OAFLAD's expanded scope provides an opportunity to formalise a partnership on issues related to UNFPA's mandate, particularly in 2019, the year of UNFPA's 50th anniversary and ICPD's 25th anniversary.

Box 7 - African first ladies committed to harnessing the demographic dividend

In July 2017, the first ladies demonstrated their commitment to the importance of the demographic dividend by organising a two-day session on the subject, on the margins of the 29th Ordinary Session of the Assembly of Heads of State and Government of the AU. Under the auspices of the Organization of African First Ladies Against HIV/AIDS (OAFLA), the wives of heads of state and government also promised to promote the empowerment of adolescent girls and women through greater involvement in the SWEDD initiative, supported by UNFPA and the World Bank. *"Sub-Saharan Africa is the only large region in the world lagging behind in demographic transition,"* said the first lady of Chad, Hinda Deby Itno. First ladies from SWEDD countries (Burkina Faso, Chad, Côte d'Ivoire, Mali, Mauritania and Niger) are already playing a leading advocacy role. They have urged their compatriots to adopt this multisector and multinational initiative in order to further develop it in the Sahel and other sub-regions of Africa. The session was also an opportunity to call on other first ladies to become more engaged in the continent's development through political advocacy, implementation of grassroots projects, and support for regional communication campaigns on social and behavioural change.

Maximising the impact of partnerships: some country experiences

Like regional offices, UNFPA country offices have been successful in mobilizing diverse partnerships relating to these topics: population data, family planning, maternal health, sexual and reproductive health including adolescents and young people, gender-based violence, and women's empowerment.

Population data

No public policy can have the desired effect without excellent data. The quality, availability and dissemination of population data is a key element affecting any intervention strategy on population and development issues. Through technical and financial cooperation initiatives, the country offices of Congo, Equatorial Guinea, Mauritania, Senegal and Togo have been trying to produce and make available quality and timely data.

To this end, UNFPA Mauritania signed a grant agreement with the European Union (EU) for the dissemination of the results of the 2013 general population and housing census (RGPH). The aim was to make the results available to all stakeholders and use in the preparation of regional and national development programmes and scientific research. Consequently, 700 locally-elected officials, civil society leaders, senior officials and researchers were trained to capitalize on the results of the census through participating in meetings and disseminating educational and other informative materials.

South-South cooperation with Brazil is also a successful initiative in terms of mobilizing partnerships on data and population issues. Indeed, with the introduction of digital technology for the 2007 agricultural census in Brazil, the heads of the Brazilian and Cabo Verde statistical institutes saw an opportunity to modernize the RGPH using the Personal Digital Assistant (PDA). The use of digital technology for data collection enables results to be obtained in a relatively short time and errors to be detected during the collection phase. With a digital census, preliminary results are published within three weeks of collection, and the project is completed in two years.

The first digital general censuses of population and housing in Africa took place in Cabo Verde in 2010 and Senegal in 2013, with technical support from Brazil. Since then requests have been made by countries throughout Africa. Brazil was unable to meet all those requests so UNFPA, working with the Brazilian Institute of Geography and Statistics (IBGE), submitted a South-South cooperation project to Brazil's government. The project aimed to set up three reference centres in Africa, including one in Johannesburg for English-speaking countries and one in Dakar for French- and Portuguese-speaking countries. Discussions began in 2014 and the cooperation programme was signed in 2016 with Senegal and Cabo Verde.

In addition, the World Bank has begun to focus on population censuses in the region. It has provided financial support to several countries including Burkina Faso, Congo and Mali. It is supported by UNFPA for technical coordination and quality assurance. This partnership has fostered the development of a more efficient and rapid methodology for the availability of partial and final results, as well as the faster detection and correction of errors. It has enabled remote supervision of field operations, the availability of a pool of digital mapping experts, computer programmers to support other countries, and technical support in several countries, including Congo, Côte d'Ivoire, Guinea-Bissau, Haiti, Madagascar, Mali, São Tomé and Príncipe, Lesotho and Swaziland.

This South-South cooperation between the IBGE, the Brazilian government and UNFPA is an excellent opportunity for innovative data collection in the region. In addition, the entry of the World Bank into the data-collection process constitutes a significant contribution to the effort to modernize the population census. The rich and diverse partnership between UNFPA-

WCARO, World Bank and the reference centres has helped to boost South-South cooperation in information and communications technology data collection. This has enabled UNFPA to strengthen its position as a leading agency in the coordination and management of RGPH in the region.

Family planning

On this subject, Equatorial Guinea, Ghana, Mali, Senegal and Togo have mobilized a wide range of actors through technical cooperation, financial partnerships and PPPs.

Take Mali as an example. In order to address maternal and neonatal health issues there, the Ministry of Health and Public Health, the Dutch Embassy, and the UNFPA country office have launched an innovative project to strengthen the supply and distribution chain for family planning products. The aim is to ensure better provision of quality family planning services so residents don't need to travel more than a kilometre. This partnership aims to promote the rights of rural women and youth, as well as equality and universality in sexual and reproductive health services. This includes the right to information and quality family planning services. The project also seeks to overcome various obstacles through a synergistic, holistic and complementary approach. In addition, there are ongoing programmes in the two pilot implementation regions of Ségou and Mopti, both places characterized by their isolation and unfavourable security and humanitarian situation.

The implementation of this project aims to achieve "zero product shortages" and ensure that every individual, woman, adolescent and young person always has access to contraception and other essential medicines, wherever they are. The

implementing agencies for the project are the Directorate of Pharmacy and Medicines (DPM), the National Directorate of Health (DNS) and national NGOs.

Maternal health: helping women suffering from obstetric fistula

The issue of maternal health is of interest not only to public actors but also to several private operators. Through multiple PPPs, joint UN system programmes and technical and financial cooperation programmes, Cameroon, Congo, Equatorial Guinea, Ghana, Mali, Mauritania, Sierra Leone and Togo have made significant efforts to provide services and build capacity to improve maternal health conditions.

In Cameroon, for example, obstetric fistula remains a major problem, due to poor delivery conditions, especially among women who become pregnant too young ("child mothers"). The condition involves a continuous and uncontrolled flow of urine and/or stools through the genital tract, with disastrous health and social consequences for the victim. It is linked to pregnant women's poor access to quality health services during childbirth in the eastern region of the country. In Cameroon, 2,000 new cases of obstetric fistula are recorded each year, bringing the total number of women living with this condition to about 20,000. This situation has led UNFPA, as part of the sixth Cooperation Programme with Cameroon's government, to develop a PPP with the Orange Foundation (part of the Orange group) and another telecommunications business called MTN. The aim is to provide multifaceted support to the Ministry of Public Health in the fight against obstetric fistula. Those involved want to help reduce the number of women suffering from obstetric fistula in the eastern region and deliver medical, surgical and psychosocial care for victims over a two-year period.

The campaign has provided local surgery for at least 120 women, while training local health workers. As surgery is only one part of the healing process, the women are often ostracized for many years. The Orange Foundation and UNFPA have also provided victims with small grants to finance their small businesses or other income-generating activities and provided post-operative follow-ups. Since August 2016, the Orange Cameroon Foundation, in cooperation with the UNFPA country office, has also been working hard to improve the facilities of the Bertoua and Batouri regional and Catholic hospitals to provide access to sexual and reproductive health services.

A similar effort to mobilize the private sector around development issues has enabled the Congo country office to enter into a partnership with energy player Total. Phase one intends to address the consequences of the polio epidemic that hit the city of Pointe-Noire, the economic capital, in the last quarter of 2011. This partnership took shape in 2013, with the restoration of Caritas Congo's Functional Rehabilitation Centre (FRC), inaugurated in 2014. The partnership then evolved to mobilise more private sector actors around obstetric fistula and other maternal and neonatal health issues. To strengthen dialogue and collaboration with private sector actors nationally and internationally, eight companies signed the Charter of Commitment to Combat Obstetric Fistula, in consultation with the Chambers of Commerce and the Union Patronale et Interprofessionnelle du Congo (the Congo employers' union). This resulted in a strategic partnership with the M'Bamou Palace Hotel, part of the Radisson Blu chain. In line with this partnership, the Dutch company Philips was approached to become a major partner of the organization with the signing of a global agreement in September 2018.

In Ghana, the country office engaged in technical cooperation with the Maternity Foundation, a Danish NGO, aiming to reduce maternal and neonatal mortality in low- and middle-income countries through the “Safe Delivery” app. The objective of this partnership is to save the lives of mothers and newborns and to build the capacity, skills and confidence of midwives and other trained health workers in Ghana. The partnership contributes to UNFPA's transformative outcome of ending preventable maternal deaths. It also aims to build national capacity in integrated family planning, information and comprehensive maternal health services, particularly for adolescents and young people.

These different experiences demonstrate the ability of country offices to mobilize actors from diverse backgrounds around issues of interest and underline the quality of UNFPA's approach to building successful partnerships whose thematic and geographical scope is appropriate to the demands of the field.

Sexual and reproductive health

In the area of sexual and reproductive health, some country offices have also demonstrated a real capacity to mobilize a wide range of partners. The strategy has involved mobilizing technical and financial cooperation and setting up a joint UN system programme or a PPP.

The partnership between the Equatorial Guinea country office and the oil/gas group Noble Energy to reduce maternal and neonatal mortality in the Bioko Norte and Kie-Ntem provinces is a perfect example. The project is implemented by UNFPA, in collaboration with the Ministry of Health and Welfare and Noble Energy. This innovative partnership is part of the first PPP

initiative in Equatorial Guinea on the issue of sexual and reproductive health. This is also the first collaboration of its kind between UNFPA and Noble Energy at the global level and an opportunity to test the implementation of an initiative with a single funding source. The country office needed to have the ability to lobby and motivate the financial partner, Noble Energy, so that the partner adhered to its commitments.

Since the beginning of its implementation on the ground in 2017, the project has strengthened some pioneering activities, representing a historic milestone in Equatorial Guinea. In 2017, a first thematic health census was conducted in Equatorial Guinea. In 2018, the project introduced the contraceptive implant in the country for the first time. The implant is a modern family planning method and has been well received by the local population. It is also important to mention that as the only ongoing partnership to reduce maternal and neonatal mortality in the country, the project has helped improve reproductive health indicators in Equatorial Guinea, as highlighted in international baseline reports. **According to UNFPA's *State of World Population 2018 report*,⁴⁸ the country increased the share of demand met by modern family planning methods for women aged 15–49 from 10 per cent to 29 per cent between 2011 and 2018 (EDS data).**

Innovation and empowerment for young people and adolescents

In West and Central Africa, adolescents and those under 24 years of age make up more than 64 per cent of the population, a unique opportunity for countries there to take advantage of what appears to be a social timebomb and make it a force for good. Several country offices have undertaken initiatives in this regard,

⁴⁸ See UNFPA's *State of World Population 2018 report*. Available from: <https://www.unfpa.org/press/state-world-population-2018>.

in Benin, Ghana, Mali, Senegal and Sierra Leone. The partnership between UNFPA Benin and EtriLabs, an innovation and training ecosystem working to pave the way for the emergence of a new generation of innovative entrepreneurs, is an interesting example of actions taken to empower young people. The objective is to give them the tools to become even more influential and productive actors in their societies.

The PPP with EtriLabs aims to use the power of innovation and technology to achieve UNFPA's three transformative results. Through this partnership, UNFPA and EtriLabs are committed to finding the best solutions to the challenges involved in achieving the programme of cooperation's target outcomes in its three areas (sexual and reproductive health; adolescents and youth and gender equality; and female empowerment). The partnership has made it possible to set up an interactive online study programme (e-Learning) based on "Learning about Living" formats but adapted to the Beninese context. It has been developed with stakeholders to improve sexual and reproductive health and rights education as well as life skills in and out of school. A mobile learning platform (m-Learning) has been set up to broaden the scope and impact of SRHR and curriculum content on gender-based violence. The capacity of teachers, peer educators, CSOs and other actors/stakeholders was built so they can use platform content throughout the training. A prototype platform has been designed to assist victims of gender-based violence and promote women's economic empowerment. Other examples, such as the alliance between UNFPA Senegal and UNESCO, and technical cooperation between UNFPA Mali and Réseau Africain d'Éducation pour la Santé (African Network for Health Education), illustrate the effectiveness of country offices in mobilizing several types of partners around a strong ambition.⁴⁹

⁴⁹ See annexes for partnership fact sheets.

The "Girls' Club", an initiative of the Senegal country office, aims to strengthen adolescent girls' and young women's leadership in the fight against early pregnancies and child marriage, the promotion of gender aspects, the schooling of girls and their employability. The *New Deal* concept was developed by the girls' clubs. It aims to reduce the vulnerability of girls through the promotion of sexual and reproductive health services as well as the fight against female genital mutilation and early marriage and pregnancy. The innovative nature of the *New Deal* is due to its comprehensive approach, which integrates the various cultural, social and economic factors hindering the development of girls. The *New Deal* is based on a moral agreement (or community pact) signed by girls' clubs, parents and neighbourhood godmothers ("*bajenu gox*" in Wolof) to achieve a zero pregnancy goal in the clubs. This pact is based on the commitment of parents not to marry off their daughters before the age of 18, the commitment of girls, in the form of a public oath, to not become pregnant before marriage, and bolstering girls' leadership in addressing the needs of adolescents and young people and preventing these issues.

The partnership is implemented with the Ministry for Youth through adolescent guidance centres under the supervision of the Youth Promotion Project (YPP) and the Ministry for Vocational Training through Vocational Training Centres (VTCs) and Kolda City Council. It receives financial support from the French Muskoka Fund (FFM) and the Canadian-funded project "Improving Women and Adolescents' Health and Welfare in Southern Regions of Senegal".

This partnership resulted in the establishment of 247 girls' clubs recognised by their communities and the signing of the *New Deal* pact by 8,125 young people. It also led to the enrolment of 156 girls

in VTCs and 21 club members being trained in hairdressing, sewing, catering or mechanics, with funding from Kolda City Council. No pregnancies were reported among members of girls' clubs while 207 pregnancy cases from outside the clubs were referred to them. The mothers received support and care from these adolescent guidance centres. In addition, 22 rape victims and 35 child marriage cases where couples had split up received support.

Gender-based violence

According to UNFPA, "violence against women and girls is one of the most prevalent human rights violations in the world. It knows no social, economic or national boundaries."⁵⁰ The issue has even become a humanitarian emergency in West and Central Africa. Given that gender-based violence and harmful practices are some of the three transformative results targeted by the organization, UNFPA's response to gender-based violence is eagerly awaited. More than 20 initiatives to reduce it have been launched in the region. Country offices in Gabon, Ghana, Mali, Mauritania, Senegal, Sierra Leone and Togo have developed several types of partnerships, focusing on technical, financial or joint UN system programmes.

Successful initiatives include the Fambul project in Sierra Leone, established to empower women and reduce gender-based violence. Through "Husbands' Schools" (also known as peer educators' networks), the Fambul Initiative Network for Equality (FINE) project mobilizes men to actively play a part in reducing gender-based violence and in encouraging their wives to use

⁵⁰ United Nations Population Fund, "Gender-based violence". Available from: <https://www.unfpa.org/gender-based-violence>.

family planning methods. Peer Education Network (PEN) centres serve as reference points where men and their families can access sexual and reproductive health information and services and be referred to health facilities. The centres collect data on the use of guidance and health services by men and boys and their families, including for sexually transmitted diseases and gender-based violence.

One of the programmes implemented in the Husbands' Schools, called Pamama (a combination of the French words for mother and father), specifically targets the husbands of pregnant and breastfeeding women. The programme provides men with information on maternal and neonatal health, enabling them to make informed choices for the wellbeing of their families. Wives are referred to health facilities for appropriate care, and husbands are encouraged to accompany them and participate in their children's upbringing. FINE Sierra Leone also runs clubs for teenage boys. In 2018, 2,850 men and boys were reached in 60 communities with messages on gender-based violence prevention and sexual and reproductive health and rights, through support structures such as Husbands' Schools, Pamama Clubs and Boys' Clubs. FINE Sierra Leone also runs community mobilization exercises, with the involvement of traditional and religious leaders in efforts to address issues affecting women and girls in their communities. In 2018, FINE facilitated the signing of 56 memorandums of understanding to end child marriage and harmful practices, following community dialogues with traditional and religious leaders.

In Gabon, to help with the fight against gender-based violence, the country office has entered into a partnership with the Observatory for Women's Rights and Equality (ODEFPA) to facilitate victims' access to justice. The partnership between

UNFPA and ODEFPA aims to develop knowledge and understanding of legal provisions and accompanying measures supporting women by simplifying and disseminating such steps. Appropriate communication tools and materials have been developed to monitor the progress of legislation, particularly changes in discriminatory law.

Advocacy efforts by UNFPA, ODEFPA and the Sylvia Bongo Ondimba Foundation have led to the revision of the legal framework to combat the spoliation of widows and orphans. Indeed, a 2015 law amending and repealing certain provisions of an earlier law stipulates that "as soon as the civil status is amended, the estate must be subject to protective measures, either by the competent court or at the request of the spouse or orphans". The text provides for the prohibition of expelling the spouse or spouses from the marital home, the prohibition of opposing the completion of administrative formalities, the affixing of seals on property, the creation of an inheritance council, the possibility for legal heirs to be assisted by an association defending the rights of the family, the removal of brothers' and sisters' entitlement to inherit, and the replacement of the family council by the inheritance council. Clinics offering free legal assistance have helped to improve the situation of widows and orphans facing dispossession. Overall, the voices of dispossessed widows and orphans were heard, there was a better knowledge of their rights at the community level, and the capacity of those tasked with administering justice was built.

In addition, a bill setting the age of traditional marriage at 18 for girls has been submitted to the Gabonese Senate for consideration.

Women's empowerment

"In the Sahel, women play an immeasurable role in building the foundations of tomorrow's world, and we should expect changes in the social norms and values that guide them. Their access to education, health care, employment, and training will make more of a difference than ever if we want to see these countries progress towards shared, lasting, and sustainable growth".⁵¹ This view from the UNFPA-WCARO Regional Director encapsulates how crucial the empowerment of women is to take advantage of the demographic dividend in the region.

Several initiatives have been undertaken by UNFPA country offices to contribute to this, including technical cooperation in Mali with the Ministry for the Promotion of Women, Children and Family, in Senegal with UNDP and in Togo with the Togolese Red Cross.

In Guinea-Bissau, the country office has demonstrated its ability to mobilize several partners around this issue. The project "Supporting the political participation of women and youth for peace and development in Guinea-Bissau" aims to empower its beneficiaries to participate in political life and in this way contribute to peacebuilding and development in the country. The project was designed to provide incentives and means to overcome obstacles so partners could fully participate in formal political processes, peacebuilding and development, with women and youth usually playing a marginal role in efforts to end the political crisis in Guinea-Bissau.

⁵¹ United Nations Population Fund, *Sahel Women's Empowerment and Demographic Dividend (SWEDD)* (Dakar, 2016). Available from: https://wcaro.unfpa.org/sites/default/files/pub-pdf/SWEDD_ENG.pdf.

Several satisfactory results have been achieved through the implementation of this project in 2018, such as a contribution to the adoption of the Gender Equality Act in August that year and the increased participation of women and youth in legislative elections. There were also 96 candidates (70 per cent of them women and 30 per cent young men) from 20 political parties trained on topics including the legal framework, the constitutional framework, political participation rights, political communication, transforming leadership to empower new candidates and organizing public debates for candidates and voters.

In the area of women's empowerment, the project contributed to the training of 2,000 women in 40 communities in the Bafatá, Oio and Cacheu regions. They learned about family budget management and small businesses, human and economic rights and access to justice. No fewer than 80 women leaders were selected and trained on land, human, economic and social rights as well as access to justice, conflict negotiation and mediation. They were then able to take part in an interregional women's forum.



Chapter 3.

Key factors for success

This chapter summarizes nine internal and external factors explaining the success of partnerships. Since 2015 UNFPA has built up a strong reputation for its excellent track record in this area.

It could be said that successfully running partnerships and managing them with excellence has been UNFPA's 'leitmotif'. However, as important as it is, the implementation of strategic partnerships is not an end in itself. It remains a means to an end, which, in this case, involves enabling the various countries of the region to achieve UNFPA's three transformative results and the SDGs.

UNFPA's experience in this area allows nine key factors to be identified that, if mastered, can help to create or accelerate the implementation of various partnerships. These factors are highlighted in this chapter because they explain the success of mobilizing partnerships in the West and Central Africa region, making them part of "best practice".

For the purposes of the summary, the questions of mobilizing around a social pact, formulating a vision and putting that vision into practice will be addressed.

The definition of a clear and shared partnership vision

"Strengthening partnerships to accelerate Africa's demographic dividend": this motto adopted by UNFPA in recent years clearly signals UNFPA's vision to make partnerships one of the key weapons for capitalizing on the demographic dividend. It also helps to achieve the three transformative results. A clear vision is the first driver for a partnership to achieve its full potential.

To paraphrase Roman philosopher Seneca,⁵² "there is no favourable wind for the sailor who does not know where he wants to go". Through the vision, the aim is to express in simple yet strong terms an ambition as well as an end destination. This vision is often disruptive and innovative compared with conventional cooperation forms and arrangements. In UNFPA's view, the purpose of partnerships is to empower individuals and communities to increase their decision-making capacity and freedom of action on truly fundamental issues. There is very clearly a focus on *empowerment* – the empowerment of communities – which is inseparable from a vision of "development as freedom",⁵³ a new paradigm in stark contrast to the neoclassical approaches to development that have prevailed until now.

A great deal of attention must be paid to contexts before defining a vision. In this case, they are characterized on the one hand by the great diversity of actors concerned with the demographic dividend, the existence of asymmetrical relations

⁵² Seneca, Lucius Annaeus and Marie-Ange Jourdan-Gueyer (2017). *Lettres à Lucilius, 1 à 29* [Moral Letters to Lucilius, 1 to 29]. Paris: Groupe Flammarion.

⁵³ In the words of Amartya Sen and the Sussex School.

between these actors and the need to involve them in necessary and/or desirable transformations. On the other hand, they should understand the specific needs of each other and develop appropriate response capacities.

Taking into account the interests of all stakeholders and promoting collaborative benefits

Partnership initiatives involve a high degree of responsibility and are also very rewarding for the various actors. In this respect, their success hinges on a clear understanding by all stakeholders of the mutual benefits that will emerge for the partners involved. For example, in Cameroon, a collaboration between the country office and mobile network operators MTN and Orange through their foundations, in the fight against obstetric fistula, is part of the firms' corporate social responsibility. For UNFPA, this partnership represents a significant step forward in improving maternal health conditions. It is therefore understandable that taking into account the interests of each partner makes it possible to guarantee uniform actions and to ensure the success of the partnership's initiatives. In such a context, the participatory approach plays a pivotal role as the preferred method of intervention. Far from being a mere phase in the project lifecycle, participation becomes a cross-cutting dimension of the transformation process.

Taking into account key needs linked to the expected results in the overall strategy

A partnership must meet at least two conditions to be effective and efficient. First, it must meet a need of recognized importance. UNFPA has placed people at the heart of its strategy, focusing on their good health and wellbeing, gender equality and the reduction of gender-based violence. As part of its interventions,

the organization has set priorities on various issues, including sexual and reproductive health and the eradication of maternal mortality. The need to achieve these different outcomes, and especially to capitalize on the demographic dividend in the region, has generated significant needs at the population level. This provides a strong impetus to devise and roll out successful partnerships in the region. In the same vein, in UNFPA's various country offices, the requirement to base the partnership approach on a particular need to be met has been the reason for a significant number of partnerships being developed. Countries such as Equatorial Guinea, Ghana, Mali, Senegal and Togo have stepped up their efforts to meet identified family planning needs. The need to put an end to gender-based violence has led other countries, such as Gabon and Sierra Leone, to establish and nurture strategic partnerships.

Secondly, the partnership must be based on the conviction that the whole is more than the sum of its parts. The various actors must understand and convince themselves that the partnership is not a competition, but a co-creation of added value, a joint undertaking to accomplish an important task of general interest. In other words, the partnership brings added value for all actors, especially when it is part of a proactive and coordinated approach, rather than a reactive and incoherent one. This conviction has fostered the development of partnerships throughout the region and the successful implementation of the various initiatives.

Adherence by all the stakeholders to the vision and the desire to turn it into a collective ambition

Having a vision is not enough in itself. **The vision must be shared by all stakeholders, who are dedicated and able to meet the various requirements, to be effective.** To achieve this, it is

essential that the vision is *championed by recognized, legitimate leadership* capable of establishing it as a social pact in order to achieve specific objectives. UNFPA-WCARO has defined and disseminated the organization's overall partnership vision and, in this way, has successfully provided this leadership.

To be widely championed and supported by all stakeholders, this vision must be reflected in a *partnership culture* that incorporates values and attitudes conducive to achieving the objectives. The impressive number and diversity of actors involved with UNFPA-WCARO (more than 100 through country offices and more than 50 through the regional office) demonstrates the broad and unmistakable commitment of all stakeholders to this vision for West and Central Africa. A notable example was the strong mobilization at a conference co-organized by UNFPA-WCARO in Dakar on the "*Partnership for Culture, Communication and the Demographic Dividend*". About 300 participants came from 14 countries, including many Ministers of Culture. This strong mobilization has helped to define a strategic partnership between those ministers and UNFPA.

When the partnership is the result of collective ambition, it becomes sustainable insofar as all stakeholders make it a vital tool in their intervention mechanisms. The natural result is that all players participate with a team spirit, which is a determining factor. Two elements play a significant role to sustain the momentum towards building or maintaining a collective ambition: building on past successes and reliable, sustained communication.

Valuing learning and success

As partnerships are by definition initiatives in which both individuals and legal entities work together, it is essential to maintain high-quality relationships. **To achieve this, UNFPA has put in place a system to value a "job well done" with its partners.**

Indeed, celebrating successes has become a tradition for UNFPA and its partners in the region. The Regional Directorate, and in particular the UNFPA-WCARO Regional Director, has received several awards in this regard from its partners, including one for its efforts supporting African youth. Valuing success is an excellent way to measure different stakeholders' satisfaction with a partnership and encourage all stakeholders to try even harder to achieve targets. It also ensures that each stakeholder, including the UNFPA regional office, sees itself as a "learning organization" and adapts over time to different successes.

UNFPA, for its part, has always taken the initiative in celebrating excellent contributions made by partners in various partnership initiatives. For example, the regional conference on the "Partnership for Culture, Communication and the Demographic Dividend"⁵⁴ provided an opportunity to pay tribute, in the form of a UNFPA medal of distinction, to Senegal's renowned traditional communicator, El Hadji Mansour Mbaye.⁵⁵

⁵⁴ Co-organized in 2018 with Senegal's Ministry of Culture.

⁵⁵ This 91-year-old Senegalese traditional communication legend was honoured by UNFPA in 2018 for his 50+ years of hard work promoting reproductive health and family planning in order to eradicate preventable maternal mortality and harmful practices in his country.

Ensuring excellent communication between and within the various actors

No partnership can reach its full potential without good communication practices. UNFPA has grasped this point and has built a well-structured communication strategy for each partnership. Several meetings and conferences are organized with partners to communicate on the progress, obstacles and achievements of each partnership. This allows the organization to have continuous contact with the various stakeholders to ensure the success of each partnership. For example, a meeting of faith-based organizations from SWEDD countries was held in Cairo in April 2018 with the Imam of Al-Azhar University, Sunni Islam's leading institution. A good communication strategy for each stakeholder is essential to maintain collaboration, overcome obstacles and advance the partnership.

Appropriate strategies for putting the vision into practice

In any change management exercise, the transition from having a vision to implementing it remains a challenging stage, for various reasons: changes in timelines, analytical methods and tools or the arrival of new actors. Several processes, tools and methods detailed below merit attention in this regard as they have been relevant in UNFPA's partnership initiatives.

The existence of a formal agreement between partners

In any partnership approach, **formalizing the partnership** is an essential and necessary step if that partnership is to be successful. UNFPA's regional and country offices have always ensured that they sign clear contracts defining objectives, roles

and responsibilities, rights, different mechanisms for communication, oversight, monitoring, evaluation and resolution of conflicts and any potential differences.

The various contracts signed define workplans for the implementation of partnerships and also commitments made by each partner. In view of the complexity of the issues needing to be addressed and resolved, the clarification of roles and responsibilities, the establishment of clear processes, the development of timetables and the need for accountability are all elements guiding the monitoring of partnerships and guaranteeing their success.

In addition, each party needs to fully understand its role and respect its commitments. For a formal collaboration to be successful, these should be willingly accepted within the framework of the partnership. A solid understanding of different partnerships and also power games is another key success factor as sometimes one stakeholder may appear to play a more important role than another. However, the different actors must understand that success depends on the balance between them all.

A clear and shared understanding of the role of each party as defined in the partnership agreement also helps to overcome potential obstacles related to the internal organization of the various actors, especially in the case of highly regulated ones like those in the public sector. A clear definition of roles allows each actor to be better prepared to face and overcome such obstacles. Sometimes more flexible processes can be put in place to facilitate the operation and success of partnership initiatives.

Building on trust, transparency, cohesion and dialogue

Any successful partnership is built on **trust and transparency**. Each party grants the other a presumption of competence based on experience and prior achievements. This bond of mutual trust is a catalyst for the success of partnership initiatives and fosters a climate of dialogue, mutual understanding and cohesion. In such an environment, potential disagreements and conflicts can be more easily resolved, and the "extended hand policy" ensures a joint effort to maintain values when implementing the partnership. Trust is always accompanied by transparency in a partnership relationship. Transparency fosters a real understanding of the issues by all stakeholders and the formulation of a partnership that provides concrete, proven and sustainable solutions in the long term.

Committed to its various partners, UNFPA has always demonstrated coherence and integrity in its actions. This has led to a climate of trust that has had a positive impact on the mobilization of the various partnerships. PPPs, like those mobilized by UNFPA Congo with Philips, in Benin with EtriLabs and in Togo with Groupe GATO are a good example. The ability of such UN offices to mobilize the private sector (including mobile network operators and logistics firms) on development and population issues reflects the confidence in various organizations in UNFPA's ability to lead projects with transformative results and improve living conditions.

Knowing and making the best use of each partner's strengths

In the previous sections, it has been demonstrated that each actor enters into a partnership with different resources and comparative advantages. The weaknesses of some are

counterbalanced by the strengths of others. **Therefore, a successful partnership is an operation that has the ability to leverage the strengths of each actor.** Collaboration with youth networks demonstrates how this is possible. Young people are now the main asset of countries in the region for capitalizing on the demographic dividend. Raising awareness among young people about their sexual and reproductive health rights is about empowering them to help bring about a profound change in the development trajectory of their nations. In this respect, the partnership between UNFPA and the African Youth and Adolescents Network (AfriYAN)⁵⁶ on sexual and reproductive health issues is a good case study. Established in 2005, the pan-African NGO AfriYAN is working in several African countries to ensure the effective participation of adolescents and young people in the fight against HIV/AIDS, poverty, unemployment and gender inequality, and the promotion of sexual and reproductive health. In this partnership, young people benefit greatly as UNFPA has an impressive capacity to mobilize resources and lobby on their behalf.

Knowing and valuing the different strengths of each partner has, therefore, been a key factor in the success of UNFPA's partnership initiatives.

The need for a transparent process in the construction and implementation of partnerships

The partnership approach is part of a long-term perspective, in view of the important challenges to be met, the results to be achieved and the enormous potential to be exploited. Any issue that requires the mobilization of a partnership presents a set of

⁵⁶ See annexes for partnership fact sheet.

complexities that cannot be addressed without a clear methodology. **It is, therefore, important to accept that the road ahead can be long and that successful partnerships are built over time.** This is the strength of any partnership approach designed to be replicated in other contexts. UNFPA has a clear and well-structured partnership approach involving several steps, from identifying needs and potential partners to consolidating partnerships.

Optimizing the use of resources

Any partnership that fails to mobilize the elements needed for it to work is doomed to failure. Several categories of resources are required and have been described in the previous sections: human, cultural, informational, financial, material, institutional, etc.

The ability to mobilize, but above all to optimize resources, is a key skill to be developed for success and sustainability in the implementation of partnerships. This skill makes it possible to prevent resources being wasted, to properly organize the workspace, and to be productive when managing partnerships. This is an effective way to take ownership of the partnership and to ensure that synergies converge. Optimizing resources also means diversifying sources. The diversity of resource mobilization sources determines the ability of initiatives to smooth out and reduce implementation risks.

In its regional action plan for West and Central Africa, UNFPA clearly defines the framework for resource mobilization and management, particularly of financial resources.

In conclusion, there are many lessons to be learned from the various initiatives analyzed here. Aiming to capitalize on and fully benefit from the demographic dividend and favouring a partnership approach to achieve this aim are Herculean tasks, as the challenges to be met are conceptual, methodological, analytical and operational.

On this rocky road that the organization has nevertheless chosen to follow, UNFPA-WCARO has significant capital at its disposal, which it puts to good use: **the full acceptance of complexity**, with conceptual and operational implications.

This is reflected in the adoption of a systemic approach to the issue of the demographic dividend and partnership. In such an approach, knowledge of the variables that make up a system is not enough to transform it. That's because what makes a system evolve is not the variables taken in isolation but the interrelationships between them. Transformative action is therefore always based on a theory of change, be it implicit or explicit. To its credit, UNFPA has based its theories on the analysis of concrete situations and not on any ideological premise, even though this may be tempting for issues connected to population in a world in which differences in development place numbers of people at the heart of huge geopolitical and geostrategic challenges.

At the operational level, the acceptance of complexity has led UNFPA to move beyond sector-wide approaches and, above all, to move away from the binary logic that tended (and still tends) to bring into opposition such things as security and development, cooperation with state authorities and engagement with a wide range of social actors.

Multilateralism versus bilateralism

In this era of reconfiguring the institutional architecture of development, this binary logic is no longer necessary. There can be no peace without sustainable development, nor can there be a robust private sector without the state. However, the battle has not yet been won. New conflicts are replacing the outdated ones, such as those that exist and are reflected *at the geographical level* between neighbourhood and proximity-based approaches and broader geopolitical frameworks, i.e. the local versus the global. *At the level of tools and instruments*, the conflict is between cooperation based on specific instruments and cooperation based on strategies, while at the level of *responsibilities* the battle is between coordination and management.

Faced with academic disputes over the comparative advantages of the various approaches, UNFPA seems to have chosen the difficult path of pragmatism. When faced with these dilemmas, operational imperfection is better than the inevitably fruitless search for perfection.



Recommendations

At this stage, several recommendations can be made to maximize the chances of UNFPA-WCARO's various partnership initiatives being successful.

Communicate what UNFPA does

In a partnership, each actor must organize its operations to get the best out of all the opportunities offered. A communications policy is essential in this respect. Given UNFPA's wealth of experience, two main approaches should be considered.

Strengthening the internal information-sharing plan within the various partnerships

The regional office should focus on improving communication, both internally and with the various partners. This makes it possible to prepare public discourse better and share the results of partnerships, in conjunction with an external communication strategy.

A robust and well-developed internal communication strategy, which takes into account best practices in information-sharing among partners, is a critical and necessary element of effective partnership management. Open and unambiguous messaging generates internal support for the partnership, helps identify opportunities or gaps and can create a sense of pride and commitment. Also, excellent communication between partners can eliminate some of the misunderstandings that cause a programme to fail. Internal communication rests on clear leadership from each actor.

An external communication strategy

This strategy determines the extent to which other external actors are willing to join and support the partnership. Like internal communication plans, different external communication messages can increase support for the partnership. Partners should collaborate on the implementation of their communication strategies from the beginning of the partnership, taking into account their respective policies, procedures, needs and objectives. In summary, organizations involved in any partnership should create both internal and external communication strategies.

Expand the scope of the partnership and move towards greater pooling of resources

Although the various partnerships mobilized by the regional and country offices of the 23 countries in the West and Central Africa region have very broad geographical, thematic and sectoral coverage, considerable scope remains for expanding their respective perimeters.

Thus, geographically, a partnership extended to the Maghreb countries could, under certain conditions and at least for some countries, be fruitful, if only because of the cultural flows of Arab-Islamic origin that permeate the region, particularly the Arabic language and the Islamic religion, as well as family codes and other legal instruments.

Scale up without compromising the flexibility of the approach

UNFPA-WCARO's experience in the sense of its know-how could be replicated and used more intensively. UNFPA-WCARO must scale up its partnership mobilization approach and methodology, to capitalize on its achievements. It should be accessible not only to the United Nations system as a whole, but also to other bilateral or multilateral actors interested in the demographic dividend. UNFPA could take advantage of three key elements to quickly scale up its approach while maintaining its flexibility:

A differentiated and unique approach

UNFPA-WCARO's long experience in mobilizing partnerships has afforded it a remarkable territorial presence. It has a remarkable capacity to mobilize diverse resources, a solid organizational structure and a proposition backed by the achievement of transformative results and the acquisition of the demographic dividend. It is this difference that gives the regional office a unique opportunity to scale up its approach to reach more targets, sectors and actors.

Optimization of knowledge transfer

One of the advantages of the partnership approach is the ability of leaders to ensure the effective transfer of knowledge and skills. The flexibility of UNFPA-WCARO's approach is a significant asset that allows them to break things down into simple sequences and replicate them more easily. However, it is worth noting that in the process of developing or institutionalizing this approach, it should be easy for those involved to remove non-essential elements, to facilitate successes in other contexts.

Institutionalization of the process

This is a crucial step in scaling up UNFPA-WCARO's approach. Institutionalization is an ambitious project focused on formalizing the methodology, actions, tools and concepts. Each stage of the partnership approach begins with drawing up an exhaustive list of activities to be carried out, then preparing the available tools (frameworks and examples of partnership contracts, standard partner identification forms, etc.). In this process, it is sometimes useful to determine the profiles of a typical partnership mobilization team with the different skills required.

Launch a major unifying initiative in 2020

Finally, it is vital that UNFPA-WCARO exercises the necessary leadership and prepares an updated road map for 2020, in partnership with the United Nations system, the AfDB, the African Union, the private sector and African civil society, to be implemented as part of an *African alliance for the demographic dividend*. This road map should take into account regional and global geopolitical developments, as well as a study identifying specific obstacles to partnerships.

To accelerate the results and achievements of the various partnerships, it is crucial to identify any obstacles limiting the scope of the multiple initiatives. Above all, it is vital to propose rapid solutions to remove such obstacles. Emphasis should be placed on direct causal constraints that can be resolved relatively quickly, balancing the need for rapid results with sustainability constraints.

Without prejudice to the conclusions of this study, several types of barriers need to be overcome. These may be related to the partnership planning process, legal frameworks, the capacity of different stakeholders to mobilize the various resources required, and the implementation phase. Other obstacles and bottlenecks require an integrated response due to their cross-cutting nature.



Conclusion

Partnership proves to be a high-impact way of working that requires a structured and rigorous approach, in the face of complex situations in sustainable development that are sometimes difficult to control. It has evolved through the end of the MDGs and the implementation of the SDGs. There has been a significant shift, from the way partnership has been conceptualised to how it has been designed and implemented.

Partnership, as both an SDG and a way to achieve all the SDGs, displays a duality that is an integral part of UNFPA-WCARO's approach to achieving the goals. It is in line with its mandate – supporting states in the West and Central African region to harness the demographic dividend and achieve its three transformative results.

This publication first presented the concept of partnership, its dimensions and its nature. It then documented UNFPA's experience in partnership mobilization, demonstrated the originality of the approach, highlighted the partnership dimension as a method of engagement, and described some successful experiences. Finally, it summarized nine key factors for success in mobilizing partnerships. These main levers are linked to the formulation of a vision, mobilization around a social pact and operationalization of the vision.

A number of lessons were learned from the exercise, which resulted in recommendations aimed at strengthening and supporting the leadership of UNFPA-WCARO in its efforts to achieve the demographic dividend, achieve transformative results and more widely promote sustainable development in West and Central Africa.

Far from being a finished product, this document is rather an essential input to facilitate future initiatives for mobilizing partnerships at the regional level, and especially to provide strategic guidance for scaling up and deploying the UNFPA-WCARO partnership approach and its possible extension to other UN agencies.

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Annex 1

Table 1: Development indicators in West and Central Africa, compared with other regions of the world, 2018*

	Arab States	Asia and the Pacific	Eastern Europe and Central Asia	Latin America and the Caribbean	East and Southern Africa	West and Central Africa
Total fertility rate	3.4	2.1	2	2	4.5	5.2
Maternal mortality ratio	162	127	25	68	407	679
Births attended by skilled health personnel, percentage	79	82	98	94	58	46
Adolescent birth rate per 1,000 girls aged 15–19	52	28	–	64	95	115
Contraceptive prevalence rate, modern method	47	63	49	70	37	17
Unmet need for family planning, women aged 15–49	16	10	10	10	23	24
Child marriage by age 18, percentage	19	26	11	29	36	42
FGM prevalence among girls aged 15–19, percentage	55	–	–	–	31	24
Adjusted net enrolment rate, primary education, percentage, 2000–2015	83	95	94	94	85	68
Gender parity index, primary education	0.96	0.99	0.99	1.00	0.98	0.89
Net enrolment rate, secondary education, percentage 2000–2015	58	66	87	78	32	31
Gender parity index, secondary education	0.92	1.02	0.99	1.06	0.93	0.83

Source: <http://www.unfpa.org/world-population-dashboard>

*All figures are for 2018 except for the 2010–2015 periods shown in bold above.

Annex 2 – Partnership fact sheets

From young people in the African NGO African Youth and Adolescents Network (AfriYAN) to the multinational corporation Philips, Fass City Hall (Dakar) and the India–UN Development Partnership Fund (United Nations Office for South-South Cooperation, UNOSSC), the range of partnerships UNFPA relies on to implement its mandate in West and Central Africa is broad and diverse.

The fact sheets below present a selection of the partnerships in the region. Ten of them were established by the regional office, and the other 16 by 12 country offices. Eighty per cent of these collaborations involve the public sector, the private sector, civil society and other UN agencies. The other partnerships (20 per cent) concern research institutions, local authorities and NGOs or are of a financial nature.

The partnership sheet headings presented below refer to the Strategic Plan 2018-2021: *Area of work; Type of partner institution; Business model, and Purpose of partnership.*

Furthermore, under the Strategic Partnership Framework, four priority partnership objectives/purposes are distinguished:

Reach: expand the scope to galvanize broad endorsement and visibility of UNFPA as the leading UN agency working to preserve and improve the health and wellbeing of all people.

Mobilization of resources: to cultivate a robust and differentiated portfolio of donors supporting UNFPA programmes and thus contributing to the organization's sustainability.

Brain: to back UNFPA with a network of partners who enhance operational capacity by delivering or contributing to innovative solutions.

Alliance: Build alliances to continually expand government and public support.

AfriYAN

Changing behaviour and harnessing the demographic dividend

Geographical scope: West and Central Africa

Area of work: Harnessing the demographic dividend; sexual and reproductive health

Type of partner institution: Civil society

Focus of partnership: Young people and adolescents

Purpose of partnership: Alliance

Business model: Capacity development; advocacy, policy dialogue and advice

Founded in 2005, the pan-African NGO African Youth and Adolescents Network (AfriYAN) works to ensure the effective participation of adolescents and young people in the fight against HIV/AIDS, poverty, unemployment and gender inequality, and in the promotion of sexual and reproductive health. It actively campaigns to combat early marriage and female genital mutilation. With offices in Mauritania, Madagascar, Mali, Senegal and Uganda, it aims to bring together youth organizations across Africa fighting for the same causes. UNFPA-WCARO provides support in the form of capacity building and helping the network advocate for the achievement of the demographic dividend.

Actions have included the network's participation in the 10th anniversary celebrations of the African Youth Charter in 2016; two workshops in 2017 and 2018 to revitalize its structures and mobilization capacity; capacity building on the demographic dividend and African Union (AU) Roadmap; support for social mobilization, high-level advocacy, and awareness-raising and behaviour change communication in sexual and reproductive health. The AfriYAN Secretary-General is invited to all high-level events organized by UNFPA-WCARO. This partnership has thus enabled AfriYAN and its associates to benefit from a regional forum for expressing themselves on youth issues.

Contact:

afriyan@afriyan.com

<https://www.facebook.com/AfriYANNetwork/>

Commune of Fass

Harnessing the demographic dividend in a working class neighbourhood of Dakar

Geographical scope: Senegal

Area of work: Women and youth empowerment; maternal health; family planning; demographic dividend

Type of partner institution: Local community

Focus of partnership: Construction of a new health post and offering a multidimensional approach in a commune

Purpose of partnership: Alliance; brain

Business model : Capacity development; service delivery

"Emerging Fass" (FassE) is a project aimed at harnessing the demographic dividend in Gueule Tapée-Fass-Colobane, a municipality of 80,000 inhabitants within Dakar. The intervention areas over the period 2018–2023 include sexual and reproductive health, maternal and child health, family planning, education and vocational training, economic empowerment of women and girls, good governance and citizen participation - particularly youth participation - in managing civic affairs.

This partnership, initiated by the UNFPA regional office with the commune of Gueule Tapée - Fass - Colobane and operationalized through the UNFPA country office benefits from the "Delivering as One" dynamic in which UNCDF and UNIDO are engaged. The innovative approach aims to pool the interventions of partners under the coordination of UNFPA and ensure ownership of the approach by the local authority and the population.

Among the outcomes of this partnership are ongoing reconstruction of the health post in Fass; the opening of an advisory office to meet the sexual and reproductive health needs of young people and adolescents; capacity development for locally-elected representatives in gender-sensitive participatory budgeting for the commune in effective tax collection; the updating of a database; and the development of a Demographic Dividend Monitoring Index (DDMI). Specific training was provided to 30 young people in the commune in economic animation, to raise awareness among women, religious and community leaders on gender and health, as well as to support 30 female cereal and fish processors in management and production techniques.

Contact: UNFPA-WCARO

<https://wcaro.unfpa.org/contact>.

**Research Centre for Economics and Applied Finance of the University of
Thiès (CREFAT)**

Observing and measuring demographic dividend indicators

Geographical scope: Senegal

Area of work: Demographic dividend

Type of partner institution: Research institute

Focus of partnership: Research into demographic data

Purpose of partnership: Brain

Business model: Capacity development; knowledge management

The absence of an index capable of tracking progress in harnessing the demographic dividend led UNFPA-WCARO to enter into partnership with CREFAT in 2015. This research centre, housed at the University of Thiès, is a pioneer in the field of "generational" economics: a subject little known in Senegal and elsewhere in West and Central Africa. What are known as National Transfer Account (NTA) indicators have been included by CREFAT for advanced country development analyses, combining statistics based on population structures and national account aggregates.

Between 2015 and 2019, nearly 300 national experts representing multiple sectors received intensive training, 10 days for each country team. These experts are now responsible for implementing the demographic dividend in their country and are in charge of its effective integration into national and sectoral development plans. With their support, national observatories on the demographic dividend have been established in six countries. An alert and monitoring index for the demographic dividend has also been developed.

This collaboration has made UNFPA-WCARO an authority on analyzing the demographic dividend and a model for other regions of Africa. For its part, CREFAT, originally a national research institution, has expanded. It has now become a centre of regional and even continental renown on demographic dividend issues.

Contact: UNFPA-WCARO

<https://wcaro.unfpa.org/contact>

EtriLabs

Innovating to expand health education

Geographical scope: Benin / West Africa

Area of work: Youth and adolescents; gender-based violence

Type of partnership institutions: Private sector

Focus of partnership: Support for young entrepreneurs

Purpose of partnership: Reach; brain

Business model: Capacity development; advocacy, policy dialogue and advice

EtriLabs, created in 2009 in Benin, operates as an incubator for start-ups and provides solutions to companies. This ecosystem has four branches: two in Cotonou, one in Parakou, in Benin, and the fourth in Dakar, Senegal. It promotes innovation and supports project leaders who wish to provide solutions to critical problems, both nationally and internationally. The partnership started in 2017, as part of the “Learning About Living” (LaL) project which is financed through Belgian funds and implemented by UNFPA through the NGO One World. EtriLabs identifies, designs and establishes innovative and technological practices based on health education and sexual and reproductive rights. This collaboration resulted in a partnership in 2018 with UNFPA for the period 2019–2023.

An e-learning programme has been set up, based on “Learning about Living” and adapted to the context in Benin. A mobile learning (m-learning) platform extends the scope of the programme on gender-based violence. It provides teachers, educators and civil society organizations (CSOs) with tools to make better use of the content of platforms throughout training. By 2020, the partnership aims to provide digital solutions for information and training on health, sexual and reproductive health and rights, and gender-based violence in five countries and at least four languages (Hausa, Yoruba, Fula and Fon). At least 150,000 young people aged 10 to 24 years are being targeted to receive comprehensive sexuality education through digital solutions. By 2021, at least 5,000 girls aged 10 to 24 years will be receiving m-health training in local languages.

Contact:

info@etrilabs.com

<https://etrilabs.com>

Fambul Initiative Network for Equality (FINE)

Raising men's awareness of sexual and reproductive health, gender-based violence and gender equality in Sierra Leone

Geographical scope: Sierra Leone

Area of work: Sexual and reproductive health; gender-based violence; gender equality

Type of partner institution: Civil society

Focus of partnership: Awareness-raising for men

Purpose of partnership: Alliance

Business model: Advocacy, policy dialogue and advice; service delivery

The Fambul Initiative Network for Equality (FINE) project was launched in 2011 in Sierra Leone to increase the involvement of boys, adolescents and men in sexual and reproductive health, gender-based violence and gender equality issues. With UNFPA support, FINE encourages men and boys to mobilise for the empowerment of women.

The project is based on boys' clubs and husbands' schools, also known as Peer Education Networks (PENs). Men attend meetings to discuss gender-based violence and family planning. The scheme includes a programme called Pamama, from the French words for "mum" and "dad". This targets the husbands of pregnant and breastfeeding women and informs them about maternal, newborn and child health issues. They can then make the right health decisions for their families. Wives are referred to facilities for appropriate care, and husbands are encouraged to accompany them and participate in their children's upbringing.

In addition, PEN centres serve as reference points. Men and their families can access sexual and reproductive health information and services, or be referred to health facilities. In 2018, FINE reached 2,850 men and boys in 60 communities. It also facilitated the signing of 56 memorandums of understanding to end child marriages and harmful practices, following community dialogue with traditional and religious leaders.

Contact: UNFPA Sierra Leone

<https://sierraleone.unfpa.org/en/contact>

Bill & Melinda Gates Foundation
Matching fund for domestic investments

Geographical scope: Benin, Burkina Faso, Côte d'Ivoire, Guinea, Mali, Mauritania, Niger, Senegal, Togo

Area of work: Family planning; sexual and reproductive health

Type of partner institution: Foundation; government

Focus of partnership: Incentives to purchase contraceptives

Purpose of partnership: Mobilization of resources

Business model: Advocacy, policy dialogue and advice

This financial partnership between the Bill & Melinda Gates Foundation and UNFPA established a Double Matching Fund Incentive (FIx2) of US\$18 million. Established as part of the overall UNFPA Supplies programme, this mechanism encourages the nine countries committed to the Ouagadougou Conference to increase their investments and expenditures in contraceptive commodity security by allocating US\$2 for every additional dollar invested by governments.

Implemented over a three-year period (2019–2021), FIx2 enables financial innovation to be tested, with a view to scaling up. This initiative is a direct response to UNFPA's three transformative results that aim to put an end to unmet family planning needs by 2030. One of the support components consists of the preparation of "Family Planning Business Cases". Supported by a communication plan, these are designed to become advocacy tools for national decision-makers to create specific budget lines dedicated to purchasing contraceptive products.

The initiative is part of the broader Ouagadougou Partnership, launched in February 2011 to scale up family planning efforts. Since the first operational phase (2011–2015) of the Family Planning 2020 (FP 2020) programme, 2.7 million new users of modern family planning methods have been recorded, exceeding targets. Promising progress has been made during the acceleration phase (2016–2020), with most of the targeted countries having doubled their contraceptive prevalence rates.

Contact: Bill & Melinda Gates Foundation

www.gatesfoundation.org/Who-We-Are/General-Information/Contact-Us

South-South Cooperation Assistance Fund of China (SSCAF)

Building medical capacity in maternal and child health

Geographical scope: Cabo Verde, Ethiopia, Ghana, Malawi, Sierra Leone and Zimbabwe

Area of work: Maternal health; sexual and reproductive health

Type of partner institution: Government; research institute

Focus of partnership: Population and reproductive health

Purpose of partnership: Reach; brain

Business model: Partnership and coordination: South-South cooperation; knowledge management

An innovation programme for maternal and child health was successfully implemented in six African countries in 2016–2017. Funded by the SSCAF in partnership with UNFPA-WCARO, this one-year project improved the capacity of obstetrician gynaecologists and paediatricians at selected hospitals in first aid, diagnosis and treatment, to reduce maternal and child mortality. There was a focus on making the project sustainable by establishing partnerships between Chinese and African hospitals.

In total, more than 200 professionals in Africa received training in 2018. This programme is part of a South-South cooperation between China and Africa on population issues. Kenya and Ghana were the first to apply population projection software developed by the China Population and Development Research Center (CPDRC). Other Chinese institutes active in population issues related to Africa are as follows: China Training Center of Reproductive Health and Family Care (CTC), China's International Health Exchange and Cooperation Center (IHECC) and Renmin University of China. In Africa, the main institutes involved are the Ghana Population Council (GPC), Kenya Population Council (KPC), University of Nairobi and University of Liberia. However, programmes still need to be developed to provide more relevant responses to Africa's needs and strengthen information-sharing and coordination among different partners.

Contact: UNFPA-WCARO

<https://wcaro.unfpa.org/en/contact>

French Muskoka Fund (FFM)

Improving maternal, newborn, child and adolescent health

Geographical scope: Benin, Chad, Côte d'Ivoire, Guinea, Mali, Niger, Senegal, Togo

Area of work: Maternal health; sexual and reproductive health; Adolescents and youth; demographic dividend

Type of partner institution: United Nations; government

Focus of partnership: Reproductive, maternal, newborn, child and adolescent health (RMNCAH); gender equality; fighting harmful practices

Purpose of partnership: Reach; brain

Business model: Partnership and coordination; capacity development; advocacy, policy dialogue and advice

The French Muskoka Fund (FFM) was created in 2010 in response to an urgent call for action at that year's G8 Summit in Muskoka, Canada, to improve the health of mothers, newborns, children and adolescents and to contribute to achieving the Millennium Development Goals (MDGs). In the spirit of ongoing United Nations reform, the World Health Organization (WHO), UN Women, UNFPA and UNICEF are working together in eight countries. Funded by France and Denmark, the FFM implements high-impact, targeted interventions to improve women's health and unlock the potential for transformative change for adolescents, in order to achieve the demographic dividend.

Several practical actions have been launched, including a mobile midwifery project in Senegal, capacity building for effective delivery of emergency obstetric and neonatal care (EmONC) in the eight countries, and the "Zero Pregnancies in Schools" campaign in Côte d'Ivoire. FFM has been very successful and was extended until 2022 after its initial five-year mandate, with the support of France and, since 2018, Denmark. No fewer than 40 joint missions of harmonized technical support were conducted and 29 good practices documented. In terms of advocacy and communication, a partnership has been established with Le Monde Afrique and FFM has participated in seven programmes on Radio France Internationale (RFI), in addition to the regional strategy for social and behaviour change via the television series *C'est la vie* (see fact sheet on the African Network for Education, Health and Citizenship in these same annexes).

Contact:

<https://ffmuskoka.org>

India–UN Development Partnership Fund
Accelerating family planning in Sao Tome and Principe

Geographical scope: Sao Tome and Principe

Area of work: Sexual and reproductive health

Type of partner institution: United Nations; government

Focus of partnership: Family planning

Purpose of partnership: Mobilisation of resources; reach

Business model: Partnership and coordination; capacity development

Established in June 2017, the India-UN Development Partnership Fund supports transformative projects aimed at the fulfillment of the Sustainable Development Goals (SDGs) in the less developed countries, and small island developing states. Established and coordinated by the Indian government, the fund is managed by the United Nations Office for South-South Cooperation (UNOSSC) and implemented by the different UN bodies in close partnership with the concerned governments.

These projects include support for accelerating family planning in Sao Tome and Principe. Implemented in partnership with the UNFPA country office and the Ministry of Health, the fund targets one of UNFPA's "transformative results": the elimination of unmet need for family planning. The objective is to build the capacity of health centres and posts, as well as management capacity, to better monitor and implement the existing National Strategic Plan. The project also provides equipment and furniture to health units in seven districts (seven health centres and 30 health posts), and is planning to purchase three mobile clinics to extend service coverage to isolated populations. Training in contraceptive methods has been prepared, with a view to extending family planning services to private health services and CSOs.

Contact: UNFPA Sao Tome and Principe

<https://saotomeandprincipe.unfpa.org/en/contact>.

Brazilian Institute of Geography and Statistics (IBGE)

Carrying out a digital census

Geographical scope: Brazil, Senegal, Cabo Verde, Africa

Area of work: Population data; demographic dividend

Type of partner institution: Government; research institute

Focus of partnership: General Population and Housing Census (RGPH)

Purpose of partnership: Reach; brain

Business model: Knowledge management; capacity development;

Partnership and coordination: South-South cooperation

As Brazil was the first country in the world to conduct a digital population census in 2010, UNFPA facilitated a South-South cooperation partnership with the *Agence nationale de la statistique et de la démographie* (National Agency of Statistics and Demography of Senegal, ANSD), the *Instituto Nacional de Estatística* (National Statistics Institute of Cabo Verde, INE-CV) and IBGE of Brazil, focusing on sharing good practices. The purpose of the partnership is to share the methodology of electronic data collection with other countries in Africa, through two reference centres led by ANSD, which is developing a digital data collection strategy, and INE-CV, which conducted the first digital census in Africa.

Training courses on administrative, financial and methodological (mapping and counting) procedures are organized with IBGE at the request of the countries concerned; these have included Ethiopia, Egypt, Kenya, Côte d'Ivoire, Guinea-Bissau, Mali and Congo. Trainers were trained by IBGE in Dakar and Praia in December 2017, support was provided to countries in the region interested in transferring the methodology, and the reference centres participated in international forums in Yaoundé (Cameroon) and Bali (Indonesia) in 2018. Effective skills transfer for Egypt and Ethiopia is planned for 2019, while a communication strategy is in place to inform countries of the existence of the reference centres for digital census in Africa. ANSD is also involved in updating a website.

Contact:

IBGE – www.ibge.gov.br/english/

INE/CV – inecv@ine.gov.cv

ANSD – statsenegal@ansd.sn

Maternity Foundation

Improving midwives' skills through a downloadable application on safe childbirth

Geographical scope: Ghana

Area of work: Maternal health

Type of partner institution: NGO

Focus of partnership: Safe Delivery App (SDA); combating maternal mortality

Purpose of partnership: Brain

Business model: Capacity development; service delivery

The Danish NGO Maternity Foundation aims to reduce maternal and neonatal mortality in low- and lower-middle-income countries through the SDA, which is already in use in 40 low- and middle-income countries in South-East Asia and sub-Saharan Africa. Through animated films with simple clinical instructions and action cards, the project guides midwives on how to provide medical assistance during births, whether normal or with complications. The content is based on worldwide clinical guidelines and has been validated by an international group of experts.

Launched in early 2017, the partnership between UNFPA Ghana and the Maternity Foundation has enabled the SDA application to be adapted to Ghana's standards, in collaboration with the Ministry of Health, the Ghana Health Service (GHS) and midwifery training institutes. Several training sessions have been held on the Ghanaian version of SDA, which is available for free online. There are plans to roll this out nationally and in other countries. A pilot project was run in Sierra Leone with 57 midwives from four regions, improving their skills in managing postpartum haemorrhage. Videos of Ghanaian midwives using the application have also been used very successfully in Sierra Leone.

Contact:

Maternity Foundation : mail@maternity.dk

UNFPA Ghana: <https://ghana.unfpa.org/en/contact>

Senegal / Kolda commune / Adolescents' guidance centres
Combating early pregnancy and child marriage in Kolda and Tambacounda

Geographical scope: Senegal

Area of work: Sexual and reproductive health; combating harmful practices

Type of partner institution: Government; civil society; local community

Focus of partnership: Prevention of early pregnancy

Purpose of partnership: Brain

Business model: Capacity development

The regions of Kolda and Tambacounda, in the south and east of Senegal, have the highest fertility rates (6.3 and 6.9 children per woman, respectively, compared with a national average of 4.6 in 2010–2011) and female genital mutilation rates for girls under 10 years of age (46 per cent of this age group in Tambacounda, and 43 per cent in Kolda). The same applies to early pregnancies, with 28 per cent of 15–19 year olds in Kolda and 32 per cent in Tambacounda having already had at least one child or been pregnant in the 2012–2014 period, compared with a national average of 18 per cent.

In response, the Ministry of Youth launched a "girls' clubs" initiative through the Tambacounda adolescent guidance centre in the city suburbs in 2014. In the same year, the Kolda adolescent guidance centre launched the New Deal initiative for parents, girls and neighbourhood mentors, supported by UNFPA. The objective was to secure a commitment by parents not to marry off their daughters before the age of 18, and by girls, in the form of an oath, not to become pregnant before marriage.

Among the 247 clubs set up, 8,125 girls were sworn in and no cases of pregnancy were recorded. Vocational training was provided to 156 girls, funded by Kolda City Hall. In addition, 207 cases of pregnancy outside the clubs were monitored, 22 cases of rape were addressed, 336 girls received family planning and 35 child marriages were annulled. The New Deal initiative has been documented, with a view to scaling up.

Contact: UNFPA Senegal

<https://senegal.unfpa.org/en/contact>.

MTN and Orange Foundations Combating obstetric fistula

Geographical scope: Cameroon

Area of work: Maternal health

Type of partner institution: Private sector

Focus of partnership: Social responsibility for combating obstetric fistula

Purpose of partnership: Brain; mobilization of resources

Business model: Capacity development; service delivery

In Cameroon, more than 2,000 new cases of obstetric fistula are reported each year, as a result of pregnant women's insufficient access to quality health services during childbirth, particularly in the eastern part of the country. As part of its cooperation with Cameroon, the UNFPA country office launched partnerships with the foundations of MTN and Orange, two private telecommunications groups, in 2013 and 2016 respectively, to support the Ministry of Health in reducing maternal morbidity in the east and providing free care through the "Curing Obstetric Fistula" initiative.

UNFPA and the MTN Foundation established a dedicated centre in Ngaoundéré (Adamawa region) in 2013. A private midwifery school in Garoua received a donation of specialist equipment (delivery beds, medical examination tables, incubators, trolleys and anatomical mannequins). The MTN Foundation provided US\$127,000 to help equip the training centres' laboratories in Bamenda, Garoua and Yaoundé. An awareness campaign was then launched in 2016 with the Orange Foundation, aimed at both prevention and identifying women who could benefit from free reconstructive surgery. More than 120 women have undergone repair surgery and have received a grant to finance income-generating activities to help them overcome the ostracism they face because of their disability. The Catholic regional hospitals in Bertoua and Batouri have received full medical kits for surgical procedures and have increased beneficiaries' access to sexual and reproductive health services.

Contact: UNFPA Cameroon

<https://cameroon.unfpa.org/contact>.

Noble Energy
Reducing maternal and neonatal mortality

Geographical scope: Equatorial Guinea

Area of work: Maternal health

Type of partner institution: Private sector

Focus of partnership: Maternal and neonatal mortality

Purpose of partnership: Reach; mobilization of resources

Business model: Capacity development; service delivery

This pioneering partnership between UNFPA Equatorial Guinea, the US oil group Noble Energy and the Ministry of Health and Social Welfare (MoHSW) is focusing on reducing maternal and neonatal mortality in Bioko Norte and Kie-Ntem provinces. The three partners are involved in all stages of the programme, through a steering committee chaired by the Minister of Health and Social Welfare. The Noble Energy CSR team takes part in field activities and important decisions.

In order to bring 80 per cent of maternal, neonatal and family planning intervention programmes for the populations of Bioko Norte and Kie-Ntem up to WHO standards by the end of 2019, the project has three components: building human resource capacity; providing reproductive health technologies and commodities and improving health facilities; and monitoring maternal mortality. At the same time, the very first thematic census of health in Equatorial Guinea has been conducted, and a modern method of contraception through subcutaneous implant was launched in 2018. That has been well received by the country's people.

UNFPA has trained around 1,000 community leaders in advocacy for maternal and neonatal health. By the end of 2018, 24 facilities covered by the project had trained 100 per cent of family planning staff. All facilities, including the large hospital in Bata, have taken measures to prevent the supply of contraceptives running out. The only project to reduce maternal and neonatal mortality, the partnership has also resulted in improvements in the country's reproductive health indicators and has been cited as an example in discussion papers and in the media.

Contact: UNFPA Equatorial Guinea

<https://www.unfpa.org/data/transparency-portal/unfpa-equatorial-guinea>.

The Organization of African First Ladies for Development (OAFLAD)
Advocacy on population and development issues

Geographical scope: Africa

Area of work: Empowerment of women; fighting harmful practices; gender-based violence; demographic dividend

Type of partner institution: Foundation; civil society

Focus of partnership: Advocacy on population and development issues in relation to the United Nations 2030 Agenda and the African Union Agenda 2063.

Purpose of partnership: Reach; alliance

Business model: Advocacy, political dialogue and advice; partnership and South-South cooperation

The African first ladies, who are some of the most respected citizens in the region, have a unique platform to support the transformation of lives, especially those of young people, adolescent girls and women. At its 22nd Ordinary General Assembly in February 2019 in Addis Ababa, OAFLAD launched its five-year strategic vision (2019–2023). Marked by a desire to move beyond its original goal of fighting HIV and AIDS, which until then had been at the forefront of its advocacy, OAFLAD now aims to expand its areas of intervention to include infant mortality, adolescent sexual and reproductive rights, harmful practices like child marriage and female genital mutilation, and cervical cancer.

UNFPA-WCARO had already involved several first ladies in various campaigns to eradicate child marriage and/or improve reproductive health. The expansion of OAFLAD's scope of action provided an opportunity to formalize a partnership on issues related to the UNFPA mandate. First ladies from Sahel Women's Empowerment and Demographic Dividend (SWEDD) countries (see UNFPA/World Bank/WAHO fact sheet in these annexes) also play a key advocacy role. They have urged their compatriots to adopt this multisectoral and multinational initiative in order to further develop it in the Sahel and other subregions of Africa.

Contact: UNFPA-WCARO

<https://wcaro.unfpa.org/en/contact>.

Observatory on Women's Rights and Equality (ODEFPA)

Assuring the rights of children and women

Geographical scope: Gabon

Area of work: Empowerment of women; gender-based violence

Type of partner institution: Government; foundation; civil society

Focus of partnership: Ensuring inheritance rights and legal assistance to vulnerable women and children

Purpose of partnership: Brain; alliance

Business model: Advocacy, political dialogue and advice

Despite Gabon's ratification of many international and African conventions, gender inequalities persist, particularly in terms of violence against women and dispossession of widows and orphans during the inheritance process. UNFPA Gabon has partnered with ODEFPA to provide information on legal provisions for women.

Advocacy by UNFPA, ODEFPA and the Sylvia Bongo Ondimba Foundation resulted in a revision of the legal framework regarding inheritance issues raised by the practice of levirate (whereby the brother of a deceased man marries his brother's widow). A new law adopted in 2015 prohibits expulsion from the marital home, prohibits anyone from opposing the completion of administrative formalities, and provides for affixing of seals on property, the creation of an inheritance council in place of a family council, the possibility for legal heirs to be assisted by an association defending the rights of the family, and the removal of siblings of the deceased from the right of succession. Advocacy was accompanied by the establishment of legal clinics to combat the dispossession of widows and orphans. Finally, a bill setting the marriageable age (for traditional marriage) at 18 for girls has been submitted to the Senate for consideration.

Contact: UNFPA Gabon

<https://gabon.unfpa.org/contact>.

One Stop Center
Alliance for addressing gender-based violence

Geographical scope: Mali

Area of work: Gender-based violence

Type of partner institution: Government; United Nations

Focus of partnership: Care and treatment following rape and gender-based violence in a humanitarian setting

Purpose of partnership: Reach; brain; alliance

Business model: Advocacy, policy dialogue and advice; service delivery; capacity development

The United Nations Humanitarian Coordinator's office in Mali asked UNFPA to set up a specialized centre to provide a comprehensive response to gender-based violence. According to United Nations figures, this scourge affected 12,400 people in 21 per cent of the country's districts between 2012 and 2018 (an average of 1,800 victims per year, in less than a quarter of the country). The phenomenon is still widely underestimated, as the stigma that can follow deters some victims from reporting the violence they have suffered.

Known as the One Stop Center (*I Sigui*), the facility opened in October 2017, in partnership with several ministries in Mali (Ministries of Health, Justice, Interior and Social Development) and with the support of the Spanish and Italian Cooperation agencies. Open 24 hours a day, the centre has two branches. One is in Commune V in Bamako, in a former police community centre, while the other is in Sominé Dolo Hospital in Mopti. Security is provided by police officers, and legal assistance comes from a lawyer who acts as a liaison with the Bar Association. There are teams of 12 permanent members, including obstetrician gynaecologists, paediatricians, midwives and nurses. No fewer than 386 cases of gender-based violence were reported at the One Stop Center between October 2017 and May 2019; just over half of them were sexual violence (54 per cent), including rape (38 per cent of all cases). The rest of the cases were physical assaults (32 per cent), psychological violence (13 per cent), denial of resources (six per cent) and early marriage (four per cent).

Contact: UNFPA Mali

<https://mali.unfpa.org/contact>.

Philips / UNFPA / Republic of the Congo
Improving maternal health

Geographical scope: Republic of the Congo

Area of work: Maternal health

Type of partner institution: Government; private sector

Focus of partnership: Innovative and inclusive solutions to reduce maternal and neonatal mortality

Purpose of partnership: Reach; mobilization of resources; brain

Business model: Capacity development; service delivery

Aware of the need to develop collaboration models between the private and public sectors, and mindful of the power of innovation as a tool necessary to reach the SDGs, Philips and UNFPA began a global partnership. It aims at conceiving and implementing large-scale transformations, capable of working within health systems that improve the health and wellbeing of women and girls, and accelerate universal health coverage.

In the Republic of Congo, UNFPA and Philips have joined forces to contribute to the acceleration of the fulfillment of the National Health Development Programme's two specific objectives (2018-2022): i) reduce the maternal death rate from 436 to 210 per every 100,000 live births; ii) reduce the child mortality rate from 52 to 45 per 1,000. Philips and UNFPA, in collaboration with Congo's government, have formulated an innovative and tailored programme to strengthen the maternal and neonatal health ecosystems. It will bring added value and high quality to users.

Initially, this partnership is being implemented in the health districts of Talangai, a district of Brazzaville; Ouesso in the northern department of Sangha; and Sibiti in the south-western department of Lékoumou. In 2021, the partnership will be broadened to a national scale. Simultaneously, the partnership is being looked at on a regional and global level to investigate how to better expand its area of impact in different regions and countries.

Contact: UNFPA Congo

<https://congo.unfpa.org/contact>.

Platform for Local Development – 2030 Agenda
A United Nations interagency initiative in Cabo Verde

Geographical scope: Cabo Verde
Area of work: Demographic dividend
Type of partner institution: Interagency
Focus of partnership: Local development
Purpose of partnership: Brain
Business model: Partnership and coordination

In 2017, the UNDP, UNFPA and UNICEF in Cabo Verde launched the project Platform for Local Development – 2030 Agenda, to support the decentralisation policy and improve the impact, coordination and management of local development in light of the SDGs. Financed by Luxembourg, this cross-cutting and multisectoral platform brings together various stakeholders, including the National Association of Municipalities of Cabo Verde (ANMCV).

Aligned with SDG 17, the action focuses on partnership in all its forms: between the public and private sectors, civil society and the significant Cabo Verde diaspora. The project enabled the country to host the World Forum of Local Economic Development in 2017, which brought together more than 2,800 people in Praia. This was an opportunity for the authorities to refine modern tools for local government to make them conducive to job creation, young people's and women's empowerment, resilience strengthening, and the reduction of regional disparities.

The municipalities concerned have adopted strategic plans for sustainable development, drawn up in a participatory manner, with a view to achieving the SDGs. During its first phase, the programme was implemented in eight municipalities located on three of the 10 islands (Fogo, Santo Antão and Santiago). The steering committee decided to extend the programme to the island of Brava in 2018 and to 18 municipalities in 2019. The programme will thus directly reach 255,000 residents.

Contact: United Nations in Cabo Verde
unoffice.cv@one.un.org.

African Network for Education, Health and Citizenship (RAES)

***C'est la vie*: social behaviour change through television series**

Geographical scope: West Africa

Area of work: Maternal health; sexual and reproductive health; family planning; fighting harmful practices

Type of partner institution: Foundation; civil society

Focus of partnership: Social and behavioural change communication

Purpose of partnership: Brain

Business model: Knowledge management; advocacy, policy dialogue and advice

The television series *C'est la vie*, launched in 2015 on TV5 Monde Afrique, Canal+ Afrique and 40 African channels, is a partnership between the UN agencies participating in the Muskoka initiative (UNFPA, WHO, UN Women, UNICEF) and the Senegalese NGO RAES, founded in 2005. Broadcast on television in several languages (French, Bambara, Wolof and Hausa), the series has been adapted for radio by Radio France Internationale (RFI). The series aims to improve knowledge, attitudes and behaviours regarding sexual and reproductive health, maternal and child health, and gender-based violence.

Two seasons have already been produced and the third is being broadcast from Madagascar to Dakar, reaching a potential audience of 100 million people. Outcomes also include a *C'est la vie* toolbox, which is being used on the ground by health, family planning and communication for development (C4D) actors. This kit guides facilitators in initiating discussions after each episode and holding workshops on the themes discussed in the series. Field actors are mobilised through *C'est la vie* country committees, which carry out mapping and set objectives in terms of partners to reach. A special effort is made to approach youth networks as well as online influencers, including those on social media, who relay the health messages conveyed by *C'est la vie*.

Contact:

contact@ongraes.org

www.ongraes.org

www.facebook.com/social.raes/posts/10155454371259022/

The Regional United Nations Sustainable Development Group (R-UNSDG)

Geographical scope: West and Central Africa

Area of work: Sustainable development; demographic dividend

Type of partner institution: United Nations

Focus of partnership: Regional forum for joint policy formulation and decision-making

Purpose of partnership: Alliances; brain

Business model: Advocacy and policy dialogue

The R-UNSDG for West and Central Africa serves as a high-level forum for joint policy development and decision-making. Comprised of the Regional Directors of the agencies, the R-UNSDG works collaboratively and coherently applying the principle of "Delivering as One".

This high-level inter-agency partnership is operationalized through various actions.

Under the leadership of the United Nations Deputy Secretary-General, the R-UNSDG contributed to the development of the United Nations Integrated Strategy for the Sahel (UNISS) to support the 10 Sahel countries (Cameroon, Nigeria, Chad, Burkina Faso, Gambia, Guinea, Mali, Mauritania, Niger and Senegal). The result was an integrated and holistic support plan with six priorities: (i) promote cross-border cooperation for stability and development; (ii) prevent and resolve conflicts, violent extremism and crime and promote access to justice and human rights; (iii) promote inclusive and equitable growth and increase access to basic services; (iv) enhance resilience to climate change, reduce natural resource scarcity and food insecurity; (v) facilitate access to renewable energy; (vi) empower youth and women as agents for socio-economic transformation and peaceful societies.

A multi-partner trust fund is being established to operationalize the support plan and to demonstrate a clear link between UNISS and the SDGs. In support of UNISS, the R-UNSDG has strengthened cooperation and collaboration with governments, regional bodies and financial partners to support multi-country and cross-border projects. In July 2019, a joint mission of the R-UNSDG, the G5 Sahel Secretariat and the Liptako Gourma Authority was conducted in Mali to support the country team's advocacy towards the headquarters of the UN Agencies, the Malian authorities, Mali's technical and financial partners and other donors. The aim was to assess prospects for partnership and resource

mobilization for the implementation of the Development Assistance Framework (UNDAF+).

The R-UNSDGs for West and Central Africa (WCA) and East and Southern Africa (ESA), in a joint submission, provided an overview of the revised roles and functions of the R-UNSDGs in the context of Agenda 2030 to support the Secretary-General's reform agenda. The R-UNSDG sees itself as a platform for specific coordinated interventions in the region that take into account sub-regional specificities such as higher fertility rates, child marriage and harmful practices. The R-UNSDG proposes to play a strategic engagement role in order to further foster strategic relationships with regional and continental institutions, and to broaden the scope of partnerships with non-United Nations entities.

African Network of Journalists and Communication Specialists in Health, Population and Development (REJASPOD)

Geographical scope: West and Central Africa

Area of work: Family planning; maternal health; sexual and reproductive health; adolescents and youth; HIV/AIDS; gender-based violence; empowerment of women and youth; demographic dividend.

Type of partner institution: Civil society

Focus of partnership: Communication to support social and behavioural change

Purpose of partnership: Alliance; Reach

Business model: Advocacy, political dialogue and advice

The African Network of Journalists and Communication Specialists in Health, Population and Development (REJASPOD) was launched at the end of 2017 in Abidjan, on the sidelines of the 19th International Conference on AIDS and Sexually Transmitted Infections in Africa (ICASA 2017) under the theme "Africa: Ending AIDS – delivering differently". Its founders and members include information professionals from Burkina Faso, Mali, Mauritania, Senegal and Côte d'Ivoire. This network aims to help African information and communication professionals take ownership of health, population and development issues, and contribute to harnessing the demographic dividend.

The REJASPOD office adopted annual workplans for a three-year period, supported by UNFPA-WCARO and implemented in collaboration with the SWEDD project and the AfriYAN youth network (see fact sheets in these annexes). In 2018, an evaluation of the impact of online news articles, through analysis by external monitoring firm Agility PR Solutions, demonstrated that the major themes of child marriage, female genital mutilation, obstetric fistula, women's empowerment and the demographic dividend had reached 128 million internet users.

Contact: REJASPOD

www.facebook.com/pg/Rejaspod/posts/?ref=page_internal_page

UNFPA / World Bank / WAHO

Empowering women and harnessing the demographic dividend in the Sahel

Geographical scope: Benin, Burkina Faso, Chad, Côte d'Ivoire, Mali, Mauritania, Niger

Area of work: Empowerment of women; demographic dividend

Type of partner institution: Government; United Nations; private sector; civil society

Focus of partnership: Women's empowerment

Purpose of partnership: Mobilization of resources; reach; alliance; brain

Business model: Advocacy, policy dialogue and advice; capacity development; knowledge management; partnership and coordination

The SWEDD project is based first and foremost on a partnership between seven countries facing the same scenarios of high fertility and maternal mortality rates, persistence of early marriage and female genital mutilation, and difficulty for women in accessing the labour market. These countries have decided to pool resources, with the support of three major partners: The World Bank for funding, UNFPA for coordination and the West African Health Organization (WAHO) for the medical component.

UNFPA has engaged a number of private sector partners, including Development Media International (DMI), a specialist in communication campaigns for social and behavioural change, and the Global Business Coalition for Health (GBCHealth), which has raised funds from over 150 private operators, including major groups. Six national observatories for the demographic dividend have been set up in partnership with the Research Centre for Economics and Applied Finance of the University of Thiès (CREFAT). The Germany-based ICON Institute has developed a guide for programming the demographic dividend into development policies. The very encouraging results (see dedicated chapter in this publication), prompted Benin to join the project in 2018 and other countries are interested. SWEDD is a tool for regional integration, sharing of good practices and South-South cooperation. The teams from the seven countries visit and evaluate each other and learn from each other's experiences. Similarly, gender issues are being raised to the level of national priorities and are being taken into account in government budgets.

Contact: UNFPA-WCARO

<https://wcaro.unfpa.org/contact>

Équilibres et Populations (Equipop) / French Muskoka Fund
**Prioritising the sexual and reproductive rights and health of adolescents
and young people**

Geographical scope: Benin, Chad, Côte d'Ivoire, Guinea, Mali, Niger, Senegal, Togo

Area of work: Sexual and reproductive health and rights; empowerment of women

Type of partner institution: Civil society

Focus of partnership: Access to sexual and reproductive health, particularly for adolescents and young people

Purpose of partnership: Reach; brain

Business model: Capacity development

The NGO Équilibres et Populations (Equipop), launched in the wake of the 1994 Cairo Conference, emerged as a natural partner of UNFPA-WCARO on women's rights and health issues. The partnership aims to put women's rights and health, including their sexual and reproductive health and rights, at the sustainable heart of the political agenda and to strengthen the capacity of actors to innovate and work together in Francophone West Africa.

In this region, the joint work of UNFPA and Equipop has led to a consensus to make adolescent and youth sexual and reproductive health rights a cross-cutting priority at all levels. In recent years, Equipop and UNFPA have co-organized several regional workshops bringing together the four agencies involved in the Muskoka project, along with delegations from the eight beneficiary countries.

Between 2013 and 2017 Equipop, in partnership with UNFPA-WCARO, worked in four countries (Niger, Togo, Benin and Mali) to carry out participatory studies on adolescent sexual and reproductive health rights, policy and programme analysis, and look for opportunities for UNFPA, providing practical recommendations. Country fact sheets on each of the eight Muskoka beneficiary countries were distributed. Since 2018, Guinea and Côte d'Ivoire have also benefited from individualized support in implementing the Muskoka programmes.

Contact: UNFPA-WCARO

<https://wcaro.unfpa.org/contact>

UNCDF / Belgium

Accelerating observance of sexual and reproductive health rights

Geographical scope: Burkina Faso

Area of work: Sexual and reproductive health and rights; economic empowerment of women

Type of partner institution: Government; United Nations

Focus of partnership: Access to sexual and reproductive health, in particular for adolescents and young people

Purpose of partnership: Brain

Business model: Capacity development

The political instability that spread from Mali to Burkina Faso in 2015 prompted donors, including Belgium, to relaunch major initiatives. After a 12-year break, the country has resumed its cooperation with Burkina Faso, which is on a list of 14 priority destinations for its overseas development assistance. UNFPA has therefore partnered with Belgium on the project "Accelerating Observance of Sexual and Reproductive Health Rights" in the east and central-east of Burkina Faso. With the support of the United Nations Capital Development Fund (UNCDF), an inclusive finance strategy for women's economic empowerment and access to sexual and reproductive health has been implemented since October 2017. This is targeting vulnerable populations in Fada N'Gourma and Tenkodogo, in the east and central-east regions.

This partnership is strengthening the synergy between the two UN agencies, ensuring women in rural areas have access to financial and non-financial products tailored to their needs. This access to material resources also allows them to access family planning and health services.

Contact: UNFPA Burkina Faso

<https://burkinafaso.unfpa.org/contact>

UNFPA / WFP / UNIOGBIS / UN Women
**Consolidating peace and young people's and women's political
participation in Guinea-Bissau**

Geographical scope: Guinea-Bissau

Area of work: Peacebuilding

Type of partner institution: United Nations

Focus of partnership: Participation in the electoral process

Purpose of partnership: Brain

Business model: Capacity development

In 2016, the United Nations Peacebuilding Fund (PBF) launched an international call for proposals. UNFPA, WFP, the United Nations Integrated Peacebuilding Office in Guinea-Bissau (UNIOGBIS) and UN Women submitted a project on the theme "Supporting political participation by women and young people in peace and development in Guinea-Bissau", due to the marginal role of these population groups in society.

Despite political instability, which delayed a voter census and postponed elections, the project performed well in 2018 and was extended until March 2020. It contributed to the Gender Equality Act being approved in August 2018, increased participation by women and young people in legislative elections, and contributed to 96 people standing as candidates (70 per cent of them women and 30 per cent young men). These candidates, from 20 political parties, were trained in gender equality, the legal and constitutional framework, political participation rights, and so forth. Electoral commissions were strengthened in terms of information and communication technology and internet access. Furthermore, 2,000 women in 40 communities in the Bafata, Oio and Cacheu regions received training in family budget management and small businesses, human rights, economic rights and access to justice. The project has great potential and, if expanded, would undoubtedly help create a more stable and professional party system.

Contact: UNFPA-WCARO

<https://wcaro.unfpa.org/contact>

UNFPA-UNICEF

Joint Programme on Female Genital Mutilation (FGM)

Geographical scope: West Africa, global

Area of work: Gender-based violence; combating harmful practises

Type of partner institution: United Nations

Focus of partnership: Female genital mutilation

Purpose of partnership: Brain

Business model: Advocacy, policy dialogue and advice; capacity development

The UNFPA-UNICEF Joint Programme on Female Genital Mutilation was launched globally in 2008 with funding of US\$96 million, following worldwide consultation initiated by UNFPA. International experts and practitioners agreed on the urgent need for strong commitment and action by all actors to accelerate the elimination of FGM. All 17 target countries, apart from Yemen, are in Africa and they all participate in programming. The programme has evolved from support for multisectoral approaches to eliminate FGM (Phase I) to the expansion and acceleration of positive social norms (Phase II), and the empowerment of women and girls and the provision of quality services (Phase III). UNICEF supports community mobilization and communication, while UNFPA focuses on service delivery, particularly services to repair FGM.

Since 2008, the various activities involving education and dialogue have resulted in a massive reduction of FGM, with at least 21,716 communities representing more than 31.5 million people saying the practice has been wiped out, far exceeding the targets set. More than 3.2 million women and girls in the 17 African countries have received appropriate and specialized services for protection and care. In 13 of the countries there are legal frameworks prohibiting FGM and through capacity building initiatives more than 900 cases of law enforcement have been reported to date.

Contact:

UNICEF, <https://www.unicef.org/media/contact-us>.

UNFPA, <https://web2.unfpa.org/help/contact.htm>.

UNFPA / European Union / UNDP / UN Women / UNICEF
Spotlight initiative to eliminate violence against women and girls

Geographical scope: West and Central Africa

Area of work: Combating gender-based violence

Type of partner institution: United Nations; intergovernmental

Focus of partnership: Gender-based violence; sexual and reproductive health; combating harmful practices

Purpose of partnership: Reach; mobilization of resources; brain; alliance

Business model: Advocacy, policy dialogue and advice; capacity development; knowledge management; partnership and coordination

The Spotlight initiative is a global partnership to eliminate all forms of violence against women and girls. Launched in 2017 by the United Nations and the European Union (EU) with €250 million of funding for Africa, it sees three UN agencies working in tandem with UN Women. It focuses on gender-based violence but also harmful practices (FGM and child marriage). Eight beneficiary countries have received funding for joint programmes (Malawi, Mozambique, Uganda, Zimbabwe and, in West Africa, Liberia, Mali, Niger and Nigeria). At the regional level, the programme focuses on a regional approach towards eliminating gender-based violence and harmful practices, while promoting sexual and reproductive health rights.

Since the end of 2018, the four West African countries involved have developed national plans and finalized staff recruitment in July 2019. The organizational structure uses the "One UN" framework, with UNFPA-WCARO providing overall supervision of the programmatic and technical support provided to countries. At the regional level, the initiative seeks to build on good practices in interagency cooperation, which have proven success in several programmes including the Muskoka initiative. The regional programme plan was submitted to the African Union, prior to its planned launch by the end of 2019.

UNFPA / Denmark / Niger / Chad
Building community resilience around Lake Chad
by investing in youth and women

Geographical scope: Niger and Chad

Area of work: Gender-based violence; women's empowerment; humanitarian response

Types of partner institution: Government

Focus of partnership: Meeting the needs of host communities and populations on the move

Purpose of the partnership: Mobilization of resources

Business model: Capacity development

This financial partnership is a multisectoral response to build community resilience around Lake Chad by investing in women and youth, the most vulnerable populations, particularly in these fragile contexts. Implemented over a 21-month period the partnership aims to increase access to quality integrated services in the areas of sexual and reproductive health, establish methods to deal with sexual violence and protect vulnerable people through the creation of safe spaces, and develop the empowerment of women and youth in areas of high mobility.

The approach adopted for the implementation of actions from a cross-border, beneficiary-centred perspective has three dimensions:

Strengthening the community system as in Bol, Chad, with the unconditional commitment and support of leaders of public, traditional and religious authorities, such as the canton chief, around networks of women involved in income-generating activities, with a view to ensuring peaceful coexistence between community members according to their status (indigenous, internally displaced, migrants).

Strengthening the health system, as in the Sayam refugee camp in Niger, with an integrated offer of quality services (such as nutrition/vaccination, reproductive health commodity management and data management) for the mother-child couple up to the last kilometre implemented by a local partner with NGO Action Pour le Bien Être (APBE).

Strengthening local partnership under the leadership of the Office for the Coordination of Humanitarian Affairs (OCHA) with United Nations country teams in coordination with implementing partners for a multisectoral response on the ground. For example, in Niger, APBE is in charge of implementing the

project and managing the Sayam refugee camp and in Chad the AFJT manages the Bol multifunctional centre and the activities of paralegals in the islands.

These flagship projects of the Danish Catalytic Fund are the main added value of this project. Its alignment with the actions of technical and financial partners contributes to a greater impact for the beneficiaries, survivors of the chronic and complex insecurity around Lake Chad.

This initiative between Niger and Chad made it possible to analyze the relevance of cross-border dynamics and highlighted the opportunity to establish a platform for countries around Lake Chad to operationalize the concept on a broader scale.



Afterword by Dr. Natalia Kanem, UNFPA Executive Director



This publication is being finalized while the world celebrates the 50th anniversary of UNFPA, the United Nations Population Fund, and I am participating in 25 Hours of Dakar with young Africans who speak with one voice. These youth have expressed their vision of the Africa of tomorrow, the Africa of 2063, which is fortunately in line with the ambition that the international community has set itself to achieve the SDGs in 2030.

The Africa that these young people want, this new Africa that is within our reach, and without which we will not be able to achieve a better world, would only be an unfulfilled dream if we do not enter into partnerships.

This is why this publication, *GOAL 17: Partnership: UNFPA's approach for the transformation of Africa and the world*, which is emblematic of the vision and ambition of the SDGs, is crucial to achieving prosperity for all.

In fact, Goal 17 is more than just an objective. It is the instrument with which we will be able to achieve all sixteen other SDGs.

That is why I am so proud of my collaborators and the scientific committee who have taken the initiative to build and expand

partnerships that will help countries harness the demographic dividend.

Let us continue to collaborate together in a framework of targeted partnerships that will enable young Africans to reach their full potential by 2030, and let us spare no effort to make the Africa we all want in 2063 a reality.

Dr. Natalia Kanem
UNFPA Executive Director

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SUSTAINABLE DEVELOPMENT AND GENERATIONAL ECONOMY

MANAGED COLLECTION IN COLLABORATION WITH THE CREG

When we conceived the idea to document and share with a broad audience UNFPA's partnership experience to achieve the SDGs, and particularly in harnessing the Demographic Dividend in West and Central Africa, we were far from imagining that the endeavor would be so exciting.

The preparation of this book has proven to be a real intellectual journey, punctuated with questions, concepts, meanings, and alterations they have undergone in the face of ground realities. The approach we initiated to make our partnership practices understandable and readable was fraught with pitfalls but, in the end, essential.

This book aims to present the concept, dimensions and nature of partnership. It documents the experience and originality of UNFPA's approach to partnership mobilization. While introducing partnership dimensions as a mode of engagement, it describes some successful experiences in partnership mobilization. Finally, it summarizes some of the key success factors for mobilizing partnerships.

Far from being a finished product, this book is an essential input to facilitate future initiatives to mobilize partnerships at the regional level and serves as strategic orientations for scaling up and deploying UNFPA's partnership approach in the region.

Mabingué Ngom is UNFPA Regional Director for West and Central Africa



Cover illustration: Ringier Digital Marketing

ISBN 978-2-343-18533-0

19,00 €

