Evaluation of the UNFPA Arab States Regional Programme 2022-2025

Annex documents

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Annex 1: Terms of Reference

Evaluation of the UNFPA Arab States Regional Programme 2022-2025

Terms of Reference

A. Introduction

1. The UNFPA Evaluation Office and six Regional Offices will jointly conduct a global formative evaluation of the Strategic Plan and six Regional Programmes to evaluate UNFPA's organizational readiness and strategic positioning to accelerate progress towards the achievement of the three transformative results as articulated in the Strategic Plan and the regional programmes 2022-2025. This evaluation, which was planned in the UNFPA quadrennial budgeted evaluation plan, and the regional costed evaluation plans, will also serve to catalyze discussions on the design of the next strategic plan and the regional programmes given the current state of progress towards the SDGs and three transformative results.

2. This TOR includes the specific elements of the regional programme evaluation component of Arab States Regional Programme and should be read in conjunction with the overall TOR for the formative evaluation of the Strategic Plan 2022-2025.

B. Regional programme background and planned results

3. The Arab States Regional Programme 2022-2025 is the second of three regional programmes intended to accelerate progress towards achieving the three transformative results – ending the unmet need for family planning, ending preventable maternal deaths and ending gender-based violence and harmful practices – and ultimately, achieving universal access to sexual and reproductive health and reproductive rights and acceleration of the implementation of the ICPD Programme of Action in the Arab States region.

4. The Arab States Regional Programme 2022-2025 is in alignment with the current Strategic Plan which affirms "the relevance of the current strategic direction of UNFPA'' with the three transformative results at the heart of UNFPA's work. The regional programme 2022-2025 was developed taking into consideration the recommendations from the independent evaluation of the Regional Interventions Action Plan for Arab States 2018-2021, conducted in 2020. Many recommendations are visible in the current regional programme 2022-2025, for example:

    ● Ensuring that the regional programme 2022-2025 has a focus on clear results within humanitarian settings.
    ● Strengthening focus on data and evidence-based programming including enabling the optimal tracking of vital issues such as migration, fertility, mortality and population change and dynamics.
    ● Embracing human rights approaches with a focus on reaching the most vulnerable populations including people with disabilities, people living with HIV and the LGBTQ+ communities across Arab States.
    ● Recognizing the critical role of partnership in the implementation of the regional programme, including harnessing data in humanitarian settings

5. The regional programme was developed based on a change story that delineated the Arab region's core issues, underlying causes, risks and accelerators towards the achievement of the three transformative results. It is based on the six strategic plan outputs adapted to the regional context: (i) policy and

accountability; (ii) quality of care and services; (iii) gender and social norms; (iv) population change and data; (v) strengthening complementarity across the humanitarian, development and peace-responsive efforts; and (vi) adolescents and youth. The regional programme also intends to contribute to enhancing organizational effectiveness and efficiency through (i) improved programming for results; (ii) optimized management of resources; and (iii) expanded partnership for impact.

Table 1: Regional programme outputs and indicative resources

Regional programme output	Regular resources (m $)	Other resources (m$)
Output 1: By 2025, improved integration of sexual and reproductive health and reproductive rights, as well as the prevention of and response to gender-based violence and harmful practices, into universal health coverage-related policies and plans, and other relevant laws, policies, plans and accountability frameworks	3.8	1.4
Output 2: By 2025, strengthened capacity of systems, institutions and communities to provide high-quality, comprehensive sexual and reproductive health information and services, including supplies, as well as essential services to address gender-based violence and harmful practices	1.1	0.9
Output 3: By 2025, strengthened mechanisms and capacities of actors and institutions to address discriminatory gender and social norms to advance gender equality and women's decision-making	4.2	1
Output 4: By 2025, strengthened data systems and evidence that take into account population changes and other megatrends including ageing and climate change, in development programmes and policies, especially those related to sexual and reproductive health and reproductive rights	2.5	0.4
Output 5: By 2025, strengthened capacity of critical actors and systems in preparedness, early action and in the provision of life-saving interventions that are timely, integrated, conflict- and climate-sensitive, gender-transformative and peace-responsive	1.5	2
Output 6: By 2025, strengthened skills and opportunities for adolescents and youth to ensure bodily autonomy, leadership and participation, and to build human capital.	3.1	2
OEE 1: Improved programming for results	1.1	0
OEE 2: Optimized management of resources	0.9	0
OEE 3: Expanded partnerships for impact	0.6	0

Source: Arab States Regional Programme (2022-2025)

6. At the time of preparing this TOR, ASRO is going through a mid-term review of its regional programme. It is recognized that the Arab region continues to be a challenging environment with acute crises (Sudan), protracted conflicts (Yemen) and an increasing number of humanitarian situations (earthquakes in Syria and Morocco) as well as several countries in a fragile context (Lebanon, Libya). The ongoing crisis in Palestine may have far reaching implications throughout the region. A number of countries have moved from upper middle income countries to lower middle income countries (Lebanon, Jordan and Algeria).

Some countries classified as upper middle income countries such as Iraq and Libya have been plagued by weak governance and chronic political unrest. Although significant progress has been made to realize the vision of the ICPD, there remains vast inequality across the Arab region fueled by the polycrisis and emerging megatrends. In this regard and given these developments in the regional context, although all the existing outputs and outcomes remain relevant, the following priorities have been identified for the Arab States Regional Programme for the remaining years of the current programme cycle:

● Addressing SRH and GBV disparities and health system strengthening: This involves the inclusion of SRH and GBV in national, inter-agency and UNFPA specific preparedness. The latter also links emergency plans and MISP readiness across the nexus continuum.
● Promoting national investment in health and GBV services: This involves supporting investment cases, providing technical and programmatic advice on health economics / financing through economic evidence, ensuring data availability to advocate for effective investment and policy change.
● Focusing on social norms: This involves support in terms of advocacy and policy, formative research for social norms measurement, measurement of norms at population-level data and that of proxy measures at community level change, as well as evidence-based analysis.

C. Purpose, objectives and scope of the regional programme evaluation

7. The purpose of this evaluation is to provide evidence to support ASRO's learning related to what works (and what does not) to accelerate progress towards achievement of the transformative results and inform the design of the next Regional Programme to contribute to the next Strategic Plan and its stated intent to focus on "unfinished business".

8. The objective of this formative evaluation is to assess ASRO's **organizational readiness and strategic positioning to accelerate the progress towards the achievement of the three transformative results in the region and catalyze a discussion on the design of the next Regional Programme given the state of progress on the three transformative results.**

9. In terms of scope, the evaluation will focus on the current Regional Programme period starting in 2022 until the end of data collection in early-2024. A forward-looking perspective will be maintained so that the evaluation results will benefit both the remainder of the current Regional Programme and the development of the subsequent one.

D. Evaluation questions

10. As this is a formative evaluation, it is particularly important for ASRO that the evaluation responds to questions that enable the design and reconceptualization of the next regional programme. In this regard, below are the list of key priority questions for ASRO which covers the aspects related to forward looking perspective, accelerators, and enablers:

- To what extent should ASRO reconceptualize the next Regional Programme given the state of progress towards the 3 TRs?
- To what extent is UNFPA's strategic mandate aligned with the financing for development agenda? Which opportunities can ASRO tap into within the financing for development agenda to promote the scaling up of its programme interventions?
- To what extent has UNFPA leveraged the available humanitarian funding to achieve the 3 TRs? What programmatic and operational flexibilities can be applied to maximize the use of this funding?

- To what degree can disaggregated subnational data be a primary accelerator for addressing the disparities in outcomes across the 3 TRs?
- To what extent are the current accelerators effective or not in advancing the achievements of the 3 TRs?
- To what extent is the UNFPA workforce fit for purpose and effective in achieving the 3 TRs?

11. Regarding the strategic shifts, the following questions are selected from the global TOR. These questions will continue to be prioritized, reduced and refined during the inception phase following discussions with key stakeholders and based on areas identified as key challenges through the MTR:
- To what extent are the effects of megatrends being incorporated?
- To what extent is UNFPA's programming focusing on "populations left behind" and emphasizing "reaching those furthest behind first"?
- To what extent has UNFPA scaled up the provision of high-quality, comprehensive sexual and reproductive health information and services?
- To what extent has resilience, prevention, preparedness and early action been mainstreamed into programme interventions?
- To what extent are the multisectoral needs of women, adolescents and youth, as well as structural inequalities, being addressed?
- To what extent has the focus shifted from funding to funding and financing the ICPD agenda?
- To what extent have UNFPA's partnerships accelerated progress on the 3TRs in the region?
- To what extent has UNFPA's coordination and collaboration with the UN Development System supported increased joint accountability and acceleration towards the 3TRs?

E.   Methodological approach

12. The evaluation will be theory-based with aspects of an adaptive/developmental approach. The use of mixed-methods will ensure that a broad range of data – both quantitative and qualitative – are examined. The evaluation will carry out the following data collection, at a minimum:

- Desk review of key documents related to the previous and current Strategic Plan and Regional Programme as well as other relevant strategic and programmatic documents
- Review of MTR data and evidence;
- Synthesis of evaluative evidence from relevant regional and country evaluations;
- Interviews with ASRO and selected country offices in the Arab States Region (virtual and in-person)
- Interviews with key informants including partners at the regional and country levels;

13. Aspects of an adaptive, developmental approach will be applied in this evaluation, including an appreciation of complexity, systems thinking, timely feedback and co-creation. Consultation with key stakeholders will enable the identification of key topics for learning, which may be explored in individual analytical papers presented and discussed with key stakeholders during the data collection phase and added to the evidence base for analysis.

14. In order to assess the relevance and effectiveness of strategic shifts and accelerators, country-level data collection will focus on those Country Offices that developed and approved Country Programme Documents following the approval of the current SP. In the Arab States region, these are the following: Algeria, Egypt, Jordan, Lebanon, Morocco, Palestine and Syrian Arab Republic. This sample of countries have been mapped along with the following data: region, quadrant (SP 2018-2021 designation), tiers, CPD start and end date, budget, timing of upcoming Country Programme Evaluations and links to past CPEs and humanitarian context (see Annex 3 of the global TOR). This data will be used to inform a

discussion on the cross-section of countries best suited to a country mission or desk review. Additional countries can be considered to reflect the regional context and priorities.

15. Artificial Intelligence will be leveraged as much as possible and in accordance with UNFPA and UNEG rules and regulations to collect, analyze and store data. Additional data collection methods will be considered during the inception phase of the evaluation.

16. This evaluation will ensure that data from the mid-term review of the SP and regional programme will be used, as appropriate. Findings from the MOPAN assessment planned to start in 2023 will also be considered if available in time.

F. Evaluability Assessment

17. This formative evaluation will benefit from aspects of the data collection carried out as part of the mid-term review of the Regional Programme. Regional strategic priorities have emerged from focus group discussions conducted as part of this mid-term review. An electronic survey was administered to the Country Offices to get their perception on the relevance, coherence, effectiveness and efficiency of technical assistance provided by the Regional Office to the Country Offices.

18. As the Regional Programme will only have been implemented for two years when data collection for this evaluation starts, there will be an increased emphasis on collecting primary source data in this evaluation. The secondary sources that will be reviewed include all documentation prepared to aid implementation of the Strategic Plans and the Regional Programme, ICPD progress report, etc. Country Programme Documents developed following the approval of the Strategic Plan will be reviewed in the context of country missions and country desk reviews.

G. Evaluation Process

19. The evaluation of the Arab States Regional Programme will be carried out jointly with the formative evaluation of the Strategic Plan. The evaluation will be carried out in five phases: preparatory phase, inception phase, data collection phase, reporting phase and dissemination phase, as detailed in the overall TOR of the strategic plan formative evaluation. Key deliverables specific to the regional programme evaluation are as follows:

- A regional programme evaluation report with findings, conclusions and recommendations.
- PowerPoint presentations from the regional visit and each of the country visits (in-person and virtual)
- A PowerPoint presentation on key highlights of the regional programme evaluation report and an evaluation brief.

All the deliverables will be quality assured by the Regional Monitoring and Evaluation Advisor, as well as the global Evaluation Manager and the evaluation team of the global Strategic Plan evaluation.

H. Management and governance

20. The responsibility for the management and supervision of the regional programme evaluation component will rest with the Regional Office. In consultation with the Evaluation Office, the Regional Monitoring and Evaluation Advisor will have overall responsibility for the management of the evaluation process at the regional level, including hiring and managing the team of external regional consultants,

facilitating the work of the regional consultants and evaluation team members in carrying out country missions/desk reviews, and quality assuring regional deliverables.

21. *The evaluation reference group*. The regional programme evaluation of the Arab States will be closely followed by an evaluation reference group consisting of staff members of UNFPA and select external members. The responsibilities of the reference group include providing feedback and comments on the draft inception report and the draft and final evaluation reports, as well as disseminating evidence and learning from the evaluation, contributing to disseminating the results of the evaluation as well as to the completion and follow-up of the management response.

I.   Evaluation Timeline

	Evaluation Phase	Timeline
0	Preparatory phase ● *Internal consultations* ● *Drafting of terms of reference for the regional programme evaluation component* ● *Procurement*	o October-December 2023
1	Inception phase ● *Providing inputs to the inception report of the global evaluation including regional scope, evaluation questions, country visit, timing* ● *Final inception note*	o November – December 2023 o January 2024
2	Data collection phase	o February – March 2024
3	Analysis and Synthesis	o April - May 2024
4	Reporting and review ● *Draft final report* ● *Final report*	o 6 June 2024 o 5 September 2024
5	Management response and dissemination	o September 2024

Annex 1.a – Outline of the Final Regional Programme Evaluation Report

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List of Acronyms

List of Tables (*)

List of Figures

Executive Summary: objectives, short summary of the methodology and key conclusions and recommendations

1 Introduction

Should include: purpose of the evaluation; description of shifts made in the current Regional Programme 2022-2025 in line with the shifts in the Strategic Plan 2022-2025

2 Methodology

Should include: overview of the evaluation process; methods and tools used for data collection and analysis; evaluation questions and assumptions to be assessed; limitations to data collection; approach to triangulation and validation

3 Findings

Should include for each response to evaluation question: evaluation criteria covered; summary of the response; detailed response.

4 Conclusions

Should include for each conclusion: summary; origin (which evaluation question(s) the conclusion is based on); detailed conclusion.

5 Recommendations

Should include for each recommendation: summary; priority level (very high/high/medium); target (business unit(s) to which the recommendation is addressed); origin (which conclusion(s) the recommendation is based on); operational implications. Recommendations must be: linked to the conclusions; clustered, prioritized; accompanied by timing for implementation; useful and operational.

Annexes shall be confined to a separate volume.

Should include: country ppts; evidence tables; evaluation matrix; portfolio of interventions; methodological instruments used (survey, focus groups, interviews etc.); bibliography; list of people interviewed; terms of reference.

(*) *Tables, Graphs, diagrams, maps etc. presented in the final evaluation report must also be provided to the Evaluation Office in their original version (in Excel, PowerPoint or word files, etc.).*

The final version of the evaluation report shall be presented in a way that enables publication (professionally designed and copy edited) without need for any further editing (see section below). Please note that, for the final report, the company should share the files in Adobe Indesign CC software, with text presented in two columns with no hyphenation. Further details on design will be provided by UNFPA Evaluation Office in due course.

Annex 1.b – Code of conduct and norms for evaluation in the UN system

Evaluations of UNFPA-supported activities need to be independent, impartial and rigorous and evaluators must demonstrate personal and professional integrity. In particular:

1. To avoid **conflict of interest** and undue pressure, evaluators need to be **independent.** The members of the evaluation team must not have been directly responsible for the policy/programming-setting, design, or overall management of the subject under evaluation, nor should they expect to be in the near future. Evaluators must have no vested interest and should have the full freedom to conduct impartially their evaluative work, without potential negative effects on their career development. They must be able to express their opinion in a free manner.

2. The evaluators should protect the anonymity and **confidentiality of individual informants**. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence and must ensure that sensitive information cannot be traced to its source. Evaluators are **not expected to evaluate individuals** and must balance an evaluation of management functions with this general principle.

3. At times, evaluations uncover **evidence of wrongdoing**. Such cases must be reported discreetly to the appropriate investigative body.

4. Evaluators should be **sensitive to beliefs, manners and customs** and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to, and **address issues of discrimination and gender equality**. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the dignity and self-worth of all stakeholders.

5. Evaluators are responsible for the **clear, accurate and fair** written and/or oral presentation of study limitations, evidence-based findings, conclusions and recommendations.

A **declaration of absence of conflict of interest must be signed by each member of the team and shall be annexed to the offer.** No team member should have participated in the preparation, programming or implementation of UNFPA interventions during the period under evaluation.

[Please date, sign and write "Read and approved"]

See **Code of conduct for evaluation in the United Nations System** at:

http://www.unevaluation.org/search/index.jsp?q=UNEG+Ethical+Guidelines

See **Norms for evaluation in the United Nations System** at:

http://www.unevaluation.org/papersandpubs/documentdetail.jsp?doc_id=21

Annex 2: Evaluation Approach and Methodology

Evaluation Methodology and Approach

This chapter provides a detailed exposition of the evaluation framework for the UNFPA Arab States Regional Programme 2022-2025. The methodology is intricately crafted to harmonise with the overarching objectives of this formative evaluation, which primarily involve appraising ASRO's preparedness and strategic positioning for expediting progress towards achieving the region's three transformative results. Furthermore, it aims to stimulate discussions pertaining to the formulation of the succeeding Regional Programme, taking into account the present status of the aforementioned transformative results.

While maintaining a forward-looking orientation, the evaluation methodology encompasses the entirety of the current Regional Programme, which commenced in 2022 and extends until data collection's conclusion in early-2024. This forward-thinking approach ensures that the evaluation results not only contribute to the ongoing Regional Programme but also assume a pivotal role in shaping the development of its successor. The methodology is characterised by its comprehensive, inclusive, and contextually sensitive design tailored to the intricacies of the Arab States context. This chapter expounds upon the conceptual frameworks, strategies for data collection and analysis, ethical considerations, and quality assurance measures that will serve as the foundation for this extensive formative evaluation.

Evaluation Criteria and Questions

The evaluation ToRs included 14 evaluation questions which were refined and discussed with UNFPA ASRO at length to make them targeted, clear, and manageable taking in consideration the available resources for the evaluation. Six evaluation questions were selected along with specific sub-questions that would form the basis for this evaluation. These refinements were done based on discussions with the evaluation manager, and selected inception interviews with ASRO management and team and the background document review. As presented in Table 3, the EQs are covering the aspects of i) enabling environment and support to COs; ii) accelerators; iii) enablers; iv) humanitarian-development-peace nexus; v) strategic shifts; and vi) forward looking aspects.

Table 3, titled 'Evaluation Questions,' represents an enhancement of the original evaluation questions outlined in the Terms of Reference (ToRs).

Evaluation questions and sub-questions

Category	Evaluation Question	Sub-Questions
Enabling Environment and Support to COs	**EQ1: How is ASRO fostering an enabling environment such as technical and operational assistance to support COs in the region?**	1.1. How has ASRO been supporting COs in their activities and interventions? To what extent has ASRO's support been conducive to advancing the 3TRs at the CO level? 1.2. How has programmatic, technical and operational assistance been perceived by COs? What are important good practices, bottlenecks and lessons learned?
Accelerators	**EQ2: To what extent are current accelerators effective, coherent and adaptable to evolving challenges to advance UNFPA's results?**	2.1 How did accelerators advance the achievement of results? Which accelerators have been more effective and why? 2.2 To what extent have UNFPA's partnerships modalities (including financing), accelerated progress on the RP outcomes and the 3TRs, and how can these collaborations be optimized and expanded? To what extent does UNFPA's strategic mandate align with financing for development agenda? 2.3 How did gender-transformative approaches accelerator advance the achievement of results? 2.4 How did the LNOB accelerator advance the achievement of the 3TRs? 2.5 How has the Humanitarian Development Peace Nexus (HDPNx) been operationalized in the Arab States and how did this accelerate the advancement of results? 2.6 To what degree can disaggregated subnational data be a primary accelerator for addressing the disparities in outcomes across the 3TRs, and how can this data be effectively integrated and utilised for more targeted and impactful interventions?
Strategic Shifts	**EQ3: How are the strategic shifts supporting the achievement of the 3TRs and the SDGs in the Arab States?**	3.1 How have ASRO's strategic planning and programme interventions incorporated the effects of megatrends? 3.2 To what extent has the RP embraced the transition from funding to funding and financing in the region? 3.3 To what extent has ASRO ensured regional organizational focus on achieving the 3TRs while also ensuring that programmatic and technical assistance is tailored to better respond to local contexts? 3.4 To what extent has the RP been able to support the acceleration of social and gender norm transformation in countries to achieve 3TRs?

Category	Evaluation Question	Sub-Questions
		3.5 How is UNFPA's collaboration with the UN Development System supporting the achievement of the RP outcomes and 3TRs?
Enablers	**EQ4: To what extent are UNFPA's workforce and processes fit-for-purpose to achieve the Regional Programme and 3 TRs in the region?**	4.1 How adequately is UNFPA's technical workforce capacity supporting the achievement of the Regional Programme and the 3 TRs? 4.2 How fit-for-purpose are enabling functions and business processes (cross-cutting coordination, strategic communication, resource mobilization, knowledge management, business operations, M&E) to facilitate the implementation of the RP and advancement towards the 3TRs?
Humanitarian Action and Transition	**EQ5: How has UNFPA been able to deliver within humanitarian settings? To what extent was the complementarity between humanitarian and development approaches ensured?**	5.1 To what extent has resilience, prevention, preparedness, and early action been mainstreamed into programme interventions? 5.2 To what extent has UNFPA leveraged available humanitarian funding to achieve the 3 TRs? 5.3 What innovative programmatic and operational flexibilities were applied and can be strengthened to further maximize the use and impact of this funding within complex and humanitarian contexts? 5.4 How adequate is cross-regional/border/country emergency coordination? 5.5 How can UNFPA's subregional structures become catalysts of emergency response in the region? 5.6 How has the Humanitarian Development Peace Nexus been operationalized in the Arab States?
Forward Looking	**EQ 6: How should ASRO reconceptualize the next Regional Programme given the current progress towards the 3 TRs, the SDGs and other commitments?**	6.1 How far were the 3 TRs advanced in the Arab States? 6.2 How integrated and effective were the six outputs and three OEEs of the RP in advancing the 3TRs? And how closely and efficiently did ASRO's teams collaborate to achieve results? 6.3 What needs to be considered in the development process of the next RP? 6.4 How can the next RP deliver results that are at more scale? 6.5 How can the next RP deliver more sustainable results? 6.6 How should the next RP's outputs be reconceptualized?

Evaluation Matrix

The evaluation matrix (**Annex 3**) is the centrepiece of the methodological design for the regional formative evaluation. It outlines what will be reviewed, based on the Evaluation Questions (EQs) for all evaluation categories while identifying key assumptions to be examined. The matrix also details how each aspect will be reviewed, mentioning specific data collection methods, sources of information, and analysis methods for each question and its associated assumptions. This comprehensive approach ensures a structured and coherent evaluation by linking each EQ (and associated assumptions) with the specific data sources and data collection methods required to answer the question effectively and accurately.

The evaluation matrix plays a crucial role before, during and after data collection. In the inception phase, the matrix helped the consultants to develop a detailed agenda for data collection and analysis and to prepare the structure of interviews. During the field phase, the matrix will serve as a reference document to ensure that data is systematically collected for all EQs and documented in a structured and organized way. At the end of the field phase, it will be useful to verify whether sufficient evidence has been collected to answer all EQs and identify data gaps that require additional data collection. In the reporting phase, the matrix will facilitate the drafting of findings per question and the articulation of conclusions and recommendations.

Evaluation Approaches

The conceptual frameworks presented below are in harmony with the Terms of Reference (ToR) and offer a holistic approach to evaluating the Arab States Regional Programme 2022-2025. These frameworks cover various essential aspects, including theory-based assessment, adaptive developmental framework, participatory techniques, gender responsiveness, and a grasp of the Humanitarian-Development-Peace (HDP) nexus. This ensures a thorough and contextually pertinent formative evaluation of the Arab States Regional Programme.

Participatory Approach

In accordance with the ToR, the methodology underscores the importance of a participatory approach. This entails a dynamic engagement with a broad spectrum of stakeholders from both regional and country tiers, incorporating insights from program staff, partners, and governmental agencies. Through this participatory lens, the formative evaluation process will be enriched by diverse perspectives and experiences. Moreover, consultations with these stakeholders will facilitate the identification of pivotal learning topics, potentially leading to the development of individual analytical papers. These papers, presented and deliberated upon with key stakeholders during the data collection phase, will augment the depth of our analysis, thereby offering a more layered and profound understanding of the program's relevance, the impact of strategic shifts and accelerators, as well as its challenges and accomplishments.

Stakeholder Engagement and Programme Relevance

The engagement with diverse stakeholders, including government bodies and NGOs, is a critical component. The willingness and availability of these stakeholders for interviews and their crucial role in understanding the programme's relevance and effectiveness are critical for the success of the evaluation process.

Gender Integration in Evaluation Methodology

To ensure a gender-responsive approach in the formative evaluation of the UNFPA Arab States Regional Programme 2022-2025, the methodology integrates gender considerations at every stage. This includes employing gender-responsive methods and tools and ensuring that data collection and analysis are

gender-sensitive. By disaggregating data by sex and analysing it through a gender lens, the evaluation will capture nuanced insights into how the programme affects different genders. The evaluation's commitment to a gender-responsive methodology aligns with the broader goals of promoting gender equality and addressing gender issues effectively within the programmatic context.

Overall Evaluation Design

The evaluation aligns with the global Strategic Plan evaluation while maintaining its distinct focus on the specific contexts and challenges of the current Arab States Regional Programme. It adopts a formative approach, emphasising strategic learning and critical analysis to enhance organisational capacity for effectiveness, relevance, and innovation. As mentioned before, this includes a theory-based approach with adaptive/developmental elements, ensuring comprehensive assessment and flexibility in response to emerging insights.
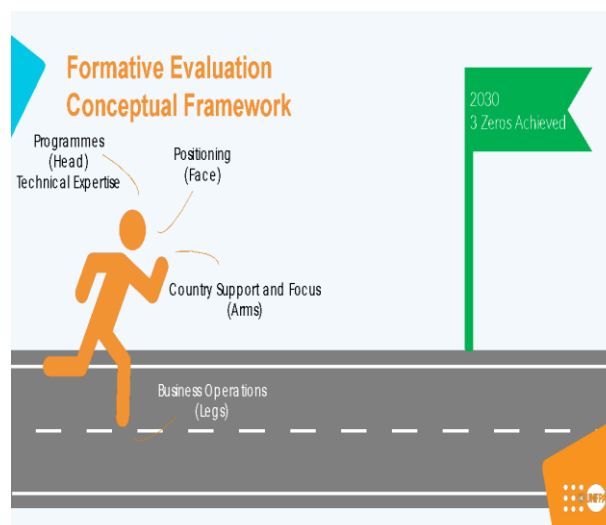
Key Components of the Evaluation Design:

i.   **Mixed-Methods Approach**: The evaluation employs a combination of qualitative and quantitative strategies to achieve a comprehensive understanding of the programme's progress. This includes a variety of data collection techniques, designed to capture a broad spectrum of insights from strategic documents, stakeholder perspectives, and specific country contexts.

ii.   **Utilisation of Artificial Intelligence**: AI tools will be leveraged for efficient data collection, analysis, and storage, in line with UNFPA and UNEG guidelines. This involves using AI for advanced data analytics, pattern recognition, and synthesising large datasets, thereby enhancing the depth and speed of analysis.

iii.   **Country-Level Focus**: The evaluation prioritises countries that have developed Country Programme Documents post-Strategic Plan approval. These countries will provide insights into how the regional programme aligns with and supports country-specific needs and priorities.

iv.   **Stakeholder Engagement and Validation**: Throughout the evaluation process, there will be continuous engagement with key stakeholders. This ensures that the evaluation remains relevant and grounded in the realities of the programme's implementation. Findings will be validated through feedback from with the Evaluation Reference Group (ERG), and on-going consultations with stakeholders to ensure accuracy and credibility.

v.   **Acknowledgment of Limitations and Mitigation Measures**: The evaluation design includes a clear identification of potential methodological limitations and detailed measures to mitigate their impact. This involves adjusting methodologies, enhancing stakeholder engagement, or seeking additional data sources to address gaps.

vi.   **Alignment with Strategic Plan Evaluation**: While maintaining its distinct focus, the regional evaluation for the Arab States region aligns with the broader objectives and methodology of the Strategic Plan evaluation. This ensures coherence and the ability to draw comparative insights across different regions.

Presented in Figure 7 is a visual representation of the comprehensive evaluation design for the UNFPA Arab States Regional Programme 2022-2025. This chart encapsulates the sequential and interconnected steps that form the backbone of our methodological approach. Each stage of the process, from the adaptive developmental approach to the final reporting, is visualised to depict the comprehensive and multifaceted nature of this evaluation.

Figure 7: Comprehensive Evaluation Design: UNFPA Arab States Regional Programme 2022-2025

Source: Evaluation Team

Selection of Case Study Countries and Stakeholders

Stakeholders
Stakeholder selection will be informed by a comprehensive stakeholder map, which is included in **Annex 5** of this document. This map is developed based on a systematic analysis of all relevant stakeholders involved in or affected by the UNFPA Arab States Regional Programme. The mapping identifies various groups including, but not limited to, government partners, local and international NGOs, and UNFPA staff at different levels, and relevant international organisations. This approach ensures a nuanced understanding of the different perspectives and experiences concerning the implementation, relevance, and effectiveness of the programme.

Country level Studies and Selection Criteria
Countries for country-level studies have been selected in consultation with ASRO team. The selection of countries is closely aligned with the current Strategic Plan evaluation   . The focus is on countries that have developed Country Programme Documents (CPDs) subsequent to the approval of the Strategic Plan. This criterion ensures that the evaluation captures the most recent and relevant programmatic shifts and strategies. The selection process involves a data mapping exercise, considering variables such as socio-political context, programmatic priorities, and regional representation to ensure a comprehensive and balanced coverage. Apart from Morocco, a country selected for the SP evaluation, the Evaluation Team following discussions with the key informants during the inception phase has selected two additional countries for country level studies; these are Lebanon and Egypt. It is believed that Egypt should be one of the countries to be selected due to its weight in the region and the physical presence of many regional actors in the country. At the same time, there is the physical presence of two team members in Egypt at

the time of the evaluation. (please see **Annex 8 for more details)**. In addition, the team selected a number of countries for in-depth literature and remote study, and these include the GCC area, Somalia, and Iraq **(Annex 10)**.

The rationale behind the selection of these countries involves a multi-faceted approach:

i. **Strategic Importance:** Each selected country represents a unique set of challenges and opportunities within the Arab States region, making them strategic locations for understanding the varied impacts of the Programme.

ii. **Diversity of Contexts:** The selection encompasses a mix of countries experiencing different socio-political situations, including conflict-affected areas and countries undergoing significant transitions, which are critical for assessing the Programme's adaptability and effectiveness in diverse environments.

iii. **Representation of Programme Priorities:** The countries chosen reflect a cross-section of the core priorities and interventions of the Arab States Regional Programme, ensuring that the evaluation covers the breadth of the Programme's thematic and strategic focus areas.

iv. **Data Availability and Accessibility:** Consideration of the available data and the feasibility of conducting thorough evaluations in these countries have been factored into the selection process.

This approach aligns with the expectations outlined in the Terms of Reference for the formative evaluation of the Evaluation of the UNFPA Arab States Regional Programme 2022-2025, ensuring that the selected case studies are both representative and informative for a comprehensive evaluation.

Methods and Tools for Data Collection

Overall Guiding Principles for Data Collection

The data collection for this formative evaluation of the UNFPA Arab States Regional Programme 2022-2025 will adopt a sequenced approach, incorporating various methods such as desk reviews, key informant interviews, and focus group discussions (FGDs). These methods will be executed concurrently to maximize efficiency and comprehensive data coverage. This approach aligns with the sophisticated nature of the evaluation, ensuring a multifaceted analysis that adequately captures the complexities of the programme's implementation, relevance, and effectiveness in the diverse contexts of the Arab States.

Data Collection Methods

In alignment with the ToR, the evaluation will utilise a mixed-methods approach, with the primary objective to assess ASRO's organisational readiness and strategic positioning in accelerating progress towards achieving the three transformative results in the Arab States region. This approach also aims to catalyse a discussion on the design of the next Regional Programme, reflecting the current state of progress on these transformative outcomes. The specific data collection methods include:

● **Desk Review:** This is the initial phase where existing documents related to the Regional Programme and Strategic Plan, including Country Programme Documents and various reports, are thoroughly reviewed. It sets the foundation for understanding the context and framework of the regional programme.

● **Key Informant Interviews:** Following the desk review, key informant interviews will be conducted with UNFPA personnel at ASRO and country levels, stakeholders at regional and country levels, and partners. These interviews will provide in-depth, qualitative insights into the implementation and effectiveness of the regional programme.

- **Focus Group Discussions (FGDs):** FGDs will be held to gather diverse perspectives and collective insights. These discussions will enable a deeper understanding of the regional programme's effects on various groups and stakeholders.
- **Country Case Studies:** The final method involves conducting in-depth case studies in selected countries. This stage allows for a detailed examination of the regional programme's implementation and effectiveness in specific contexts in the Arab States, providing valuable case-specific insights.
- **Potential survey:** the evaluation team is considering the value added of running a survey in light of the fact that the case studies cover 6 countries and 1 sub-region which constitute almost half of the countries in Arab States. Additionally, during the MTR there has been a survey already conducted which provides some important insights for the formative evaluation. Mid-way through data collection and following the initial review of data and analysis a decision will be taken regarding running a concise and short survey to fill any potential data gaps.

Each data collection method is crucial for building a thorough understanding of the UNFPA Arab States Regional Programme. The methods are designed to interact and build upon each other, creating a layered and multifaceted formative evaluation.

Data Analysis and Synthesis
In the evaluation of the UNFPA Arab States Regional Programme 2022-2025, the Evaluation Team will implement an advanced, iterative, and multi-phased approach for data analysis. The evaluation matrix, serving as a framework for data analysis, will ensure robust and triangulated analysis. Qualitative data will complement quantitative results from previous existing surveys, aiding in the interpretation of patterns and trends. The evaluation team will undertake a differentiated analysis at regional, subregional, and country levels, ensuring a comprehensive understanding of the regional programme's impact.

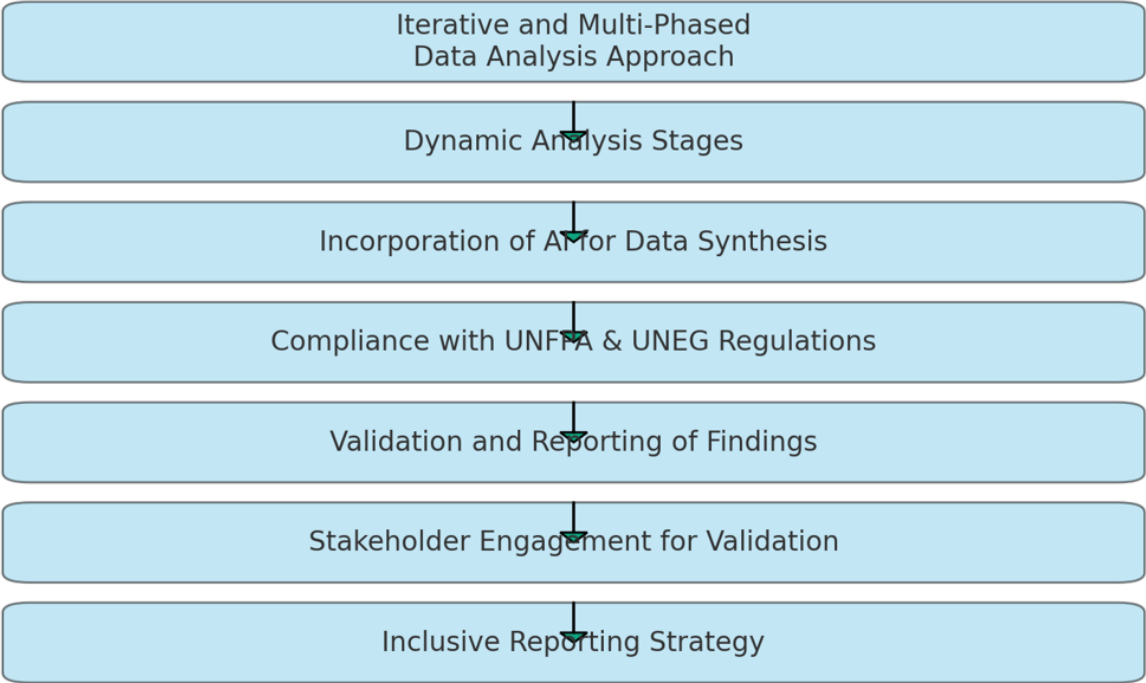**Iterative and Multi-Phased Data Analysis Approach**
- **Dynamic Analysis Stages:** The analysis will be conducted in sequential stages, each building upon the insights and findings from the previous one. This iterative process allows for continuous refinement of the analysis, ensuring a deeper understanding of the complexities and nuances of the regional programme's impact.
- **Compliance with Regulations:** potentially the evaluation may leverage AI tools as necessary. All AI applications will be in strict adherence to the rules and regulations of UNFPA and UNEG, ensuring ethical data handling, privacy compliance, and accuracy in data processing.

Validation and Reporting of Findings
- **Stakeholder Engagement for Validation:** Key findings from the analysis will be presented to stakeholders and the Evaluation Reference Group (ERG) for validation. This crucial step ensures the accuracy and relevance of the evaluation findings, aligning them with the real-world impact of the regional programme.
- **Inclusive Reporting Strategy:** The evaluation findings will be synthesised and presented in a clear, detailed, and user-friendly format, addressing the diverse needs of stakeholders such as UNFPA's Head Office, UNFPA ASRO and country management, program staff at various levels, and implementing partners. This approach is designed to guarantee the clarity, transparency, and practical utility of the evaluation outcomes. Recognising the interconnectedness of our work, the Evaluation Team acknowledges that the insights from this regional programme formative evaluation of the Arab States region will contribute to the overarching global evaluation report for the Strategic Plan (SP) evaluation.

By utilising an AI-augmented, iterative approach for data analysis and ensuring thorough stakeholder validation, this part of the evaluation aligns with international standards of evaluation practices. It underscores a commitment to leveraging advanced technological tools while adhering to ethical standards, ensuring that the evaluation's findings are both robust and attuned to the dynamic contexts of the Arab States Regional Programme. The chart depicted in Figure 8 illustrates the approach adopted for data analysis and synthesis within the formative evaluation. Central to this process is the validation of findings through active stakeholder engagement, ensuring the results resonate with all parties involved.

Figure 8: Data Analysis and Synthesis Key Principles for the Formative Evaluation of the UNFPA Arab States Regional Programme 2022-20225

Iterative and Multi-Phased
Data Analysis Approach

Dynamic Analysis Stages

Incorporation of AI for Data Synthesis

Compliance with UNFPA & UNEG Regulations

Validation and Reporting of Findings

Stakeholder Engagement for Validation

Inclusive Reporting Strategy

Source: Evaluation Team

Ethical Considerations
In conducting the evaluation of the UNFPA Arab States Regional Programme 2022-2025, the highest ethical standards will be upheld, in strict adherence to the UNFPA Evaluation Policy and the United Nations Evaluation Group (UNEG) Ethical Guidelines. The evaluation process will be guided by a commitment to ethical integrity, ensuring that all aspects of the evaluation respect the dignity and rights of all participants and stakeholders.

Adherence to UNFPA Evaluation Policy
● **Transparency and Accountability:** All evaluation activities will be transparent, ensuring that stakeholders are fully informed about the evaluation's purpose, processes, and outcomes.
● **Inclusivity and Participation:** The evaluation will actively involve a diverse range of stakeholders, ensuring that their voices and perspectives are heard and respected throughout the evaluation process.
Compliance with UNEG Ethical Guidelines

- **Informed Consent:** Consent will be obtained from all participants before data collection. Participants will be informed about the purpose of the evaluation, how their data will be used, and their right to withdraw at any stage.
- **Confidentiality and Anonymity:** Strict measures will be taken to protect the confidentiality of data and the anonymity of participants. Sensitive information will be handled with utmost care, and personal identifiers will be removed from all evaluation reports and documents.
- **Non-Discrimination and Respect for Diversity:** The evaluation will be conducted in a manner that respects cultural, gender, religious, and socio-economic diversity. It will be sensitive to the rights and dignity of individuals and communities, ensuring that no harm is caused.

Ethical Data Management
- **Responsible Use of AI:** When using AI tools for data analysis, ethical considerations will be paramount. This includes ensuring the accuracy of AI algorithms, avoiding biases, and respecting privacy norms.
- **Data Protection:** Robust data protection measures will be implemented to secure personal and sensitive data against unauthorized access, disclosure, alteration, or destruction.

By firmly adhering to these ethical considerations, the evaluation will not only comply with international standards but also ensure that the process is respectful, fair, and beneficial to all involved. This ethical framework reinforces the credibility and reliability of the evaluation findings and supports the UNFPA's commitment to upholding the highest standards of integrity and respect for human rights in its evaluative work.

Data Quality Assurance
In ensuring data integrity for the evaluation of the UNFPA Arab States Regional Programme 2022-2025, the Evaluation Team will apply comprehensive data quality assurance practices. These practices aim to secure the reliability, accuracy, and validity of the data collected. Key measures include rigorous validation through triangulation, using multiple data sources and methods to corroborate findings, and employing advanced analytical techniques to assess data quality systematically. Additionally, stakeholder feedback will be integrated to further validate and refine the evaluation outcomes. These steps are crucial for establishing the credibility of the evaluation findings and facilitating actionable insights.

Annex 3: Evaluation Matrix

EQ1: How is ASRO fostering an enabling environment such as technical and operational assistance to support COs in the region?
1.1 How has ASRO been supporting COs in their activities and interventions? To what extent has ASRO's support been conducive to advancing the 3TRs at the CO level?
1.2 How has programmatic, technical and operational assistance been perceived by COs? What are important good practices, bottlenecks and lessons learned?
Corresponding criteria: Relevance and Effectiveness

Assumptions to be assessed	ASRO has supported COs in their activities and interventions which was conducive to achieving the 3 TRs
Indicators	• Level of engagement between ASRO and COs in technical, programmatic, and operational levels • Evidence of support to COs in technical, programmatic, and operational activities • Evidence of regional engagement in partnerships and resource mobilisation. • Evidence of ASRO's support to technical, operational, and programmatic challenges experienced by COs
Sources of Information	• UNFPA Staff RO • UNFPA Staff CO
Methods for Data Collection	• Desk review • KIIs • Country level studies

EQ2: To what extent are current accelerators effective, coherent and adaptable to evolving challenges to advance UNFPA's results?

2.1. How did accelerators advance the achievement of results? Which accelerators have been more effective and why? Is there any redundancy amongst them?

2.2. To what extent have UNFPA's partnerships modalities (including financing), accelerated progress on the RP outcomes and the 3TRs, and how can these collaborations be optimized and expanded? To what extent does UNFPA's strategic mandate align with financing for development agenda?

2.3. How did gender-transformative approaches accelerator advance the achievement of results?

2.4. How did the LNOB accelerator advance the achievement of the 3TRs?

2.5. How has the Humanitarian Development Peace Nexus (HDPNx) been operationalized in the Arab States and how did this accelerate the advancement of results?

2.6. To what degree can disaggregated subnational data be a primary accelerator for addressing the disparities in outcomes across the 3TRs, and how can this data be effectively integrated and utilised for more targeted and impactful interventions?

Corresponding criteria: Relevance, Coherence and Effectiveness

Assumptions to be assessed	The current accelerators were effective and adaptable in advancing the achievements of the 3 zeros and RP's results
Indicators	- The extent to which accelerators contributed to advancing the RP's results and the 3 Zeros. - Extent to which the accelerators collectively contribute to advancing the RP results and the 3 Zeros. - Extent of adaptability of the accelerators to the SDGs. - Strength of individual accelerators and extent of redundancy amongst them.

Sources of Information	• UNFPA Staff RO • UNFPA Staff CO • UNFPA IPs • Governments • Donors
Methods for Data Collection	• KIIs • Desk Review • Country level studies
Assumptions to be assessed	**Subnational data systems are in place, providing timely and high quality data highlighting inequities**
Indicators	• Number of countries with functional subnational data systems. • Number of countries with clear geographical disparities. • Examples of policy changes or program adjustments made as a result of insights from subnational data. • Level of integration of subnational data in program planning and evaluation. • Number of subnational data-driven initiatives implemented in response to identified disparities.
Sources of Information	• UNFPA staff • UNFPA IPs • UN partners • Government partners
Methods for Data Collection	• KIIs • Desk review • Country level studies

Assumptions to be assessed	**The partnership base of UNFPA widened to leverage more partners' comparative advantages to advance the TRs**
Indicators	• Extent to which partnerships have been utilised to address specific gaps in achieving the 3 Zeros. • Feedback from partners on the effectiveness of collaborations in advancing the 3 TRs. • Size and depth of UNFPA partnerships and their impact on advancing the TRs. • Number and type of joint projects and outcomes as a result of partnerships.
Sources of Information	• UNFPA Staff RO • UNFPA Staff CO • UNFPA strategic partners • Implementing partners • Donors • Government • Others: Private sector
Methods for Data Collection	• KIIs • Desk review • Deep dives
Assumptions to be assessed	**UNFPA's coordination with the UN Development System efficiently and effectively increased joint accountability and acceleration towards the 3 TRs and RP's results.**
Indicators	• Extent of UNFPA's influence in shaping joint UN frameworks towards the 3 TRs. • Examples of joint initiatives with the UN Development System that accelerated progress towards the 3 TRs. • Extent of UNFPA's joint accountability fostered with the UN at regional and country levels. • Extent of positioning and mainstreaming of the RP's results and the TRs in joint UN frameworks

Sources of Information	• UNFPA Staff • UN Partners • Donors • Implementing/CSO Partners • Government Partners
Methods for Data Collection	• KIIs • Desk Review • Deep dives
Assumptions to be assessed	**UNFPA's strategic mandate aligns with the financing for development agenda**
Indicators	• Extent to which the mandate is reflected in the FfD agenda. • Extent to which the current RP results are reflected and aligned with the FfD in the region. • Number of financing mechanisms identified and leveraged for advancing the 3 Zeros in the region. Extent of alignment between UNFPA's strategic mandate and regional economic development strategies. • Extent to which UNFPA is tapping into FfD opportunities in the region. • UNFPA capacities to map financial landscapes, assess funding gaps, developing financing strategies
Sources of Information	• UNFPA staff at RO (RM, RD, partnerships) • UNFPA staff at CO (RM, CD, partnerships, innovation, private sector focal point) • Donors • UN Partners (interagency task force on for FfD)
Methods for Data Collection	• Desk Review • KIIs • Deep dives

EQ3: How are the strategic shifts supporting the achievement of the 3TRs and the SDGs in the Arab States?

3.1 How have ASRO's strategic planning and programme interventions incorporated the effects of megatrends?

3.2 To what extent has the RP embraced the transition from funding to funding and financing in the region? **3.3. To what extent has ASRO ensured regional organizational focus on achieving the 3TRs while also ensuring that programmatic and technical assistance is tailored to better respond to local contexts?** **3.4 To what extent has the RP been able to support the acceleration of social and gender norm transformation in countries to achieve 3TRs?** **3.5 How is UNFPA's collaboration with the UN Development System supporting the achievement of the RP outcomes and 3TRs?** **Corresponding criteria: Effectiveness**	
Assumption to be assessed	**The five megatrends are adequately incorporated in UNFPA's strategic planning at regional and country levels and useful to advance the RP's results and the 3 TRs.**
Indicators	- Extent of integration of the climate change megatrend in UNFPA's strategic plans at regional and country levels. - Extent of integration of the urbanization megatrend in UNFPA's strategic plans at regional and country levels. - Specific examples of how megatrends have influenced program adjustments and strategic planning. - Feedback from stakeholders on the relevance and impact of integrating megatrends into UNFPA's strategic plans. - Extent of integration of the technological innovation megatrend in UNFPA's strategic plans at regional and country levels. - Extent of integration of addressing inequalities megatrend in UNFPA's strategic plans at regional and country levels. - Extent of integration of the demographic developments' megatrend in UNFPA's strategic plans at regional and country levels. Extent of usefulness of the megatrends in advancing UNFPA's results. Extent to which the current status needs to be adapted based on the situation and lessons learned.
Sources of Information	- UNFPA Staff - UN Partners - Donors Implementing/CSO Partners Government Partners

Assumptions to be assessed	Different financial flows have been established concretizing the shift from funding to financing for scaled up and more sustainable results
Indicators	- Assessment of the scalability and sustainability of funding models currently in place. - Extent of private sector engagement in financing strategies for the ICPD agenda. - Evidence of comprehensive and integrated approach to funding and financing strategies and programming.
Sources of Information	- UNFPA Staff - UN Partners - Donors - Implementing/CSO Partners - Government Partners
Methods for Data Collection	- KIIs - Desk Review - Country level studies
Assumptions to be assessed	**UNFPA organizational focus has been aligned to on achieving the three transformative results**
Indicators	- Evidence of changes in maternal mortality - Evidence of changes in unmet SRH needs - Evidence of work addressing GBV and harmful practices
Sources of Information	- UNFPA Staff - UN Partners - Donors - Implementing/CSO Partners - Government Partners

Methods for Data Collection	- KIIs - Desk Review - Country level studies

EQ4: To what extent are UNFPA's workforce and processes fit-for-purpose to achieve the RP and 3TRs in the region?

4.1: How adequately is UNFPA's technical workforce capacity supporting the achievement of the Regional Programme and the 3TRs?

4.2: How fit-for-purpose are enabling functions and business processes (cross-cutting coordination, strategic communication, resource mobilization, knowledge management, business operations, M&E) to facilitate the implementation of the RP and advancement towards the 3TRs?

 Corresponding criteria: Efficiency

Assumptions to be assessed	- UNFPA workforce partnerships capacities are fit for for purpose to advance partnerships for the 3 TRs. - UNFPA workforce is fit for purpose to engage in the financing for development landscape. - UNFPA workforce capacities are adequate to influence different sources of public, private, domestic and international finance to achieve the TRs among joint results. - UNFPA's workforce and capacities are fit for purpose to deliver RM functions at country and regional levels. - UNFPA workforce is sufficient and with the right skills, skill mix and knowledge to deliver technical and enabling functions at regional and country level to achieve the RP's and the three transformative results in the Arab States.
Indicators	- Extent to which UNFPA's core functions workforce is sufficient at regional level. - Extent to which UNFPA's core functions workforce is sufficient at country level. - Gaps in current workforce skills and capacities in relation to program needs. - Examples of successful workforce development initiatives that enhanced program delivery. - Extent to which UNFPA's workforce possesses adequate and top-notch skills to perform technical/thematic functions in countries and in the regional office, as well as the appropriateness of and complementarity within the current skills mix.

	- Extent to which UNFPA's workforce possesses adequate and top-notch skills to perform enabling/operational functions (communication, RM, partnership, business operations, HR, Procurement, logistics) in countries and in the regional office, as well as the appropriateness of and complementarity within the current skills mix. - Extent to which UNFPA's workforce are aware of the strategic alignment between long-term and medium term accountability frameworks (TRs, RP,…) at both levels. - Extent to which development workforce is able to function during the inset of a humanitarian crisis. - Extent to which the current status needs to be adapted based on the situation and lessons learned
Sources of Information	- UNFPA Staff - UN Partners - Donors - Implementing/CSO Partners - Government Partners
Methods for Data Collection	- KIIs - Desk Review - Country level studies

EQ5: How has UNFPA been able to deliver within humanitarian settings? To what extent was the complementarity between humanitarian and development approaches ensured?
5.1 To what extent has resilience, prevention, preparedness, and early action been mainstreamed into programme interventions?
5.2. To what extent has UNFPA leveraged available humanitarian funding to achieve the 3 TRs?
5.3. What innovative programmatic and operational flexibilities were applied and can be strengthened to further maximize the use and impact of this funding within complex and humanitarian contexts?
5.4. How adequate is cross-regional emergency coordination?
5.5. How can UNFPA's subregional structures become catalysts of emergency response in the region?
5.6. How has the Humanitarian Development Peace Nexus been operationalized in the Arab States?

Corresponding criteria: Coherence and Effectiveness

Assumptions to be assessed	Resilience, prevention, preparedness, and early action are adequately mainstreamed in programmes to address emerging challenges and risks and advance the RP's results and the TRs.

Indicators	• Extent to which resilience is mainstreamed across the Regional and Country Programmes. • Extent to which prevention is mainstreamed across the Regional and Country Programmes. • Examples of resilience and preparedness strategies implemented and their outcomes. • Stakeholder feedback on the effectiveness of these strategies in enhancing program resilience to emerging challenges. • Extent to which preparedness is mainstreamed across the Regional and Country Programmes. • Extent to which early action is mainstreamed across the Regional and Country Programmes. • Extent to which the above addressed emerging challenges and risks. • Extent to which the above advanced the RP's results and the TRs. • Extent to which the current status needs to be adapted based on the situation and lessons learned.
Sources of Information	• UNFPA Staff • UN Partners • Donors • Implementing/CSO Partners • Government Partners
Methods for Data Collection	• KIIs • Desk Review • Country level studies
Assumption to be assessed	**UNFPA has been able to effectively leverage cross-regional emergency coordination to become subregional catalysts of emergency response.**
Indicators	• Evidence of cross regional emergency coordination • outcome of cross-regional emergency coordination • Extent of the role of sub-regional structures in effective emergency response • Examples where sub-regional structures have advanced emergency response • Nature of cross-regional emergency coordination (siloed vs optimal) e.g. Syria and Sudan

Sources of Information	• UNFPA Staff • UN Partners • Donors • Implementing/CSO Partners • Government Partners
Methods for Data Collection	• KIIs • Desk Review • Country level studies
Assumptions to be Assessed	**The Humanitarian Development Peace Nexus been operationalized in the Arab States**
Indicators	• Extent of alignment between development and humanitarian action in the region • Extent of agility of the workforce to move between development to humanitarian and from humanitarian to development. • Extent of maintaining a development agenda (with a focus on the 3TRs) in humanitarian settings • Extent to which sub-regional hubs can be repurposed to add value in the region (e.g. Syria)
Sources of Information	• UNFPA Staff • UN Partners • Donors • Implementing/CSO Partners • Government Partners
Methods for Data Collection	• KIIs • Desk Review • Country level studies

EQ 6: EQ 6: How should ASRO reconceptualize the next Regional Programme given the current progress towards the 3 TRs, the SDGs and other commitments?
6.1. How far were the 3 TRs advanced in the Arab States?

6.2. How integrated and effective were the six outputs and three OEEs of the RP in advancing the 3TRs? And how closely and efficiently did ASRO's teams collaborate to achieve results?
6.3. What needs to be considered in the development process of the next RP?
6.4. How can the next RP deliver results that are at more scale?
6.5. How can the next RP deliver more sustainable results?
6.6. How should the next RP's outputs be reconceptualized?

Corresponding criteria: Efficiency, Effectiveness and Sustainability

Assumptions to be assessed	UNFPA is on track in advancing the 3TRs but more efforts are needed to strengthen and expedite the response
Indicators	• Evidence of progress towards the 3TRs from the different countries • Level of effectiveness of the six outputs and three OEEs of the RP in achieving the expected results • Extent to which available efforts and interventions are scalable • Extent to which available efforts and interventions are sustainable
Sources of Information	• UNFPA Staff • UN Partners • Donors • Implementing/CSO Partners • Government Partners
Methods for Data Collection	• KIIs • Desk Review • Country level studies

Annex 4: Data Collection Tools

ASRO Team – CO Team
Name of Interviewee:
Function:
Date of Interview:
Name of Interviewer:

Thank you so much for taking the time to speak with us today. We are a team of independent consultants and we have been contracted by UNFPA ASRO to conduct the evaluation of the Regional Programme (RPE). This is a rather untraditional evaluation as it is not particularly focused on outcomes and outputs and the achievements of the RP. Rather we are interested in understanding different issues at a strategic level. We expect that our discussion would be for 90 minutes. Before we start we wanted to ask if you don't mind that we record this meeting so that we go back to it and do our analysis (ask for consent). We also wanted to stress that our conversation today is confidential and anonymous. We would not directly quote you and if we need to we would ask for written consent before doing so.
Before we get started can you introduce yourself and tell us a little about your role with UNFPA?

ALL EQ1: To what extent should ASRO reconceptualize its next Regional Programme to ensure its relevance and uphold its core principles, while adopting an impact-focused approach in achieving both the three transformative results (3 TRs) and the Sustainable Development Goals (SDGs), considering the current progress and challenges in these domains in the region?
- To what extent are the current 6 outcomes of the current RP conducive to achieving the 3 Zeros?
- To what extent UNFPA achieved the 6 outcomes and 3 OEEs of the ASRO RP (2022-2025)? What is the progress to date in your opinion?
- To what extent the current RP incorporates innovative approaches towards achieving the 3 Zeros and SDGs.
- Are the 3 zeros on par? Do you feel that progress on maternal mortality, family planning, and GBV are on the same level? Which is not and why?
- In terms of the SDGs, what has been achieved? How is that measured?
- If we speaking about the Planning targets, and technical priorities, to what extent have these been used to advance the 3 Zeroes?
- In terms of improved programming, optimized management for resources and expanded partnership for impact, to what extent have these been strengthened/refined to be operationally ready to respond to needs in countries.? What are some missing gaps?

RM EQ2: To what extent does UNFPA's strategic mandate align with and proactively contribute to the financing for development agenda? Which specific opportunities can ASRO identify and leverage the financing for development agenda to effectively scale up and enhance the value of its programme interventions in the region?
- To what extent would you say the mandate of UNFPA is aligned with the Ffd?
- To what extent the mandate is reflected in the FfD agenda? And to what extent are the current RP results reflected and aligned with the FfD in the region?
- Do you know what is the size and value of FfD for the 3 zeros in the region?
- What is the number of financing mechanisms identified and leveraged for advancing the 3 Zeros in the region.

- What is the extent of alignment between UNFPA's strategic mandate and regional economic development strategies?
- How has UNFPA is tapped into FfD opportunities in the region?
- How has the role of UNFPA in the inter-agency task force on Ffd enabled change on that front?
- What are UNFPA capacities to map financial landscapes, assess funding gaps, developing financing strategies? What are the gaps?

ALL Q3: To what extent are the current accelerators not only effective in advancing the achievements of the three Transformative Results (3 TRs) but also adaptable to evolving regional challenges and aligned with broader sustainable development goals? Additionally, is there a necessity for all these accelerators, or are there redundancies that compromise their overall effectiveness?

- To what extent have the accelerators[1] contributed to advancing the RP's results and the 3 Zeros?
- How and which accelerators have been more effective in addressing current challenges at the regional level?
- To what extent are the accelerators effective in responding to regional challenges? Are there some accelerators more effective than others? Which are these?
- To what extent are the accelerators adapted to the SDGs?
- Is there any redundancy amongst the accelerators? What are they? Are there some accelerators that are more relevant in the Arab States? Which are these?
- What has been the strength of the strategic shifts[2] and what is the extent of redundancy amongst them?
- What is the extent of complementarity/overlap between the accelerators, the strategic shifts and the OEEs.?
- Have the accelerators' been adaptable, or have they resulted in programming efficiency issues?

PD EQ4: To what degree can disaggregated subnational data be a primary accelerator for addressing the disparities in outcomes across the three Transformative Results (3 TRs), and how can this data be effectively integrated and utilized for more targeted and impactful interventions?

- What is the number of countries with functional subnational data systems? Which are they?
- What is the number of countries with clear geographical disparities? Which are they?
- What are some examples of policy changes or program adjustments made as a result of insights from subnational data?

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[1] Human rights-based and gender-transformative approaches; Innovation and digitalization; Data and evidence; Leaving no one behind and reaching the furthest behind first; Resilience and adaptation, and complementarity among development, humanitarian and peace- responsive efforts.

[2] Aligning the organizational focus on achieving the three transformative results; Integrating the effects of megatrends, such as climate change, demographic shifts, inequalities and digitalization, into programming; Increasing the focus on "populations left behind", and emphasizing "reaching those furthest behind first"; Scaling up the provision of high-quality comprehensive sexual and reproductive health information and services, as part of universal health coverage plans; Expanding the humanitarian response capacity to better safeguard the lives of women, adolescents and youth, especially adolescent girls, while also addressing mental health and psychosocial issues; Mainstreaming resilience, prevention, preparedness and early action, and emphasizing the complementarity between humanitarian, development and peace-responsive interventions; Incorporating the multisectoral needs of women, adolescents and youth, and addressing structural inequalities, such as discriminatory gender and social norms, that hinder the achievement of transformative results; Tailoring programmatic and technical assistance to better respond to local contexts through a country office-led process, "within the United Nations family on the ground"

- What is the level of integration of subnational data in program planning and evaluation?
- What is the percentage of subnational areas with data that aligns with national indicators for the 3 TRs?
- What is the frequency of data updates from subnational systems to ensure timeliness?
- What is the number of subnational data-driven initiatives implemented in response to identified disparities?
- To what extent can subnational data further guide policy making and targeting for interventions?
- To what extent are subnational data systems considered investments with high value for money?
- What are the number of targeted interventions developed based on subnational data insights?
- What are the changes in equity indices before and after the integration of subnational data in planning?
- What is the number of partnerships formed for enhancing data-driven interventions at the subnational level?
- To extent can resources be raised and allocated to strengthen subnational data capacities?
- To what extent does UNFPA possesses a comparative advantage to facilitate the creation/strengthening of subnational data systems that are scaled up, high quality and sustainable, working closely with partners?
- What is the level of expressed interest and need among countries in the Arab states for sub-national data?
- What is the number and type of capacity-building programs initiated for subnational data system enhancement?
- What has been the increase in budget allocations and resources dedicated to subnational data systems over time?
- What is the number of sustainable partnerships and collaborations formed to support subnational data systems?

ALL EQ5: To what extent have UNFPA's partnerships accelerated progress on the three Transformative Results (3 TRs) in the region, and how can these collaborations be further optimized, expanded, and communicated to enhance their effectiveness, reach, and public engagement?

- To what extent have partnerships been utilized to address specific gaps in achieving the 3 Zeros?
- What has been the effectiveness of collaborations with partners in advancing the 3 TRs?
- What is the number of UNFPA partnerships at country and regional levels across different thematic areas?
- What has been the level of growth over time of partnership base?
- To what extent have partnership targets been achieved?
- What is the size and depth of UNFPA partnerships and their impact on advancing the TRs?
- What is the number and type of joint projects and outcomes as a result of partnerships?
- How has UNFPA identified and engaged key partners that have the potential to significantly impact the achievement of the 3 TRs? What criteria have been used for partner selection?
- In what ways have UNFPA and its partners engaged in capacity building and resource sharing to enhance the effectiveness of their collaborations? How has this contributed to achieving the partnership targets?
- How are the impacts of partnerships on the 3 TRs being monitored and evaluated? What mechanisms are in place for incorporating lessons learned into future partnership strategies?

- How have UNFPA and its partners communicated the outcomes and impacts of their collaborations towards achieving the 3 TRs to a wider audience? What strategies have been effective in enhancing public engagement and awareness?

RM EQ6: To what extent has UNFPA leveraged the available humanitarian funding to achieve the three Transformative Results (3 TRs)? What innovative programmatic and operational flexibility and strategies can be applied to further maximize the use and impact of this funding?

- What is the funding allocation towards the 3 Zeros in crisis vs. non-crisis settings?
- What has been the humanitarian funding mobilized vis a vis available humanitarian funding?
- What has been the effectiveness of programmatic flexibilities in utilizing humanitarian funding for the 3 Zeros?
- What is the extent of humanitarian funding mobilized in relation to other key players?
- What has been the extent of humanitarian funding utilization in countries in crisis?
- To what extent is the humanitarian funding aligned with the 3TRs?
- What is the extent of availability of humanitarian funding for the 3 TRs?
- To what extent there is donor interest within the humanitarian settings for supporting the 3 TRs?
- To what extent are UNFPA's operations fit-for-purpose, agile and flexible to delivery timely humanitarian response?
- To what extent does UNFPA have the capacities to map financial landscapes, assess funding gaps, developing financing strategies?

RM EQ7: To what extent has the focus shifted from traditional funding models to more comprehensive funding and financing strategies for the International Conference on Population and Development (ICPD) agenda? How can these strategies be further developed to ensure sustainability and scalability?

- What is the scalability and sustainability of funding models currently in place?
- What is the extent of private sector engagement in financing strategies for the ICPD agenda?
- Are there evidence of comprehensive and integrated approach to funding and financing strategies and programming? What are these evidences?
- What is the number and size of external flows from public sources?
- What is the number and size of external flows from private sources?
- What is the number and size of domestic flows from public sources?
- What is the number and size of domestic flows from private sources?

ALL EQ8: To what extent are the effects of megatrends being incorporated into UNFPA's strategic planning, and how can these trends be more effectively analyzed and utilized to anticipate and adapt to future challenges and opportunities?

- To what extent there is integration of the climate change megatrend in UNFPA's strategic plans at regional and country levels.
- To what extent there is integration of the urbanization megatrend in UNFPA's strategic plans at regional and country levels.
- To what extent there is integration of the technological innovation megatrend in UNFPA's strategic plans at regional and country levels.
- To what extent there is integration of the inequalities megatrend in UNFPA's strategic plans at regional and country levels.

- To what extent there is integration of the demographic developments megatrend in UNFPA's strategic plans at regional and country levels.
- Extent of usefulness of the megatrends in advancing UNFPA's results.
- What are some specific examples of how megatrends have influenced program adjustments and strategic planning.

ALL EQ9: To what extent is UNFPA's programming focusing on 'populations left behind' and emphasizing 'reaching those furthest behind first'? How can this focus be intensified and strategically targeted to achieve more inclusive and equitable outcomes?
- To what extent have UNFPA's regional plans integrate the principle of "Leaving No One Behind"?
- What is the number of targeted interventions designed specifically for vulnerable populations?
- To what extent has there been progress in reaching the furthest behind as measured by improvements in key indicators?
- To what extent UNFPA's country plans integrate the principle of "Leaving No One Behind"?
- To what extent the vulnerable populations are identified and reached in remote and underserved areas?
- To what extent the status needs to be adapted based on the situation and lessons learned?
- What are the type and definition of "furthest left behind" in development and humanitarian settings?
- What are the types and number of inclusivity approaches to ensure "leaving no one behind"?

ALL /SRH EQ10: To what extent has UNFPA scaled up the provision of high-quality, comprehensive Sexual and Reproductive Health (SRH) information and services? What strategies can be implemented to further improve access, quality, and comprehensiveness of these services?
- To what extent has UNFPA scaled up the provision of high-quality, comprehensive Sexual and Reproductive Health (SRH) information in development settings?
- To what extent has UNFPA scaled up the provision of high-quality, comprehensive Sexual and Reproductive Health (SRH) services in development settings?
- To what extent has UNFPA scaled up the provision of high-quality, comprehensive Sexual and Reproductive Health (SRH) information in humanitarian settings?
- What has been the accessibility and quality of SRH services?
- What has been the Number of innovative approaches implemented to improve SRH information dissemination and service provision?
- To what extent has UNFPA scaled up the provision of high-quality, comprehensive Sexual and Reproductive Health (SRH) services in humanitarian settings?
- To what extent was the scale up adequate to advance the RP's results and the 3 TRs?
- To what extent were the current status needs adapted based on the situation and lessons learned?

ALL EQ11: To what extent has resilience, prevention, preparedness, and early action been mainstreamed into programme interventions? How can these elements be further integrated and emphasised to enhance programme effectiveness in addressing emerging challenges and risks?"
- To what extent has resilience been mainstreamed across the Regional and Country Programmes?
- To what extent has prevention been mainstreamed across the Regional and Country Programmes?
- To what extent has preparedness been mainstreamed across the Regional and Country Programmes.

- To what extent has early action been mainstreamed across the Regional and Country Programmes?
- What are some examples of resilience and preparedness strategies implemented and their outcomes?
- To what extent has the above addressed emerging challenges and risks?
- To what extent has the above advanced the RP's results and the TRs?
- To what extent has the current status needs were adapted based on the situation and lessons learned?

ALL (SRH/GEWE/AY/Youth)**EQ12: To what extent are the multisectoral needs of women, adolescents, and youth, as well as structural inequalities, being addressed in UNFPA's programmes? What innovative approaches can be adopted to enhance the effectiveness and inclusivity of these interventions?**
- To what extent has multisectoral approach been integrated in program design and implementation?
- To what extent has the needs of women are mainstreamed across the Regional and Country Programmes and lead to results?
- To what extent has the needs of adolescents are mainstreamed across the Regional and Country Programmes and lead to results?
- To what extent has the needs of youth are mainstreamed across the Regional and Country Programmes and lead to results?
- To what extent has structural inequalities are taken into account in the Regional and Country Programmes?
- To what extent has the above translates into multisectoral coordination with partners (government, UN, NGOs)?
- To what extent has the above translates into UNFPA's strategic positioning and advancement of results?
- To what extent there is a need to adapt the current status based on the situation and lessons learned?

ALL (Operations) **EQ13: To what extent is the UNFPA workforce fit for purpose and effective in achieving the three Transformative Results (3 TRs)? How can workforce capabilities and alignment be further enhanced to meet evolving challenges and maximize impact?**
- To what extent is UNFPA's core functions workforce sufficient at regional level?
- To what extent is UNFPA's core functions workforce sufficient at country level?
- What are the gaps in current workforce skills and capacities in relation to program needs?
- What are some examples of successful workforce development initiatives that enhanced program delivery?
- To what extent is UNFPA's workforce possesses adequate and top-notch skills to perform technical/thematic functions in countries and in the regional office, as well as the appropriateness of and complementarity within the current skills mix?
- To what extent is UNFPA's workforce possesses adequate and top-notch skills to perform enabling/operational functions (communication, RM, partnership, business operations, HR, Procurement, logistics) in countries and in the regional office, as well as the appropriateness of and complementarity within the current skills mix?
- To what extent is UNFPA's workforce are aware of the strategic alignment between long-term and medium term accountability frameworks (TRs, RP,…) at both levels?

- To what extent is UNFPA's development workforce is able to function during the inset of a humanitarian crisis.?
- To what extent the current status needs to be adapted based on the situation and lessons learned?

ALL (Partnerships) **EQ14: To what extent has UNFPA's coordination and collaboration with the UN Development System supported increased joint accountability and acceleration towards the three Transformative Results (3 TRs)? In what ways can these partnerships be strengthened and strategically leveraged to further amplify joint efforts and outcomes?**
- To what extent has UNFPA's influence been in shaping joint UN frameworks towards the 3 TRs?
- What are some examples of joint initiatives with the UN Development System that accelerated progress towards the 3 TRs?
- To what extent has UNFPA's joint accountability fostered with the UN at regional and country levels?
- What has been the positioning and mainstreaming of the RP's results and the TRs in joint UN frameworks?
- What has been the acceleration/advancement of the RP's results and the TRs as a result of partnerships?
- What has been the efficiency and coherence of joint planning processes?
- To what extent the current status needs to be adapted based on the situation and lessons learned?

UNFPA IPs and partners
Name of Interviewee:
Function:
Date of Interview:
Name of Interviewer:

Thank you so much for taking the time to speak with us today. We are a team of independent consultants and we have been contracted by UNFPA ASRO to conduct the evaluation of the Regional Programme (RPE). This is a rather untraditional evaluation as it is not particularly focused on outcomes and outputs and the achievements of the RP. Rather we are interested in understanding different issues at a strategic level. We expect that our discussion would be for 90 minutes. Before we start we wanted to ask if you don't mind that we record this meeting so that we go back to it and do our analysis (ask for consent). We also wanted to stress that our conversation today is confidential and anonymous. We would not directly quote you and if we need to we would ask for written consent before doing so.
Before we get started can you introduce yourself and tell us a little about your partnership/role with UNFPA?

ALL EQ1: To what extent should ASRO reconceptualize its next Regional Programme to ensure its relevance and uphold its core principles, while adopting an impact-focused approach in achieving both the three transformative results (3 TRs) and the Sustainable Development Goals (SDGs), considering the current progress and challenges in these domains in the region?
- To what extent have the expected outcomes of the current RP conducive to achieving the 3 Zeros?
- To what extent have you achieved the 6 outcomes of the ASRO RP (2022-2025)? What is the progress to date in your opinion?
- To what extent the current RP incorporates innovative approaches towards achieving the 3 Zeros and SDGs.
- Are the 3 zeros on par? Do you feel that progress on maternal mortality, family planning, and GBV are on the same level? Which is not and why?
- In terms of the SDGs, what has been achieved? How is that measured?

RM EQ2: To what extent does UNFPA's strategic mandate align with and proactively contribute to the financing for development agenda? Which specific opportunities can ASRO identify and leverage the financing for development agenda to effectively scale up and enhance the value of its programme interventions in the region?
- To what extent would you say the mandate of UNFPA is aligned with the Ffd?
- To what extent the mandate is reflected in the FfD agenda? And to what extent are the current RP results reflected and aligned with the FfD in the region?
- Do you know what is the size and value of FfD for the 3 zeros in the region?
- What is the extent of alignment between UNFPA's strategic mandate and regional economic development strategies?
- How has UNFPA is tapped into FfD opportunities in the region?
- What are UNFPA capacities to map financial landscapes, assess funding gaps, developing financing strategies? What are the gaps?

PD Partners EQ4: To what degree can disaggregated subnational data be a primary accelerator for addressing the disparities in outcomes across the three Transformative Results (3 TRs), and how can this data be effectively integrated and utilized for more targeted and impactful interventions?

- What is the number of countries with functional subnational data systems? Which are they?
- What is the number of countries with clear geographical disparities? Which are they?
- What are some examples of policy changes or program adjustments made as a result of insights from subnational data?
- What is the level of integration of subnational data in program planning and evaluation?
- What is the percentage of subnational areas with data that aligns with national indicators for the 3 TRs?
- What is the frequency of data updates from subnational systems to ensure timeliness?
- What is the number of subnational data-driven initiatives implemented in response to identified disparities?
- To what extent can subnational data further guide policy making and targeting for interventions?
- To what extent are subnational data system considered investments with high value for money?
- What are the number of targeted interventions developed based on subnational data insights?
- What are the changes in equity indices before and after the integration of subnational data in planning?
- What is the number of partnerships formed for enhancing data-driven interventions at the subnational level?
- To extent resources can be raised and allocated to strengthen subnational data capacities?
- To what extent does UNFPA possesses a comparative advantage to facilitate the creation/strengthening of subnational data systems that are scaled up, high quality and sustainable, working closely with partners?
- What is the level of expressed interest and need among countries in the Arab states for sub-national data?
- What is the number and type of capacity-building programs initiated for subnational data system enhancement?
- What has been the Increase in budget allocations and resources dedicated to subnational data systems over time?
- What is the number of sustainable partnerships and collaborations formed to support subnational data systems?

ALL EQ5: To what extent have UNFPA's partnerships accelerated progress on the three Transformative Results (3 TRs) in the region, and how can these collaborations be further optimised, expanded, and communicated to enhance their effectiveness, reach, and public engagement?

- What has been the effectiveness of collaborations between UNFPA and partners?
- To what extent have partnership targets been achieved?
- How has UNFPA identified and engaged key partners that have the potential to significantly impact the achievement of the 3 TRs? What criteria have been used for partner selection?
- In what ways have UNFPA and its partners engaged in capacity building and resource sharing to enhance the effectiveness of their collaborations? How has this contributed to achieving the partnership targets?
- How are the impacts of partnerships on the 3 TRs being monitored and evaluated? What mechanisms are in place for incorporating lessons learned into future partnership strategies?
- How have UNFPA and its partners communicated the outcomes and impacts of their collaborations towards achieving the 3 TRs to a wider audience? What strategies have been effective in enhancing public engagement and awareness?

Partners EQ6: To what extent has UNFPA leveraged the available humanitarian funding to achieve the three Transformative Results (3 TRs)? What innovative programmatic and operational flexibility and strategies can be applied to further maximize the use and impact of this funding?

- How successful has UNFPA been in leveraging funding for humanitarian action?
- What has been the humanitarian funding mobilized vis a vis available humanitarian funding?
- What has been the effectiveness of programmatic flexibilities in utilizing humanitarian funding for the 3 Zeros?
- What is the extent of humanitarian funding mobilized in relation to other key players?

ALL EQ8: To what extent are the effects of megatrends being incorporated into UNFPA's strategic planning, and how can these trends be more effectively analyzed and utilized to anticipate and adapt to future challenges and opportunities?

- To what Extent there is integration of the climate change megatrend in UNFPA's strategic plans at regional and country levels.
- To what Extent there is integration of the urbanization megatrend in UNFPA's strategic plans at regional and country levels.
- To what Extent there is integration of the technological innovation megatrend in UNFPA's strategic plans at regional and country levels.
- To what Extent there is integration of the inequalities megatrend in UNFPA's strategic plans at regional and country levels.
- To what Extent there is integration of the demographic developments megatrend in UNFPA's strategic plans at regional and country levels.
- How has the integration of these concepts enabled a usefulness in advancing the agenda of UNFPA and of your organization?
- What are some Specific examples of how megatrends have influenced program adjustments and strategic planning.

ALL EQ9: To what extent is UNFPA's programming focusing on 'populations left behind' and emphasizing 'reaching those furthest behind first'? How can this focus be intensified and strategically targeted to achieve more inclusive and equitable outcomes?

- To what extent have UNFPA's regional plans integrate the principle of "Leaving No One Behind"?
- What is the Number of targeted interventions designed specifically for vulnerable populations?
- To what extent has there been progress in reaching the furthest behind as measured by improvements in key indicators?
- To what extent UNFPA's country plans integrate the principle of "Leaving No One Behind"?
- To what extent the vulnerable populations are identified and reached in remote and underserved areas?
- To what extent the status needs to be adapted based on the situation and lessons learned?
- What are the type and definition of "furthest left behind" in development and humanitarian settings?
- What are the types and number of inclusivity approaches to ensure "leaving no one behind"?

ALL /SRH EQ10: To what extent has UNFPA scaled up the provision of high-quality, comprehensive Sexual and Reproductive Health (SRH) information and services? What strategies can be implemented to further improve access, quality, and comprehensiveness of these services?

- To what extent has UNFPA scaled up the provision of high-quality, comprehensive Sexual and Reproductive Health (SRH) information in development settings?
- To what extent has UNFPA scaled up the provision of high-quality, comprehensive Sexual and Reproductive Health (SRH) services in development settings?
- To what extent has UNFPA scaled up the provision of high-quality, comprehensive Sexual and Reproductive Health (SRH) information in humanitarian settings?
- What has been the accessibility and quality of SRH services?
- What has been the Number of innovative approaches implemented to improve SRH information dissemination and service provision?
- To what extent has UNFPA scaled up the provision of high-quality, comprehensive Sexual and Reproductive Health (SRH) services in humanitarian settings?
- To what extent was the scale up adequate to advance the RP's results and the 3 TRs?
- To what extent were the current status needs adapted based on the situation and lessons learned?

ALL (SRH/GEWE/AY/Youth)EQ12: To what extent are the multisectoral needs of women, adolescents, and youth, as well as structural inequalities, being addressed in UNFPA's programmes? What innovative approaches can be adopted to enhance the effectiveness and inclusivity of these interventions?
- To what extent has multisectoral approach been integrated in program design and implementation?
- To what extent has the needs of women are mainstreamed across the Regional and Country Programmes and lead to results?
- To what extent has the needs of adolescents are mainstreamed across the Regional and Country Programmes and lead to results?
- To what extent has the needs of youth are mainstreamed across the Regional and Country Programmes and lead to results?
- To what extent has structural inequalities are taken into account in the Regional and Country Programmes?
- To what extent has the above translates into multisectoral coordination with partners (government, UN, NGOs)?
- To what extent has the above translates into UNFPA's strategic positioning and advancement of results?
- To what extent there is a need to adapt the current status based on the situation and lessons learned?

ALL (Operations) EQ13: To what extent is the UNFPA workforce fit for purpose and effective in achieving the three Transformative Results (3 TRs)? How can workforce capabilities and alignment be further enhanced to meet evolving challenges and maximize impact?
- Do you feel that UNFPA workforce is sufficient and qualified?
- Is there is a difference between the technical and operational staff? Where are some of the gaps?

ALL (Partnerships) EQ14: To what extent has UNFPA's coordination and collaboration with the UN Development System supported increased joint accountability and acceleration towards the three Transformative Results (3 TRs)? In what ways can these partnerships be strengthened and strategically leveraged to further amplify joint efforts and outcomes?
- To what extent has UNFPA's influence been in shaping joint UN frameworks towards the 3 TRs?
- What are some examples of joint initiatives with the UN Development System that accelerated progress towards the 3 TRs?

- To what extent has UNFPA's joint accountability fostered with the UN at regional and country levels?
- What has been the positioning and mainstreaming of the RP's results and the TRs in joint UN frameworks?
- What has been the acceleration/advancement of the RP's results and the TRs as a result of partnerships?
- What has been the efficiency and coherence of joint planning processes?
- To what extent the current status needs to be adapted based on the situation and lessons learned?

Donors/UN
Name of Interviewee:
Function:
Date of Interview:
Name of Interviewer:

Thank you so much for taking the time to speak with us today. We are a team of independent consultants and we have been contracted by UNFPA ASRO to conduct the evaluation of the Regional Programme (RPE). This is a rather untraditional evaluation as it is not particularly focused on outcomes and outputs and the achievements of the RP. Rather we are interested in understanding different issues at a strategic level. We expect that our discussion would be for 90 minutes. Before we start we wanted to ask if you don't mind that we record this meeting so that we go back to it and do our analysis (ask for consent). We also wanted to stress that our conversation today is confidential and anonymous. We would not directly quote you and if we need to we would ask for written consent before doing so.
Before we get started can you introduce yourself and tell us a little about your partnership/role with UNFPA?

ALL EQ1: To what extent should ASRO reconceptualize its next Regional Programme to ensure its relevance and uphold its core principles, while adopting an impact-focused approach in achieving both the three transformative results (3 TRs) and the Sustainable Development Goals (SDGs), considering the current progress and challenges in these domains in the region?
- To what extent do you feel that UNFPA is on track to achieve its 3 Zeros (maternal mortality, unmet SRH needs, GBV and harmful practices)?
- To what extent does UNFPA incorporates innovative approaches towards achieving the 3 Zeros and SDGs.
- Are the 3 zeros on par? Do you feel that progress on maternal mortality, family planning, and GBV are on the same level? Which is not and why?
- In terms of the SDGs, what has been achieved? How is that measured?
- What do you think UNFPA should be focusing on in their next regional programme? Why?

RM EQ2: To what extent does UNFPA's strategic mandate align with and proactively contribute to the financing for development agenda? Which specific opportunities can ASRO identify and leverage the financing for development agenda to effectively scale up and enhance the value of its programme interventions in the region?
- To what extent would you say the mandate of UNFPA is aligned with the Ffd?
- To what extent the mandate is reflected in the FfD agenda? And to what extent are the current RP results reflected and aligned with the FfD in the region?
- Do you know what is the size and value of FfD for the 3 zeros in the region?
- What is the extent of alignment between UNFPA's strategic mandate and regional economic development strategies?
- How has UNFPA is tapped into FfD opportunities in the region?
- What are UNFPA capacities to map financial landscapes, assess funding gaps, developing financing strategies? What are the gaps?

ALL EQ5: To what extent have UNFPA's partnerships accelerated progress on the three Transformative Results (3 TRs) in the region, and how can these collaborations be further optimized, expanded, and communicated to enhance their effectiveness, reach, and public engagement?

- What has been the effectiveness of collaborations between UNFPA and partners?
- To what extent have partnership targets been achieved?

Partners EQ6: To what extent has UNFPA leveraged the available humanitarian funding to achieve the three Transformative Results (3 TRs)? What innovative programmatic and operational flexibility and strategies can be applied to further maximize the use and impact of this funding?

- How successful has UNFPA been in leveraging funding for humanitarian action?
- What has been the humanitarian funding mobilized vis a vis available humanitarian funding?
- What has been the effectiveness of programmatic flexibilities in utilizing humanitarian funding for the 3 Zeros?
- What is the extent of humanitarian funding mobilized in relation to other key players?

ALL (Operations) EQ13: To what extent is the UNFPA workforce fit for purpose and effective in achieving the three Transformative Results (3 TRs)? How can workforce capabilities and alignment be further enhanced to meet evolving challenges and maximize impact?
- Do you feel that UNFPA workforce is sufficient and qualified?
- Is there is a difference between the technical and operational staff? Where are some of the gaps?

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- What has been the acceleration/advancement of the RP's results and the TRs as a result of partnerships?
- What has been the efficiency and coherence of joint planning processes?
- To what extent the current status needs to be adapted based on the situation and lessons learned?

Annex 5: Stakeholders Map

The stakeholder map will be updated with additional, more specific information when the information becomes available from RO.
 And the CO for Country Case Studies.

Stakeholders	Who they are	What (their role in the Regional Programme)	How (informational, data collection, etc.)	When (in what stage of evaluation)
UNFPA Regional Office Team	Duty bearers who have decision-making authority over the Regional Programme.	Management of the Regional Programme, implementation of some Regional Programme activities (Supporting the implementing partners); coordinating with other humanitarian and development actors.	Documentation Review, KIIs during Inception Phase, and Data Collection.	Inception Phase, and Data Collection Phase
UNFPA Country Offices Teams	Duty bearers who have decision-making authority over the intervention and Rights holders (individually) who are the intended and unintended beneficiaries of the intervention.	Management of the Regional Programme, implementation of some Programme activities (Supporting the implementing partners); coordinating with other humanitarian and development actors.	Documentation Review, Data collection, KII, Case Studies, Deep Dives, Online survey tool for Cos.	Data Collection Phase
Donors	Duty bearers who have decision-making authority over the intervention.	Intervention Donors	KIIs/ FGDs where possible, during Data Collection Phase	Data Collection Phase
Policy & Accountability	HelpAge International ESCWA AUC	Stakeholder in the delivery of the services, implementing project activities.	Documentation Review, Data collection through KIIs and FGDs when and where possible, Online survey tool for Cos.	Data Collection Phase

Sexual and Reproductive Health and Rights (SRHR)	MENA HPF American University in Cairo – Social Research Center League of Arab States CO in Humanitarian Settings Ministry of Health - in different countries Ministry of Health - Maternal Health Ministry of Health - Policy AWAN IPPF Custodians of MDSR and CRVS Persons affected by humanitarian issues in the region.	Stakeholder in the delivery of the services, implementing project activities, Rights holders (individually) who are the intended and unintended beneficiaries of the intervention.	Documentation Review, Data collection through KIIs and FGDs when and where possible, Case Studies, Deep Dives, Online survey tool for COs.	Data Collection Phase
Youth and Adolescents	American University of Beirut NAMA League of Arab States WFP/UNESCO (Youth Friendly Spaces) Arab Population Council (Youth Competition) ROMENA UN Regional Partners The Ministry of Youth and Sports, Kingdom of Morocco The Arab Coalition for Adolescent Health and	Stakeholders in the delivery of the services, implementing project activities, Rights holders (individually) who are the intended and unintended beneficiaries of the intervention.	Documentation Review, Data collection through KIIs and FGDs when and where possible, Case Studies, Deep Dives, Online survey tool for COs.	Data Collection Phase

	Medicine International Planned Parenthood Federation ESCWA UNDP RBAS UNESCO ASRO WFP RBC			
Gender	Arab Institute for Human Rights American University of Cairo University of Melbourne Alazar University Women Refugee Commission League of Arab States UNICEF MEANRO UN Women Actors in Humanitarian Settings	Stakeholders in the delivery of the services, implementing project activities, Rights holders (individually) who are the intended and unintended beneficiaries of the intervention.	Documentation Review, Data collection through KIIs and FGDs when and where possible, Case Studies, Deep Dives, Online survey tool for COs.	Data Collection Phase
Population and Development (PD)	HelpAge League of Arab States ASIAN Arab Countries Arab Parliaments UNHCR (migration) Arab Institute for Training and Research in Statistic ESCWA WHO	Stakeholders in the delivery of the services, implementing project activities, Rights holders (individually) who are the intended and unintended beneficiaries of the intervention.	Documentation Review, Data collection through KIIs and FGDs when and where possible, Case Studies, Deep Dives, Online survey tool for COs.	Data Collection Phase

	UNICEF League of Arab States IDRC IOM OCHA			
Refugees and IDPs	Rights holders (individually) who are the intended and unintended beneficiaries of the intervention.	Recipients of project interventions in multiple locations (SRHR; GBV case management, CP, and others).	Documentation Review, Case studies, Deep Dives.	Data Collection Phase
Women, girls, young people	Rights holders (individually) who are the intended and unintended beneficiaries of the intervention.	Recipients of project interventions in multiple locations (SRHR; GBV case management, CP, and others).	Documentation Review, Case studies, Deep Dives	Data Collection Phase

Annex 6: Workplan

Evaluation activity	Timeline
Inception	**January – February 2024**
Kick-off meetings	
Desk review of documents	
Evaluation tools	
Draft Inception Report	
Final Inception Report	
Data collection	**February – May 2024**
Reconstructed ToC	
Preparation for country missions	
Conduct country missions/ KIIs	
Power point presentations following missions	
Data organization and preliminary evidence generation	
PowerPoint presentation and template on emerging findings shared with SPE team	
Data analysis and reporting	**May – August 2024**
Data triangulation and in-depth analysis	
Preparation of draft evaluation report	
Submission of draft evaluation report	
ASRO review and feedback	
Addressing comments and re-submission of draft report	
UNFPA reference group review and feedback	
Submission of final evaluation report	
Approval of final evaluation report	
Dissemination	**September 2024**
PowerPoint presentation on evaluation findings	
Submission of evaluation brief	
Approval of evaluation brief	

Annex 7: Evaluability Assessment

This evaluability assessment is integral to understanding the feasibility and preparedness for evaluating the UNFPA Arab States Regional Programme 2022-2025. **In particular, it aims to address core evaluability concerns, notably the availability and quality of data to answer the selected Evaluation Questions (EQs).**

This formative evaluation builds on the findings from the mid-term review (MTR) of the RP 2022-2025, including surveys conducted during the MTR. **These findings are particularly relevant for addressing EQs related to the programme.** This will provide the evaluation team with a wealth of information that will help strengthen the data collection process. As the RP 2022-2025 has only been ongoing for 2 years prior to the current evaluation, a strong focus of the evaluation will be on understanding the views and perceptions of different stakeholders including staff, government, partners, and Implementing Partners (IPs) to ensure a well-rounded understanding of the progress to date while maintaining a forward-looking approach to the evaluation exercise. Secondary sources, including Country Programme Documents (CPDs) and Country Programme Evaluations (CPEs) when available, country in-depth studies, and a rigorous literature review, along with remote meetings with countries not selected for field data collection and missions, will also be critical for the evaluation.

The availability of MTR data and findings will be leveraged to support the assessment of strategic alignment, programme design, and the extent to which the programme has addressed its objectives, specifically relating to the EQs. This will be crucial in evaluating the programme's commitments in development and humanitarian settings, fostering peace and security, and contributing to sustainable development amidst complex emergencies and protracted crises.

Evaluability of Strategic Alignment and Programme Design: The availability of documents, data sources, and the potential challenges in data collection, such as security and logistical issues, may impact the credibility of evaluating the programme's strategic alignment and its impact on key areas like gender equality, and reproductive health. However, many of the needed documentation is available on public platforms, and support from ASRO will ensure access for the Evaluation Team to key documentation and stakeholders. This will ensure that data collection is sufficient to assess the programme's alignment with UNFPA's objectives and regional priorities.

Data Quality and Resource Utilisation: Acknowledging the challenges in data availability in the Arab States, methods and technologies that will be used for data gathering and analysis will consider this challenge. The evaluation will critically assess data quality and the extent to which existing data can address the selected EQs, focusing on using available disaggregated and reliable data to identify patterns and assess the impact of strategic shifts.

Annex 8: Rationale For Selection of Countries for country-studies and remote interviews

Seven Countries Offices were selected for review in the RPE formative evaluation. Three countries will be visited in person and four offices will be contacted virtually and will be thoroughly desk reviewed. The overall selection of countries ensures a representation of the region, factoring variations in country offices size, political and economic contexts, relative position within the humanitarian development spectrum, existing systems as well as types of emergencies; factors which also have implications on country-level programmatic priorities. Practical considerations were also in place like security and value for money. To note that was COs relative size was categorized using the CPD budget/year as a proxy indicative of the size of yearly operations.

In-Country Missions

The selection of Egypt, Morocco, and Lebanon for in-country missions as part of the UNFPA ASRO's formative evaluation is strategically justified based on several key criteria, aligning with considerations of security, value for money, and representation among non-emergency countries and location, particularly those with medium and small-sized country offices.

1. Egypt: Classified as a Lower Middle-Income country, Egypt is chosen due to its economic crisis, political stability, and the tested preparedness for handling an influx of refugees that has strained its systems. With a medium-sized country office and the majority of the evaluation team based in Cairo, this choice ensures an efficiency gain in terms of logistics and operations.
2. Morocco: Another Lower Middle-Income country and a small country office is facing economic challenges and but enjoying relative political stability, with its preparedness tested in the context of natural disasters, particularly earthquakes, leading to strained systems. Morocco was also selected for the global strategic evaluation for in-country mission and will allow for synergies across the two evaluations.
3. Lebanon: Also categorized as a Lower Middle-Income country, stands out for its medium-sized country office and is chosen given the entrenched political and economic crises, including the influx of refugees, offering valuable insights into challenges faced by offices dealing with resource limited settings.

Virtual Calls and Desk Review

In addition to In-Country Missions, the evaluation team will conduct thorough reviews of additional countries to provide a more comprehensive regional perspective. The selected country offices for review reflect variations across the spectrum of low and high-income groups, political stability, types of emergencies, and country office size. These cases also highlight different modalities of the Humanitarian Development Peace Nexus (HDPNx) approach.

1. Somalia: Somalia is of the poorest countries in the world and has of the largest UNFPA country operations in the region. It has experienced prolonged instability and conflict, resulting in the collapse of the central government. Conflict involving armed groups, has led to displacement, food insecurity, and challenges in providing basic services. Somalia has also faced recurrent droughts, contributing to food shortages and famine. Somalia is a suitable example on the HDPNx approach.

2. Iraq: An upper middle income country, long affected by man-made crises, Iraq is in transition and currently focusing on rebuilding systems for development. Iraq has a medium sized country office. Iraq is also another suitable example on the HDPNx approach.
3. Libya: Libya is an upper middle income country which has suffered a decade of political crisis and conflict, institutional fragmentation, weak governance, economic decline. However, UNFPA's presence in Libya is relatively small compared to other countries. Libya is a third modality of implementing the HDPNx approach, in a complex setting exacerbated by natural disasters.
4. GCC: The Gulf Cooperation Council Office is a distinct category because it is the only multi-country office in the region. Gulf countries are largely politically stable and enjoying high income with potentials to advance innovative and robust systems. They also present promising opportunities for UNFPA's resource mobilization in the region.

Review Type	Country Name	Size of CO	Economic and Political Context	Development Humanitarian Spectrum	Type of emergency (if any)	Other considerations
In Country Mission	Egypt	Medium	Lower Middle-Income Economic Crisis Declining political legitimacy	Development with emerging challenges	Transnational Manmade Refugees	Value for money: The majority of the evaluation team is based in Egypt
	Morocco	Small	Lower Middle-Income Politically stable	Development with emerging challenges	Subnational Natural Earthquake	Value for money: In conjunction with the HQ SPE evaluation mission
	Lebanon	Medium	Lower Middle-Income Economic Crisis Entrenched political challenges	Development with emerging challenges	Transnational Manmade Refugees	Safety compared to other countries to be studied by virtual calls and desk review.
Virtual Calls and Desk Review	Somalia	Big	Low income Split government	Protracted humanitarian	National Manmade Conflict Famine	
	Iraq	Medium	Upper middle income Political transition	In transition	Manmade Conflict	
	Libya	Small	Upper middle income Split government Political transition	In transition	Manmade Conflict Natural Floods	
	GCC	Small	High income Political Stability	Development	N/A	

CO size was categorised using the CPD budget/year as a proxy indicative of the size of yearly operations.

Country	CPD		CPD/year
	Years of Programming	Budget in Million USD	
Algeria	5	4	0.8
Djibouti	5	5	1.0
Egypt	5	78.3	15.7
Gulf Cooperation Council	No CPD	N/A	N/A
Iraq	5	46.05	9.2
Jordan	5	60.4	12.1
Lebanon	3	16	5.3
Libyan Arab Jamahiriya	3	13.7	4.6
Morocco	5	20	4.0
Palestine	3	30.8	10.3
Somalia	5	203.5	40.7
Syrian Arab Republic	2	15.2	22.8
Sudan	4	91	7.6
Tunisia	5	6	1.2
Yemen	2	35.9	18.0
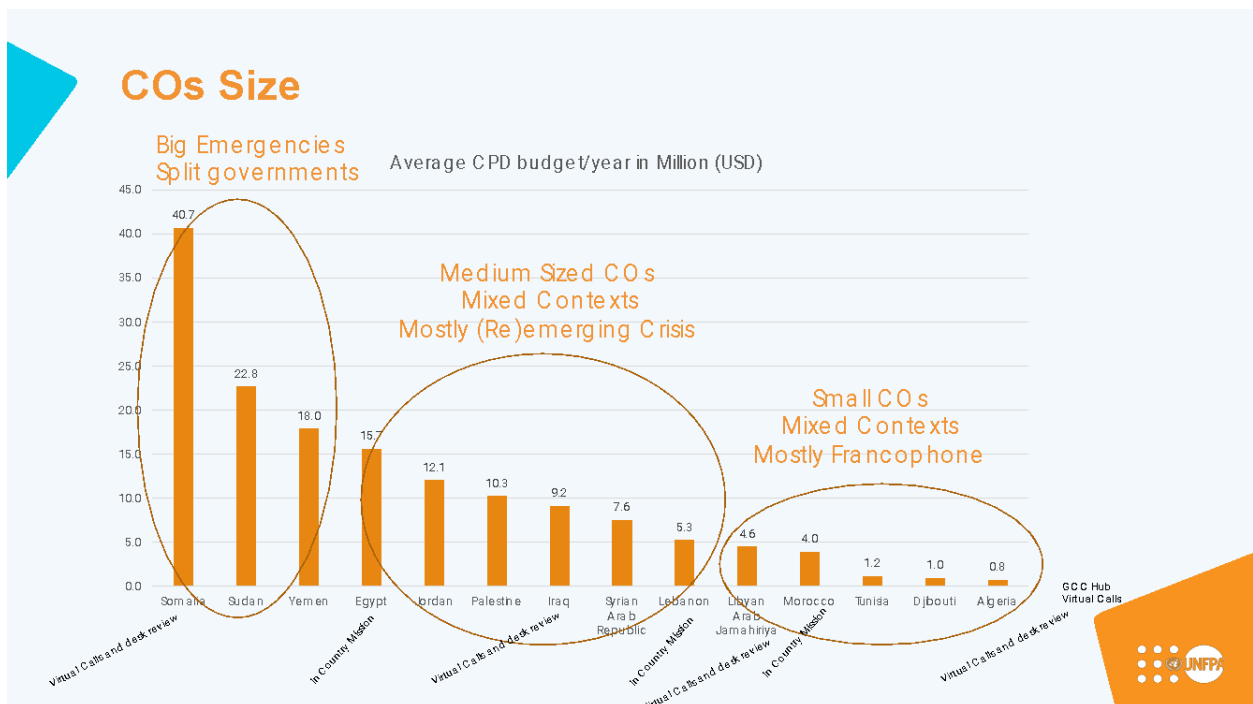
Annex 9: List of persons interviewed

Name	Stakeholder Category	Role/Function/Department
Laila Baker	ASRO	Regional Director
Karina Nersesyan	ASRO	Deputy Regional Director
Mona Moustafa	ASRO	Regional Programme Coordination and Partnership Advisor
Sam Nassarawa	ASRO	Business Operations
Rosemary Gadd	ASRO	Communications
Samir Aldarabi	ASRO	Communications
Jafar Irshaidat	ASRO	Communications
Alex Piscina	ASRO	Human Resources
Sarah Shkirah	ASRO	Human Resources
Heba Allouch	ASRO	Human Resources
Marwa Mahmoud	ASRO	Human Resources
Shireen Saadallah	ASRO	Resource Mobilisation
Zoe Kastamiris	ASRO	Resource Mobilisation
Shadia Elshiwy	ASRO	Gender
Rania Ateya	ASRO	Gender
Karina Nersesyan	ASRO	Gender
Elke Mayrhofer	ASRO	Humanitarian
Diana Garde	ASRO	Humanitarian
Fulvia Boniardi	ASRO	Humanitarian
Anna Stone	ASRO	Humanitarian
Omneya Nasr	ASRO	Innovation
Luzia Zeruneith	ASRO	Innovation
Willis Odek	ASRO	Population Dynamics
Shoukry Ben Yahya	ASRO	Population Dynamics
Hala Youssef	ASRO	Sexual and Reproductive Health
Mollie Fair	ASRO	Sexual and Reproductive Health
Amit Dhungel	ASRO	Sexual and Reproductive Health
Olfa Lazreg	ASRO	Youth
Cherryn Shin	ASRO	Youth
Jan Willem Van Den Broek	UNFPA Headquarters	Communication and Strategic Partnerships
Jane Moshosho	UNFPA Headquarters	Communication and Strategic Partnerships
Gamal Srour	ERG	Al Azhar University
Nestor Owomuhangi	ERG	Country Representative-Iraq
Himyar Abdulmoghni	ERG	Country Representative-Jordan
Asma Khudari	ERG	Country Representative-Lebanon
Rym Fayala	ERG	Country Representative-Tunisia
Karim Khalil	ERG	ESCWA
Sheri Ritsema-Anderson	ERG	UN Resident Coordinator in Jordan
Germaine Haddad	UNFPA Egypt	Acting Representative
Dalia Rabie	UNFPA Egypt	Communications
Rasha Hafez	UNFPA Egypt	GBV/ FGM

Name	Stakeholder Category	Role/Function/Department
Yosra Diab	UNFPA Egypt	Harmful Practices & Adolescent Girls Programme
Rosa Park	UNFPA Egypt	Humanitarian
Hany Mohamed	UNFPA Egypt	Innovation
Sonheong Jang	UNFPA Egypt	M&E
Gina Shoukry	UNFPA Egypt	Operations
Tej Ram Jat	UNFPA Egypt	RH/FP and MH
Masalu Masanja	UNFPA Egypt	RM and partnerships
Soad Elsayed	UNFPA Egypt	Youth
Tarek Tawfik	Egypt	Deputy Minister-National Population Council
Karl Kulessa	UNPFA GCC	Country Representative-Oman
Salah Al-Salih	UNPFA GCC	Deputy Representative-Oman
Hassan El-Rayyes	UNPFA GCC	Partnerships and Relays Officer- Bahrain
Deeman Awrmzyar	UNFPA Iraq	Humanitarian
Sella Oguma	UNFPA Iraq	Operations
Aws Jabbar	UNFPA Iraq	Operations
Garik Hayrapetyan	UNFPA Iraq	Deputy Representative
Asma Kurdahi	UNFPA Lebanon	Head of Office
Lama Ajroush	UNFPA Lebanon	GBV/SRHR
Faysal Kak	UNFPA Lebanon	SRH and women health
Marie Akiki Abi Safi	Lebanon	National Public Health - UNHCR
Michel Daia	Lebanon	Lebanese Council to Resist Violence against Women
Lama Arjoush	Lebanon	Amel CSO
Kawthar Dara	Lebanon	UNDP Lebanon
Inaya Ezzedine	Lebanon	Head of women and child parliamentary committee
Mohamad T Ghaznavi	UNFPA Libya	SRHR
Omer Elfaroug	UNFPA Libya	GBV
Zineb Khadhraoui	UNFPA Libya	Youth
Hafedh Ben Miled	UNFPA Libya	Programmes
Nkiru Igbokwe	UNFPA Somalia	GEWE/GBV
Camilo Tellez	UNFPA Somalia	Resources Mobilisation
Johanna Albinsson	UNFPA Somalia	Resources Mobilisation
Kamlesh Giri	UNFPA Somalia	SRHR
Ajayi Ayobamidele	UNFPA Somalia	Humanitarian
Mariam Alwi	UNFPA Somalia	Population Dynamics
Abdel Ilah Yaskoubd	UNFPA Morocco	Assistant Country Representative/ Population Dynamics
Amal Idrissi	UNFPA Morocco	Gender
Mouna Mokhtar Jamaï	UNFPA Morocco	Gender/Gender Based Violence
Yassin Swidi	UNFPA Morocco	Youth
Kim Andeljassem	UNFPA Morocco	Partnership and Resource Mobilisation
Maria Cristina Pilo	UNFPA Morocco	Partnership and Resource Mobilisation
Leila Achragi	UNFPA Morocco	SRHR
Sanaa El Akel Sanaa	UNFPA Morocco	Innovation
Mona Sabih	Morocco	AMPF
Clara E F von Stöcken Musaeus	Morocco	Danish Embassy

Name	Stakeholder Category	Role/Function/Department
Karima Ghanem	Morocco	ICP
Karima Bel Hag	Morocco	HCP – Haut Commissariat du Plan
Laila Hatab	Morocco	Ministry of Education- Planning Center
Abdel Hak Ghouli	Morocco	Ministry of Education- Planning Center
Nawal Omlil	Morocco	Ministry of Family and Woman
FGD (11 persons)	Morocco	Departmental Heads: Ministry of Health
Nassiba Fassi Fihri	Morocco	Délégation Générale à l'Administration Pénitentiaire et à la Réinsertion (DGAPR)
Fadwa Ben Anana	Morocco	Ministry of Family and Women
Shadia Geraya	Morocco	Ministry of Family and Women
Marina Qalbi	Morocco	Ministry of Family and Women
Azayou Arka	Morocco	Ministry of Family and Women
Nasal Omlil	Morocco	Ministry of Family and Women
Leila Hatab	Morocco	Ministry of Education
Abdel Haq Ghoui	Morocco	Ministry of Education
Belakbir Mohamed	Morocco	Rabeta Mohamadiya
Nicolas Martin	Morocco	UN Resident Coordinator office
Karima Shakiri	Morocco	UN Resident Coordinator office
Yousef Bu Aleila	Morocco	UN Resident Coordinator office
Yasser Ben	Morocco	United Nations Development Programme
Leila Rhioui	Morocco	UN Women
Mervat Mahmoud	Partner	Al Azhar University
Felix Leger	Partner-Donor-ECHO	Donor
Kristina Lockhart	Partner-Donor-IsDB	Donor
Hedi Saidi	Partner-IP-AITRS	Director General
Hoda Rashad	Partner-IP-AUC	Social Research Center
Hajer Chehbi	Partners -IP- AIHR	CEO, Arab Institute for Human rights
Chris Mclvor	Partner-IP-HelpAge	Regional Rep-Eurasia and Middle East
Passant Mansour	Partner-League of Arab States	Women Directorate: Social Affairs Sector
Chouaa Dassouki	Partner-League of Arab States	Director of Population Policies Department at League of Arab States
Tarek Nabulsi	Partner-League of Arab States	Minister plenipotentiary, Director of development and social policies
Sara Salman	UN Partner-ESCWA	Population Affairs Officer
Ismail Lubbad	UN Partner-ESCWA	Demographic and Social Statistics Department
Mohamed Afifi	UN Partner-WHO	Regional Advisor for Women's Health

Annex 10: Country Briefs

Country Brief: Egypt

Disclaimer: Because not all staff members were interviewed, feedback received by the COs and captured here might be partial. Findings were triangulated and aggregated in the full report. Moreover, most sub questions' answers were merged here for brevity.

Brief overview

Egypt is a lower middle-income country of more than 100 million population. The country has faced a series of internal and external challenges, including economic restructuring, debt, and several devaluations of the national currency, pushing millions closer to poverty and resulting in limited fiscal space for investments in social services. While relatively politically stable, the country is neighbored with several humanitarian crises, torn states, and conflict (like Sudan, Libya, Palestine), resulting in massive influx of refugees, also coming from other African and Middle Eastern countries. Such pressures, as well as a quickly growing population, pose significant burden to the existing health system and other basic services. Despite limited civil society action, several strides have been made to advance equitable gender norms, but FGM still prevails among most Egyptian women and girls. The government is interested in several UNFPA areas of work, like population and development and addressing harmful practices. UNFPA Egypt is providing several support modalities to the government, varying from policy dialogue and normative technical assistance to humanitarian programming in face of emerging challenges from neighboring countries. UNFPA Egypt's situation is unique because it shares the premises with ASRO in many cases it facilitates synergies, direct support and operational efficiencies.

EQ1: How is ASRO fostering an enabling environment such as programmatic, technical and operational assistance to support COs in the region?

Egypt CO expressed appreciation to several areas of support by ASRO. To start with, shared premises with ASRO facilitates access of UNFPA management and staff to their counterparts in ASRO, which generally accelerates responses for requests for supports.

While there are limited capacities for humanitarian response at the country level, the support received from ASRO was considered substantive and responsive, as heard from other COs. The support in humanitarian response includes technical guidance for preparedness and response (including new interventions like Cash and Voucher Assistance), capacity building, resource mobilization, cross-country coordination (like the subregional meetings for Gaza and Sudan), data consolidation and information sharing (like the regular hub situational reports). With the escalation of several humanitarian emergencies, most of which have cross-border implications, ASRO's capacities in supporting humanitarian responses was perceived as stretched and requiring further resources at the regional level.

The CO also appreciated ASRO's important role in the CPD development. ASRO's support in formulating CPDs was commended thanks to efforts to simplify the process, orient staff members, provide feedback on quality and tehcnical support, share good practices of other CPDs, and enable cross-country lesson learning. ASRO's support in CPD development includes HR support for the realignment exercises. Despite the complexity and lengthiness of this process, ASRO provides essential guidance and support, ensuring alignment with organizational goals and strategies.

The support provided by ASRO to Egypt CO also included operations and HR, including harmonization of cash transfers, management of implementing partners, Fast Track Procedures (FTP) and regular meetings between operations colleagues across the region. However, some ASRO requests were perceived are redundant and burdening the CO, and there are gaps in cross-regional harmonization of processes which

fell under the shoulders of the CO. There is a call for ASRO to step up a perceived under-capacitated support for IT. However, in some instances, HR was perceived by staff members as partial/biased towards strengthening management decisions without sufficient attention or consideration to staff concerns.

The feedback on technical support of programmes is mixed. As shared by several COs, several vacancies at senior technical roles (gender, youth and PD – recently filled) challenged the provision of timely and relevant support to Egypt CO. However, there are several good examples of ASRO's programmatic support. These include the support of tailoring a Girls Assets Building framework to the Noura programme. ASRO also supported the CO in the development of Egypt's population policy. The youth team in ASRO facilitates regular focal points meetings which facilitate knowledge sharing among COs, but the work is perceived as ad hoc with further room for follow-up. The support on gender can be strengthened to advance this agenda item through Egypt's CO.

Several RM support areas were appreciated, like the availability of formal and informal support and tailored capacity building to engage with partners. It was acknowledged however, that the RM team can benefit from more staff to bring more efficiency in the support for all COs in the region. The CO appreciated communications support in instances of gaps, but highlighted the need for further tailoring of support to address country needs, which aligns with other COs' feedback.

All in all, ASRO's support was perceived positively, but with room for improvement. Across the board, regional teams are invited to follow an institionalized process of regular meetings between a regional team and their counterparts at country level to ensure systematic information sharing, lesson learning, and collective brainstorming. This can also facilitate south-south collaboration opportunties. In several areas, the CO expect more proactive support of ASRO's teams, and stronger support in advocacy initiatives. Moreover, capacity building targeted to cover needs identified by the CO through a dedicated process, aligned partnerships and empowered resource mobilization are needed. Gaps of ASRO's support are perceived as caused by the lack of regional staffing, misalignment with countries' needs, and fragmentation in ASRO's support modalities, often with bureaucratic hindrances that inhibit COs' efforts to advance their interventions. More on processes is covered in EQ4.

EQ2: To what extent are current accelerators effective, coherent and adaptable to evolving challenges to advance UNFPA's results?
Like with other COs, accelerators show effectiveness and relevance in advancing the three transformative results (3TRs). They are mostly perceived as guiding principles, which were used before the RP and their designation as "accelerators", and with variances in institutionalization and operationalization. Several accelerators are reflected in the CPD narrative as principles or as accelerators, like human rights, innovation, partnerships, South-South and triangular cooperation, data and evidence, resilience and adaptation and leaving no one behind. Accelerators are not systematically reported upon except within the framework of the global programme with UNICEF on FGM, but below are successful examples on how accelerators are being operationalized as principles to be followed ad hoc. Such reporting is deemed useful to concretize UNFPA's commitment to member states, but requires flexible approaches to ensure the added reporting burden is realistic and adds value.

Human rights and Gender transformative approaches: Egypt focuses on human rights and gender transformative approaches through the integration of social norms in activities. Integration of gender roles within family dynamics is lacking in sexual and reproductive health (SRH) initiatives, despite its significant impact. Within the Egypt CO, there is a noticeable shift towards gender transformative approaches within the Egypt CO as underscored by staff during interviews, emphasizing gender issues, such as GBV and social norms, over solely reproductive health and family planning. The *'Noura'*

programme in showcases adaptation of gender transformative global approaches to local contexts, mentorship and education for the empowerment for at-risk adolescent girls.

Innovation is perceived positively at the country level. The rationale behind innovation as an accelerator to advance the 3 TRs is clear, but more concretized in areas more than others. This area is covered by a FP, liaising with different technical teams. The innovation team in ASRO was perceived as supportive, but there are variations in the uptake and adoption of innovation mindsets among technical teams, based on the perceived value added of such accelerators. A successful example is the Social Innovation Programme for FGM elimination showcases success in adopting community-led solutions and fostering social entrepreneurship and the integration of positive masculinity and training medical service providers in collaboration with WHO.

Partnerships, South-South and Triangular Cooperation: Egypt CO has strong connections with various government entities such as the Ministry of Health, Ministry of Youth, Ministry of Social Solidarity, National Council for Women and National Council for Childhood. Additionally, partnerships with diverse donors have expanded, ranging from large entities like the EU to smaller contributors. The staff highlighted that collaboration with ASRO, with certain strategic partners like Al-Azhar and the League of Arab States are beneficial. But they also noted that more integration is desired, especially regarding initiatives targeting social norms related to youth and adolescence. Collaborations with the private sector in Egypt was described as impactful by the CO staff during this evaluation, it has facilitated impactful awareness campaigns on issues like GBV and family planning, without solely relying on financial support, such as with large real estate developers and pharmaceutical companies. Partnerships efforts by Egypt CO also include leading working groups and co-chairing initiatives like the youth task force alongside agencies such as UNICEF, WHO, WFP and UN Women. While a strong and growing relationship exists with UN Women and UNICEF, UNFPA can benefit with more work with WHO. Harmonizing approaches among UN agencies to prevent duplication and maximize effectiveness on ground and joint programming is essential.

Data and Evidence: In Egypt, investment cases bolster evidence-based advocacy despite challenges like security clearances. Continued efforts focus on utilizing data to inform policies and interventions, particularly in addressing social norms and gender-based violence (GBV). There is a need in Egypt to generate localized evidence to inform evaluations and planning. Egypt CO staff also find that there is lack of proper evaluations by UNFPA HQ or ASRO tailored to the country's context, suggesting a need for evidence-based approaches specific to Egypt to produce more localized evidence to better understand effectiveness of interventions and shape future programming by UNFPA in the country. In Egypt, the use of disaggregated subnational data has allowed for the development of tailored interventions that address specific local needs in maternal health, family planning, and GBV prevention. This targeted approach has led to more effective utilization of resources and increased impact of programs.

HDPNx: This accelerator on resilience and adaptation is briefly mentioned in the CPD, but proved to be much needed with the emerging humanitarian needs, where staff and existing structures were not ready to accommodate for such crises. Capacities improved by time but can be more strengthened and institutionalized.

LNOB: Egypt CO prioritizes marginalized groups through initiatives like the We Decide program and engaging youth in developing inclusive digital solutions, but challenges persist in tailoring LNOB approaches to diverse political and cultural contexts. Geographical disparities are also addressed as part of Egypt's LNOB approach.

EQ3: How are the strategic shifts supporting the achievement of the 3TRs in the Arab States?

3.1 How have ASRO's strategic planning and programme interventions incorporated the effects of megatrends?

For Iraq CO, like other offices, some megatrends represent daily realities and others are perceived as distant "trends", with variations of corporate programming guidance. The Egypt CO staff mentioned being actively engaged in addressing climate change, particularly at the COP27, but efforts were perceived as unsustainable and diminshed as momentum ceased. On digital innovation, UNFPA Egypt CO is allocating funds for procuring reproductive health commodities for the Ministry of Health and Population (MOHP) to support the government's contraceptive plan and working on digitizing their warehouses through a Logistics Management Information System (LMIS) for efficient commodity tracking. Staff also expressed appreciation of UNFPA's corporate AI tool which facilitates daily work. On demographic changes, population dynamics are a core priority of the CO and the government of Egypt, where Egypt CO and ASRO provided technical guidance to develop the population policy. Urbanization is perceived as an interesting concept, but how UNFPA can position its mandate in relation to urbanization remains unclear. Inequalities are perceived as very relevant, addressing gender, income and geographic inequalities are perceived as paramount to advance the 3 TRs.

3.2 To what extent has the regional programme embraced the transition from funding to funding and financing agenda to achieve the 3 TRs in the region?

The transition from funding to funding and financing agenda is slowly taking place. Efforts are underway to move away from traditional funding models by diversifying the donor base and engaging new donors, facilitated by HQ and ASRO. Transitioning to financing presents a significant challenge for Egypt CO, among others, accustomed to mobilizing funds rather than seeking financing options, highlighting the need for capacity building. Moreover, convincing the government to finance the 3 TRs remains challenging in light of the existing economic crises and other priorities. Investment cases in Egypt showcase the impact of UNFPA interventions and innovative financing mechanisms. However, UNFPA Egypt's capacity to engage with IFIs remains limited, and can benefit from dedicated efforts and re-imagined partnerships with UN sister agencies, and lesson learning to position with longterm development financiers like the Worldbank. There are examples of private sector engagement, particularly through Corporate Social Responsibility (CSR). While these are limited, but they emerge as a promising avenue for development financing.

3.3. To what extent has the organizational focus been aligned to on achieving the three transformative results?

CPDs are aligned with the 3 Zeros and the Strategic Plan, highlighting local contexts, needs and priorities within the TRs. While Egypt has a CPD, aligned with the SP, there are less formal ties between the CPDs and the RP, which was identified as a room for improvement. The 3 TRs were found to adequately encapsulate, simplify and communicate UNFPA's mandate.

EQ4: To what extent are UNFPA's workforce and processes fit-for-purpose to achieve the Regional Programme outcomes and 3 TRs in the region?

The workforce in ASRO is perceived as limited, and understaffed teams' support (technical and cross-cutting) is suboptimal compared with the expected support enabled by their potential expansion. There is widespread agreement that UNFPA's hiring process, overall, ensures to onboard right calibres with the right technical expertise. While staff in the CO are generally at capacity (if not more), including programme associates, programme associates' skills are perceived as underutilized, with potential to leverage existing capacities beyond the tasks perceived as mechanical or not requiring technical knowledge. However, while there is evident staff passion towards UNFPA's mandate and work, there are several vacancies in CO, several of which are attributed to staff turnover. When prompted, staff members highlighted that areas of improvement to retain talent include more flexible working arrangements, perceived as low hanging fruits, as well as systematic efforts to acknowledge staff members' contributions, especially given

the conditions of understaffing, overwhelming responsibilities, and consistent staff work for longer hours and in weekends, frequently leading to burnout. Talent retention can also be secured through sufficient resources for core technical and operational functions which are currently being covered by unsustainable contractual modalities like consultants and UNVs. Moreover, several processes are perceived as bureaucratic, comlex and disabling to the work of staff members. Limited admin support, as well as fragmentation and redundancy of administrative tasks (like travel, leaves, IP management and others) can benefit from more resources, efficiency and simplification.

EQ5: How has UNFPA been able to deliver within humanitarian settings? To what extent was the complementarity between humanitarian and development approaches ensured?

Egypt CO staff has identified preparedness as a weakness area that needs reform and adoption of proactive steps and strategies to advocate for and address it, which had become evident in light of events such as the COVID-19 pandemic. Moreover, the recent experiences in Sudan and Gaza, and the looming possibility of a crisis in Sinai, underscore the importance of preparedness and the MISP. However, its implementation has been sidelined in Egypt and the initial response from the government has not been as supportive as hoped, despite stress on the national health system's capabilities. The Egypt CO staff also highlighted that the response strategies are guided by office directives and the representative's decisions, tailored to specific needs rather than pre-established protocols. The CPD was strongly development oriented.

UNFPA Egypt, as serving a development setting, is currently facing significant challenges in raising humanitarian funding due to the priorities of major donors towards other crisis-affected countries. Humanitarian capacity is somewhat limited in the country perceived as "stable" but facing emergent needs (another example is Morocco) . It is crucial for the international community to recognize the importance of sustaining humanitarian assistance in Egypt to ensure that the country can continue to progress towards achieving its development goals and meeting the needs of its most vulnerable populations. Egypt CO staff mentioned that UNFPA collaborates closely with larger agencies such as WHO, WFP and UNICEF during crises, as they usually lack dedicated donor funds for these situations. Egypt CO has a collaboration within the UNCT on gender-responsive budgeting, tailored to each the national context, with the aim to fill gaps and provide guidance for future endeavours, particularly in regions facing political and social challenges like Palestine. Private sector partnerships show promise

The Egypt CO delivers RH and GBV services in both development and humanitarian settings, where there is often overlap, particularly during emergencies. In the humanitarian programme, the CO supports safe spaces for women and girls, in collaboration with UNHCR, by increasing visibility during events such as on UN Refugee Day, while UNHCR provides support within these safe spaces. Messaging addresses common issues like harmful practices and GBV across both contexts, with added emphasis on vulnerabilities in humanitarian settings due to displacement. The focus remains on service delivery rather than community resilience or acceptance. However, these services may not initially be prioritized in humanitarian settings. Further, in Egypt, the connection between youth and adolescence programme is and humanitarian work lacks systematic integration. While some individual efforts have linked the two, such as the involvement of youth in humanitarian responses during crises like the Syrian and Sudanese conflicts, there's no formal structure for mainstreaming humanitarian aspects into programme activities.

The Egypt CO staff shared that the office did not have considerable humanitarian operations, therefore, unlike the protracted Syrian situation, interventions in response to the Sudan crises, particularly Cash and Voucher Assistance, were novel to the office, necessitating support from ASRO. Important areas of work include the procurement of dignity kits, GBV as well as harmful practices like FGM.

There is room to operationalize the HDPNx approach given the overarching tendency of the government of Egypt to accommodate for refugees through national systems, but this area can be somewhat fragmented and can benefit from more guidance and coordination. This approach has proven to be

strongly relevant given the emergent humanitarian needs from neighbouring countries spilling over this development-oriented context.

EQ 6: How should ASRO reconceptualise the next Regional Programme given the current progress towards the 3 TRs, the SDGs and other commitments?

The state of the 3 TRs is mixed in Egypt, with some gaps in updated data. In 2020, Egypt's maternal mortality rate is much less than the regional average (17 versus 145 deaths per 100,000 live births respectively). Unmet need for family planning of all women (aged 15-49) is slightly less than than the regional average (9% versus 10%) (2024). For the third Zero, Egypt's statistics are less advanced. The prevalence of FGM in 2022 is 87% against the Arab States' 54% (among women aged 15-49). Adolescents birth rate per 1,000 girls aged 15-19 is 50 against the region's 42 (2024). Egypt's intimate partner violence percentage is the same as the regional average (15%) (2018). Finally, Egypt's child marriage percentage is slightly less than the region (16% versus 17%) (2023).

The CO expects that ASRO should reconceptualize the next Regional Programme by prioritizing a more participatory and systematic consultative process, ensuring alignment with CPDs and specific country needs rather than solely focusing on global commitments. This process should involve more orientation of staff and increased budgets directed towards enablers like communications, resource mobilization, and stronger support for COs in resource mobilization, and the transition to funding and financing, potentially engaging the private sector and IFIs where appropriate.

Programmatic areas are expected to be more integrated and less siloed, fostering collaborative approaches that transcend traditional boundaries and encourage cross-departmental interactions. This shift entails breaking down organizational barriers to enable seamless coordination and synergy among different thematic areas. By promoting integration, programs can leverage complementary strengths, share resources more efficiently, and address complex development and humanitarian challenges comprehensively. Ultimately, the goal is to create a cohesive and coordinated framework where diverse programmatic elements converge to achieve greater collective outcomes. It was also proposed that ASRO should clarify UNFPA's role in youth and adolescent programs, establishing clearer delineations.

The Regional Office should serve as a hub for documenting best practices, facilitating experience sharing, and fostering cross-country collaboration through south-south triangular cooperation and knowledge sharing between COs. ASRO should institutionalize accelerators with robust corporate guidance, ensuring their integration across planning, capacity building, implementation, and reporting processes to drive impactful and targeted outcomes.

The RP is expected to be "future-proof" and anticipatory, able to respond to emergent needs as well as the megatrends, like digitalization, inequalities and climate change, with a clear value added of UNFPA in different contexts. It should integrate stronger cross-cutting coordination at the regional level to cascade knowledge sharing, best practices and partnerships effectively to the country level.

Finally, building on advancements achieved thorugh the previous RP, several business processes are expected to be simplified and streamlined to reduce the bureacratic lag, making UNFPA's ASRO and COs more agile, modern and fit-for-purpose to advance the 3 TRs in the region.

Country Brief: GCCO

Disclaimer: Because not all staff members were interviewed, feedback received by the COs and captured here might be partial. Findings were triangulated and aggregated in the full report. Moreover, most sub questions' answers were merged here for brevity.

Brief overview

The GCC (Gulf Cooperation Council) subregion stands out for several distinctive features. Encompassing high-income countries with stable, development-oriented policies and advanced health systems, the region also exhibits limited civil society engagement and cultural conservatism. To address the characteristics of the GCC countries, UNFPA uniquely operates through a multi-country office, historically centered around Oman but now transitioning towards a more balanced focus. However, challenges persist, including fragmented partnerships, reflecting the broader scarcity of UN system presence in the GCC and data sharing limitations. There is a misalignment among the different levels of the organization on the perception of the GCC subregion as a potential source for corporate resource mobilization versus the perception of the GCC as a recipient of UNFPA's guidance and support to advance their 3 TRs. Recently, the office has expanded its capacities, with promising outcomes seen in Bahrain through modest investments in an in-country partnerships and liaison officer. These efforts demonstrate potential for high return on investment and effective advancement of UNFPA's mandate, particularly concerning the 3 Zeros objectives in the GCC subregion.

EQ1: How is ASRO fostering an enabling environment such as programmatic, technical and operational assistance to support COs in the region?

The GCCO expressed appreciation to several areas of support by ASRO. For example, ASRO's PD team worked closely with the GCCO to facilitate the development and review of population policies (Oman and Qatar for example). Moreover, in a time where there was no communication officer, the regional team stepped in to fill the communications gap, which was highly appreciated. Staff also shared the value added of HR's facilitation of identifying needed expertise using rosters.

However, like other COs, GCCO shared limitations to ASRO's support. The lack of dedicated advisors for technical areas like youth, gender, and PD (recently filled) was perceived as gap. These vacancies, in addition to understaffed teams, resulted in delayed or insufficiently tailored feedback to the GCC among other COs. Moreover, there is a perceived lack of process or a harmonized approach of providing technical support to countries, which makes the support dependent on individuals' enthusiasm and capacities and leaves room for ambiguity and disappointment of team members at country level. GCC-specific feedback includes that the subregion is perceived by ASRO as low need compared to others, which results in de-prioritization of the GCCO and lack of sufficient and needed support, reflected also by the lack of a harmonized CO support process in ASRO. A fourth concern is the lack of alignment between ASRO's technical workplans and country plans, where regional activities/initiatives do not necessarily trickle down to country level support. Like other COs, RM was perceived as a challenge and as a predominantly country-level effort requiring further support from ASRO. Some processes by ASRO are perceived as inhibitting and are expanded in EQ4.

EQ2: To what extent are current accelerators effective, coherent and adaptable to evolving challenges to advance UNFPA's results?

Like with other COs, accelerators show effectiveness and relevance in advancing the three transformative results (3TRs). They are mostly perceived as guiding principles, which were used before the RP and their designation as "accelerators", and with variances in institutionalization and operationalization. Most, if not all, are being operationalized somewhat independently from the fact that these are accelerators institutionalized in a plan (with dedicated planning, coherent capacity building and systematic reporting).

Human rights based approach: The human rights approach has long been used to advance UNFPA's agenda. One example is changing the mindset of family planning as a population planning tool to reproductive health being a human right. The human rights approach is acknowledged as a useful tool in some instances, engaging with conservative and nationalist government counterparts, and advocating for the human rights of migrants regardless of their nationality and origins.

Gender transformative approaches: The gender transformative approach is being implemented in the GCC through capacity building, but was acknowledged that more on progress measurement is needed. In Bahrain, there is a gender taskforce co-chaired by UNFPA and UN Women which can facilitate advancing the utilization of gender transformative approaches.

Innovation: The GCCO has a number of indicators related to innovation in annual reports, but limited to no innovation results have been reported. The CO has been participating in the King Hamad Award which is youth led, Bahrain financed innovation that was managed by the UNRCO.

Partnerships, south-south cooperation, and financing: The partnerships landscape in the GCC is limited, mostly focused on governments, but has potential. The UN presence in GCC countries is small-sized and somewhat fragmented. Four out of the six GCC countries have a UN Resident Coordinator convening a UNCT. The GCCO was successful to utilize partnerships with UN agencies where available to realize efficiency gains in joint activities and operations. Main governmental partners are at both the GCC level (for example GCC statistical office), but also national ministries like the ministry of health, ministry of youth affairs, ministry of social development, national statistical offices, and national councils for women where applicable. The work with national counterparts and sister agencies was significantly accelerated through investment in on-ground country liaison/partnership officer, encouraging more similar high-ROI investments. For example, in Bahrain, the only country having a liaison officer, is the first to establish a gender task force in the GCC (in 2023), which is co-chaired by UNFPA and UN Women, with the membership of other agencies in the country. International partners like embassies do not prioritize development issues. There are limited opportunities also with civil society organizations. One successful example of a CSO partnership, in Bahrain, is "*Shamsaha*", a CSO providing a GBV services, providing comprehensive from emergency response all the way to long-term support including financial aid. Through UNFPA's support, *Shamsaha*'s support has become digitized in an application format, with potential scalability and expansion starting in Saudi Arabia and Oman. GCCO staff also appreciated opportunities of south-south information exchange with other COs.

Data and evidence: In the GCC, where there is significant interest in PD work -heavily reliant on data and evidence, and extensive support by ASRO and the GCCO, there are important data gaps in relation to UNFPA's mandate, especially GBV and harmful practices. Despite the existing potential in these countries' information systems, there is little clarity on the availability of such data, and an overall political direction to limit relevant data collection and dissemination activities. In the GCC, where some national-level data are missing, subnational data might be challenging to be made available, especially with significant expatriate populations.

HDPNx: This accelerator is perceived as less relevant compared to others given the stable situation and purely developmental orientation of GCC governments and the predominatly normative nature of UNFPA's interventions.

LNOB: The GCCO uses human rights based and LNOB approaches to initiate policy dialogue on migrant workers. LNOB is also sporadically included in the annual reporting, reflected in areas like capacity building on gender in Oman and the population policy review for all ages in Qatar. LNOB is perceived as a duplicate principle to be clustered with human rights based approaches.

EQ3: How are the strategic shifts supporting the achievement of the 3TRs in the Arab States?

3.1 How have ASRO's strategic planning and programme interventions incorporated the effects of megatrends?

For the GCCO, like other offices, some megatrends represent daily realities and others are perceived as distant "trends", with variations of corporate programming guidance. Iraq. Climate change has not been perceived as an area of concern requiring support for the 3 TRs, despite its integration in UNFPA's annual work planning. Moreover, technological innovation was not raised as a megatrend reflected in UNFPA's programming. In the Gulf region, where the aging population is currently at 5-6% but expected to grow, proactive management strategies are deemed necessary. The GCC office supported countries in their population policies in Oman and Qatar, and its results framework incorporates demographic trends like ageing populations, as part of UNFPA's core mandate. Demographic data inform policy dialogue and advocacy, particularly given the high percentage of migrants, mainly men, in these countries. Urbanization did rise as a striking trend to cater for the GCC. Inequalities are relevent for the GCC. For example, gender equality is paramount. Other issues of inequality of access to services (particularly migrants), income inequalities, geographical disparities and others. Using the LNOB and reaching the furthest behind approach, somewhat mainstreamed across country offices planning and implementation, works to mitigate inequalities and their relationship with the 3 TRs.

3.2 To what extent has the regional programme embraced the transition from funding to funding and financing agenda to achieve the 3 TRs in the region?

GCC countries demonstrate potential for the transition from funding to funding and financing the 3 TRs. This can be done through improved positioning of UNFPA within countries' budgets as well as stronger engagement with the private sector.

3.3. To what extent has the organizational focus been aligned to on achieving the three transformative results?

CPDs are aligned with the 3 Zeros and the Strategic Plan, highlighting local contexts, needs and priorities within the TRs. The GCC does not have a CPD, but existing planning documents and reporting is aligned with the SP. There is less clarity on data and indicators of the three TRs. The 3 TRs were found to adequately encapsulate, simplify and communicate UNFPA's mandate. However, some coherence is missing to link other UNFPA's areas of work, with varying importance, to the 3 Zeros, like ageing in the GCC.

EQ4: To what extent are UNFPA's workforce and processes fit-for-purpose to achieve the Regional Programme outcomes and 3 TRs in the region?

The workforce in ASRO is perceived as limited, and understaffed teams' support (technical and cross-cutting) is suboptimal compared with the expected support enabled by their potential expansion. Moreover, it is evident within the GCCO, like other COs, that there is an overall perception of 'being stretched too thin". Limited capacities generally hinder programme implementation and enabling functions at the country level too. This is currently being addressed with the expansion of the team, like the hiring of new officers and a communications officer. It is still proposed to consider investing in additional on-ground partnerships/liaison officers with other GCC countries given the high value for money and ROI in advancing UNFPA's positioning, partnerships and 3 TRs, exemplified by Bahrain. Moreover, some processes, like the communications and publishing, among others, are perceived as too centralized, requiring review and clearance and necessitating times longer than expected. A more decentralized approach to some key processes is perceived as needed to reduce some bureaucratic lags.

EQ5: How has UNFPA been able to deliver within humanitarian settings? To what extent was the complementarity between humanitarian and development approaches ensured?

Minimum preparedness (Humanitarian) is institutionalized in COs annual reporting. Each year, a CO is required to report on measures implemented to establish minimum preparedness to help mitigate risks in

the event or onset of a crisis. The reporting framework highlights preparedness results against set targets, implementation challenges and lessons learnt. In the GCCO, the minimum preparedness plan incorporated COVID-19, communication in crises workplan, and aligned security documents (MPA, BCP, and Oman SRM) which helped the office to manage the occasional cyclones and heavy floods without any damages to the office premise/assets, ensuring safety and security of the personnel as well as ensuring the continuity of the GCC office programmes. Not all MPAs were implemented due to a perceived lack of relevance in the GCC countries, as well as several challenges like the lack of communication with the government stakeholders custodian of this area of work for AWP alignment, lack of Humanitarian Focal Point for the Oman informal UNCT creates a challenge to address or follow up/roll out any unified humanitarian response plan, especially due to natural disasters, in the country in such case of emergency and the Non-existence of UNDP/UNRC and therefore an official UNCT in the country makes it difficult to facilitate communication and coordination in case of such emerging health or natural emergency. The government is reporting its well-preparedness and capacity to undertake immediate remedial actions for any erupting crises/emergencies through well-developed and empowered machineries, but there is no clarity on other GCC countries preparedness actions.

While the GCCO is not a beneficiary of humanitarian funding, it is noteworthy to highlight that several GCC countries are emerging ODA and humanitarian donors. Given that UNFPA strives to maximize leveraging resource mobilization opportunities, it was noted that a crucial due diligence of geopolitical considerations in considering RM opportunities is needed to protect UNFPA's credibility and image in delivering lifesaving humanitarian interventions.

No programmatic and operational flexibilies were needed (or raised) in response of an emergency situation. The review was not bale to identify if the GCCO has a role in cross-regional/cross-country emergency coordination efforts, as well as unclear engagement with the the Syria hub.

EQ 6: How should ASRO reconceptualise the next Regional Programme given the current progress towards the 3 TRs, the SDGs and other commitments?

The state of the 3 TRs is mixed in the GCC. In 2020, GCC countries maternal mortality rates are much lower than the regional average (7-17 versus 145 deaths per 100,000 live births, respectively). The subregion's average of unmet need for family planning is slighlty higher than the regional average (10.6 versus 10 percent of women aged 15–49), with three countries higher than the regional average (Oman, Saudi Arabia and UAE) in 2024. GBV and harmful practices like child marriage and FGM remain unseen due to lack of available data.

For the country level, the RP is perceived as a separate planning tool with limited clear interlinkage with country level planning. The work on population policies in the GCC presents an example of scalable and sustainable interventions by UNFPA. All in all, a consultative process engaging with the GCCO, and other COs, was expressed as an important area of improvement in developing the new RP compared to the previous RP, to ensure its relevance and a CO's joint ownership. The office would appreciate more platforms to engage with RO leadership to address issues. Moreover, a stronger articluation of modalities of technical support is needed.

Country Brief: Iraq

Disclaimer: Because not all staff members were interviewed, feedback received by the COs and captured here might be partial. Findings were triangulated and aggregated in the full report. Moreover, most sub questions' answers were merged here for brevity.

Brief overview

Iraq is an upper-middle-income country with unique context of prolonged conflict and sectarian issues resulting in a volatile security situation and significant humanitarian needs including internal displacement and migration. As of 2020, the country has transitioned from a humanitarian to a stable and long-term orientation, encompassing the gradual phase out of humanitarian and service delivery activities, and their handover to national and local partners, as well as the focus on reconstruction and development work. Accordingly, UNFPA in Iraq prioritized the handover of sizable interventions to national and local partners. Moreover, UNFPA, within the wider UN system, is recalibrating its internal structures and capacities considering the change in context, including a shift in focus towards normative support in relation to the TRs, and given the sharp decline in humanitarian funding. Moreover, externally, because the post-conflict governance has not yet matured, and government priorities are more oriented towards infrastructure, UNFPA is carefully reframing the narrative to build a case to invest in the TRs in Iraq, including positioning within the UN development system, among other entry points.

EQ1: How is ASRO fostering an enabling environment such as programmatic, technical and operational assistance to support COs in the region?

Iraq CO expressed appreciation to several areas of support by ASRO. For example, the humanitarian support from ASRO was considered very useful and timely. Technical backstopping, including the revision of SOPs, and knowledge products from ASRO's humanitarian advisor and the hub were considered helpful, the latter perceived as beneficial to communicate results with donors. Iraq CO also appreciated the programme management support including reporting functions supported by the hub. Moreover, in response to an emerging government priority, ASRO is supporting Iraq CO and the government to develop a census, after 30 years of the absence of such data. There are several commended business operations practices, like the regular meetings with operations managers, as well as the existing infrastructure ensuring financial transparency, follow-up and accountability.

However, like other COs, Iraq CO shared limitations to ASRO's support. For example, there is a perceived lack of a process or a harmonized approach to country support from ASRO, which results in unmet expectations of CO staff and possible delays. Moreover, ASRO's is support is perceived as suboptimal or missing because of the lack of advisors (gender, youth, PD- which was recently filled) as well as a perceived misalignment between the ASRO's technical teams' workplans and country level work. ASRO's focus is seen as addressed towards regional technical workplans which do not trickle down to concrete country support. ASRO's support to broker expertise/human resources is also perceived as limited which burdens the CO. In addition, there is limited resource mobilization support to the CO by virtue of the small size and budget of the RM team in ASRO, especially in comparison with other UN agencies.

EQ2: To what extent are current accelerators effective, coherent and adaptable to evolving challenges to advance UNFPA's results?

Like with other COs, accelerators show effectiveness and relevance in advancing the three transformative results (3TRs). They are mostly perceived as guiding principles, which were used before the RP and their designation as "accelerators", and with variances in institutionalization and operationalization. Most, if not all, are being operationalized somewhat independently from the fact that these are accelerators institutionalized in a plan (with dedicated planning, coherent capacity building and systematic reporting).

Human rights based approach: When compared to others the human rights approach is considered a less effective tool to advance UNFPA's mandate in Iraq, given that current political climate disfavoring the use of such terminology.

Gender transformative approaches: While the use "gender" terminology is not widely accepted and culturally sensitive within Iraq's context, UNFPA was able to repackage and tailor this accelerator to align with and respect cultural considerations to advance its mandate. In humanitarian, UNFPA was the lead of the GBV sub-cluster. The country office is transitioning from a narrow focus on GBV towards a wider scope on harmful practices like FGM and early marriage. Moreover a social norms and gender equality officer was hired to take this area forward.

Innovation: In Iraq CO, there are successful examples of innovation, supported by the RO, like the Safe U application for GBV survivors, but acknowledging that this was less of a priority compared to the work on the humanitarian development peace nexus as a core accelerator for a country in transition from a humanitarian setting. This is currently gaining traction as the country is moving towards more stable approaches.

Partnerships, south-south cooperation, and financing: Iraq CO has engaged in partnerships as an accelerator to achieve the 3TRs, for instance, a collaboration with UN Women focused on resource mobilization. In humanitarian response efforts, the office led the GBV response, ensuring coordination and alignment among stakeholders. In the health sector, partnerships with MOH were established to develop strategies benefiting young people and mothers. Additionally, the office coordinates with UNICEF and co-chairs the youth task force, facilitating collaboration on common initiatives. UNFPA works with several other UN agencies in Iraq, including UNDP (under the OD Scorecard project), WHO (under SRH coordination), UNHCR (under coordination cluster with GBV for IMS), UN Habitat (under GBV shelter project), UNOPS, leveraging the comparative advantage for each agency. It was shared that, while there is strong collaboration at country level between UN agencies, some instances occur where there might be duplication in activities related to UNFPA's mandate by other agencies having funds to implement. With ASRO's support, Iraq CO has successful examples of utilizing south-south cooperation for knowledge sharing and lesson learning among country offices (for example with Armenia CO), adopting the Safe U app model, and for Iraq's national counterparts (visiting Morocco and Egypt) for knowledge exchange. Current donors of UNFPA Iraq CO include Canada, Germany, Finland, France, Japan, Korea, Norway and Sweden. With support from the RO, the CO office also closely engages with IPs through selection criteria and due diligence, and the CO office is currently reconfiguring its partnerships towards long-term system building.

Data and evidence: This is a growing area of interest in Iraq. With a transition from humanitarian to a development setting, data and evidence are becoming more and more crucial in stepping up UNFPA's normative role and informing longer term policy making. The first census is being conducted with the technical support of UNFPA after more than 30 years of unavailability of such data. National counterparts benefited UNFPA's south-south initiatives in this area. Data, evidence and demographics will be more strongly reflected in the upcoming CPD, and is strongly held by staff members as a UNFPA core mandate area. The remaining humanitarian work is also highly reliant data and evidence. The value added of subnational data was also underscored to target interventions.

HDPNx: This accelerator is considered a core principle and a priority area of work for Iraq, transitioning from a humanitarian to a development context, with UNFPA actively supporting this shift. Responsibilities are gradually shifting to the government and local partners, with UNFPA transitioning from cluster-based to sector-based approaches for GBV and SRH coordination. The focus is on linking humanitarian efforts with development goals. Efforts include integrating the 3 TRs into UN development programming and managing internal shifts in recruitment while addressing resource mobilization and financing implications

to address shifting priorities to capacity building and development policy advice for system building and institutional strengthening. While concrete examples are shared under EQ5, worthy to note that there is limited corporate institutionalization of the accelerator including capacity building, planning, implementation and reporting. This principle is central to countries like Iraq with a potential to address needs on the ground more systematically.

LNOB: The CO works closely on IDPs and PwDs to leave no one behind. The country collects and reports disaggregated data (including by age, sex, race, ethnicity, wealth, disability and other leaving no one behind factors) on the incidence of gender-based violence and harmful practices. The country has also involved adolescents and youth, including youth with disabilities and those affected by other core factors that leave them furthest behind, in the formulation and implementation of policies and programmes related to three transformative results. This has not been implemented in in the formulation and implementation of policies and programmes related to climate change to be addressed in the following question covering megatrends (EQ 3.1).

EQ3: How are the strategic shifts supporting the achievement of the 3TRs in the Arab States?
3.1 How have ASRO's strategic planning and programme interventions incorporated the effects of megatrends?

For Iraq CO, like other offices, some megatrends represent daily realities and others are perceived as distant "trends", with variations of corporate programming guidance. Iraq is one of the five most climate change affected countries, and the links with the 3 TRs are well accepted and observed on the ground, but there is more to be done corporately to strengthen UNFPA's role in these areas. Iraq CO benefits from technological innovation like the Safe U app for GBV support. The area of digitization is perceived as requiring further support from HQ's level. In Iraq, the government, at the prime minister level, highly prioritizes population trends, and there is acceptance that family planning needs to be stepped up. The CO supported the government with the population policy which has been launched in May 2023, and now advocacy for financing and resource mobilization are taking place to facilitate UNFPA's technical support on implementation of the population policy. This is part of the CO's shifting approach, focus and programming from a humanitarian largescale operation to strategic and normative support to the country. Migration is an important phenomon for Iraq, given the high flows of internal displacement resulting from protracted conflict. Inequalities across genders, geographies and socioeconomic groups are worth noting. Urbanization is perceived as a promising area to explore.

3.2 To what extent has the regional programme embraced the transition from funding to funding and financing agenda to achieve the 3 TRs in the region?

Iraq's government, although prioritizing reconstruction, possesses financial stability for financing priorities, offering opportunities for collaboration. Some of Iraq's donors expressed interest in supporting UNFPA's work in transitioning from largescale operations to more long term solutions and normative support, to which the CO is adapting and repurposing. However, Iraq is a country where non-traditional donors are needed because of being perceived as an upper-middle-income country, with support more likely coming in the shape of loans.

While the private sector presents a significant and opportune financing source, several external and internal challenges remain to be addressed. Specifically for Iraq, the private sector is not yet regulated enough with underdeveloped governance to facilitate CSR, but some private companies expressed interest to collaborate and advance UNFPA's mandate. Generally, also for other COs, internal challenges to engage with the private sector include internal regulations perceived as restricting and rendering the organization too risk averse and conservative to tap on these resources. Another internal challenge is the lack of capacity at the COs level to engage with the private sector, including telling the story and packaging UNFPA's mandate in an appealing/understandable language to private sector entities.

The government, at least at federal level, possesses sufficient financial stability to finance priorities. However, on one hand, the government is currently prioritizing reconstruction and infrastructure over priorities advocated for by the UN. On the other hand, there is room to identify common ground with the government like the census, which is ground-breaking for Iraq, given that the past census was conducted more than 30 years ago. While the government does not always dedicate financing, some government staff are designated to be directly involved UNFPA's projects. The process to leverage government financing is long and challenging, requiring stronger governance, but UNFPA can tap on this success to advocate for financing of other areas to advance the 3 Zeros.

3.3. To what extent has the organizational focus been aligned to on achieving the three transformative results?

CPDs are aligned with the 3 Zeros and the Strategic Plan, highlighting local contexts, needs and priorities within the TRs. While Iraq has a CPD, aligned with the SP, there are less formal ties between the CPDs and the RP, which was identified as a room for improvement. The 3 TRs were found to adequately encapsulate, simplify and communicate UNFPA's mandate. However, some coherence is missing to link other UNFPA's areas of work, with varying importance, to the 3 Zeros, like ageing or HIV/AIDS.

EQ4: To what extent are UNFPA's workforce and processes fit-for-purpose to achieve the Regional Programme outcomes and 3 TRs in the region?

Workforce in ASRO are perceived as limited, and understaffed teams' support (technical and cross-cutting) is suboptimal compared with the expected support enabled by their potential expansion. Moreover, it is evident within the Iraq CO that there is an overall perception of 'being stretched too thin", delaying RO's support as well as CO implementation. Limited capacities generally hinder programme implementation and enabling functions at the country level too. Staff shared a opinions that the CO is severely understaffed and overloaded with so many work and priorities, and hindering staff abilities to focus. Understaffing also results in adminstrative delays. The decline in funds resulted in an important decline of international positions in the office which provided valuable guidance to national colleagues. In terms of skillsets, the office is readjusting the skill mix to address the changing need in context, transitioning from life-saving interventions to normative and technical support to Iraq.

EQ5: How has UNFPA been able to deliver within humanitarian settings? To what extent was the complementarity between humanitarian and development approaches ensured?

Minimum preparedness (Humanitarian) is institutionalized in COs annual reporting. Each year, a CO is required to report on measures implemented to establish minimum preparedness to help mitigate risks in the event or onset of a crisis. The reporting framework highlights preparedness results against set targets, implementation challenges and lessons learnt. In Iraq, a minimum preparedness action plan for the country office based on the revised guidance note on minimum preparedness was completed in 2022 and 2023 (including the 13 Minimum Preparedness Actions (MPAs)). Challenges emphasized by the CO include staff realignment in the country office and a temporary lack of human capacity to perform all tasks. External challenges include the absence of a government in 2022, political instability, and The dynamic nature of potential crises requires ongoing adaptation and revision of preparedness plans. A main lesson learned is that regular monitoring of MPA implementation is needed. Regular evaluations and feedback mechanisms are essential for refining and updating preparedness activities. Continuous monitoring of global and local conditions ensures that the office remains proactive in addressing emerging risks and challenges.

Humanitarian funding to Iraq has been decreasing since 2016 (around USD 7.85 billion) to around USD 0.3 billion in 2022 (when the RP commenced), declining to less than USD 0.16 billion/USD 160 million in 2023[3],

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[3] https://fts.unocha.org/home/2024/powerbi/view

with an overall focus, including by UNFPA, on identifying and engaging with development donors and an appetite for financing for development opportunities.

In Iraq, innovative use of humanitarian funding focused on enhancing existing national systems rather than creating new infrastructure. This approach included refurbishing hospitals instead of building new clinics, which garnered donor support. Humanitarian funding also spotlighted critical issues like women's empowerment and gender-based violence (GBV), leading to government engagement and capacity building. Specialized training for health workers on GBV management and the establishment of psychosocial support facilities were key outcomes. These efforts were institutionalized through government-led working groups, ensuring sustained impact beyond emergency phases. This approach highlights the importance of integrating capacity building and system strengthening with direct relief efforts in complex humanitarian contexts.

It is perceived by Iraq that the hub is a useful mechanism and support modality to facilitate cross-border humanitarian coordination and operations and providing programme management support functions, whereas stronger COs are better suited to respond to in-country humanitarian crises.

The complementarity between humanitarian and development is a core priority in Iraq, being a country in transition from humanitarian to development context. The UN system launched the Humanitarian Transition Overview (2023), to which UNFPA contributed, and responsibilities are gradually being handed over to the government and local partners. For example, UNFPA was the lead of GBV sub-cluster and SRH at the country level, and UNFPA transitioned from the cluster-based to sector- approach, with an established and operational coordination mechanism owned by the government and co-chaired by a local NGO, and UNFPA continues providing operational and technical support to government at both Kurdistan region and federal government. UNFPA Iraq also negotiated with several government ministries and entities to take over other responsibilities previously managed by humanitarian efforts, including the handover of around 21 women community centers in IDPs and refugee camps to the Ministry of Social and Labor Affairs at the Kurdistan level, as well as some mobile teams. This has not yet been done with the federal level government, and UNFPA is still working with NGOs on this, but gradual onboarding of government is taking place. Iraq CO also focused on building NGOs' and government's capacities to be able to sustain the services in these centers. To mention that, still at this stage, the approach is to link humanitarian programming more strongly with development rather than a complete phase out of humanitarian operations. UNFPA Iraq is also playing an active role to position the 3 TRs in the joint UN development programming (UNSDCF). Internally, the CO is repurposing human resource capacities as well as planning in terms of the currently ongoing new CPD development, readjusting towards more system building and institutional strengthening. These transitions also have RM and financing implications that are to be addressed moving forward.

EQ 6: How should ASRO reconceptualise the next Regional Programme given the current progress towards the 3 TRs, the SDGs and other commitments?
The state of the 3 TRs is mixed in the Iraq, with the first 2 Zeros performing better compared to regional averages. In 2020, the maternal mortality ratio in Iraq is lower than the regional average (76 versus 145 deaths per 100,000 live births respectively). In 2022, the percentage of births attended by skilled health personnel is higher than the regional average (96% versus 83% respectively). In 2024, the percentage of unmet need for family planning for women aged 15–49 is less than the regional average (8% versus 10%), but the proportion of demand satisfied with modern methods for all women aged 15–49 is less than the region average (59% versus 66%). However, the third Zero on GBV and harmful practices. While reported FGM prevalence among women aged 15-49 in Iraq is much less than the Arab States Region (7% versus 54%), Iraq lags in other relevant indicators. For example, child marriage by age 18 in Iraq is higher than

the regional average (28% versus 17%). Adolescent birth rate far outgrows the regional average (70 versus 42 per 1,000 girls aged 15-19). There are no available data on intimate partner violence in past 12 months.

For the country level, the RP is perceived as a separate planning tool with limited clear interlinkage with country level planning. A consultative process and systematic engagement with the Iraq CO, and other COs, was expressed as an important area of improvement in developing the new RP compared to the previous RP. Indicators are perceived as needing to be more country office support centered. Humanitarian response needs to be strengthened, including having a bigger team, establishing an emergency fund to be able to disburse funds quickly to emerging needs, and facilitating more staff knowledge exchange opportunities to share lessons learned. Strengthening capacities on humanitarian development peace nexus, including disseminating lessons learned from Iraq's transition can guide future sustainability considerations of the next RP. Resource mobilization is perceived as an area requiring more strengthening, including capacity building of staff and providing more flexbility to engage with donors within the region including the private sector.

Country Brief: Libya

Brief Overview

Libya, a country marked by its rich history and significant oil reserves, faces complex challenges that have profound implications for its socio-political and economic landscape. As the third largest country in Africa by area, Libya's vast geographic expanse houses a relatively small population of about 6.5 million people, concentrated primarily along the Mediterranean coast and in major urban centers like Tripoli and Benghazi.

The country's recent history is tumultuous, characterised by persistent instability and conflict following the 2011 revolution. The ensuing power vacuum led to a fragmented governance structure with multiple factions and governments vying for control, significantly impacting the nation's development and humanitarian situation.

Libya's oil wealth, while a potential boon, has also been a source of contention, fueling internal conflicts and economic disparities. Despite its economic potential, the country struggles with fluctuating oil prices and production levels, which have been further complicated by political instability. This economic volatility has hindered Libya's ability to invest in essential social services, impacting public health, education, and infrastructure development.

Humanitarian concerns in Libya are acute, with the country facing ongoing challenges such as internal displacement, migration crises, and a lack of basic services due to the protracted conflict. These issues are exacerbated by Libya's role as a major transit point for migrants attempting to reach Europe, leading to severe humanitarian and human rights crises.

In response to these challenges, the United Nations Population Fund (UNFPA) Libya Country Office has been actively involved in addressing both the immediate humanitarian needs and the longer-term development goals through the Arab States Regional Office (ASRO) Regional Programme. The UNFPA's efforts are focused on areas such as gender-based violence prevention, reproductive health services, and population data management, aiming to provide critical support in a landscape where healthcare and social services are disrupted.

Collaboration with international and local partners is a cornerstone of UNFPA's strategy in Libya, leveraging its expertise to build local capacities and implement programs that can withstand the complexities of Libya's evolving crisis. The agency's work is closely aligned with the Sustainable Development Goals (SDGs), emphasizing the humanitarian-development nexus to ensure that immediate relief efforts transition into sustainable development initiatives.

EQ1: How is ASRO fostering an enabling environment such as programmatic, technical, and operational assistance to support COs in the region?

In Libya, the UNFPA ASRO has played a pivotal role in creating a supportive and enabling environment for the Country Office (CO), demonstrating a commitment to addressing both urgent and long-term development needs. This comprehensive support includes programmatic, technical, and operational assistance, which is essential for navigating the complex humanitarian and developmental landscape of Libya. ASRO's involvement has been instrumental in the strategic planning and execution of programs, ensuring that the initiatives align well with both national needs and UNFPA's broader objectives. This includes significant contributions in areas such as gender-based violence (GBV), sexual reproductive health (SRH), and youth empowerment.

ASRO's capacity building efforts are critical, particularly given the ongoing conflict and governance challenges in Libya. For instance, ASRO facilitated the development and implementation of key programs addressing GBV, leveraging its expertise to provide essential training and resources. This support has enabled the Libya CO to implement effective interventions tailored to the unique challenges of the Libyan

context, such as the "Voices from Libya" assessment, which helps in understanding the specific needs related to GBV and shaping appropriate responses.

Operationally, ASRO has ensured the availability of necessary resources and logistics, particularly in response to emergencies. This includes mobilizing funds and coordinating with other UN agencies to implement a cohesive and effective response to crises. The support extends to enhancing the Libya CO's capabilities in data handling and analysis, vital for informed decision-making and program effectiveness. Additionally, ASRO has played a key role in fostering collaborations and partnerships within the region, facilitating engagements with governmental and non-governmental partners to enhance the impact of UNFPA's programs. These partnerships are crucial for achieving sustainable development and humanitarian goals in Libya.

Another key aspect of ASRO's support has been building the capacity of the Libya CO staff and its partners. This includes training and development initiatives that ensure the CO can maintain high standards of program delivery and adapt to the evolving needs of the population they serve. By strengthening the professional capabilities of the staff, ASRO ensures that the interventions are not only effective but also resilient in the face of Libya's ongoing challenges.

Despite these efforts, there are areas where further support could enhance the effectiveness of the Libya CO. These include enhanced resource mobilization, especially given the complex funding landscape and the impact of global events that might divert funding away from Libya. Additionally, as new challenges emerge, particularly in terms of digital health and innovative service delivery mechanisms, additional technical support from ASRO can help the CO stay ahead of these developments. There is also a need for ASRO to support the CO in advocacy and policy dialogue to strengthen governance and institutional capacities for better program implementation.

In summary, ASRO's multifaceted support to the Libya CO has been integral to its ability to navigate the complexities of the Libyan humanitarian context, delivering crucial services and support to the population. By continuing to enhance this support, ASRO can ensure that the Libya CO not only meets its current objectives but is also well-prepared to face future challenges.

EQ2: To what extent are current accelerators effective, coherent, and adaptable to evolving challenges to advance UNFPA's results?

In Libya, the UNFPA ASRO has been pivotal in implementing effective accelerators, aligning them with UNFPA's transformative results. These accelerators, critical for navigating the complex humanitarian and developmental landscape of Libya, are not only coherent but also adaptable to the evolving challenges of the region.

ASRO's strategic application of accelerators in Libya has focused significantly on gender-based violence (GBV), sexual reproductive health (SRH), and youth empowerment. By offering targeted technical support and capacity building, ASRO ensures that these initiatives are not only implemented but also integrated with national policies and humanitarian efforts. This approach has enabled the Libya CO to tailor its programs to meet the unique needs of its population amidst ongoing conflict and governance challenges. One noteworthy example is the GBV program, which has been tailored to address specific local challenges. The program's effectiveness is enhanced through comprehensive training and resource provision, ensuring that interventions are sensitive to the cultural and social context of Libya. For instance, initiatives like the "Voices from Libya" assessment have been instrumental in gathering nuanced insights into GBV issues, thereby shaping targeted responses.

ASRO's role extends beyond programmatic support to include significant operational assistance. This involves mobilizing funds and coordinating with other UN agencies to foster a unified response to emergencies. Such support is crucial for maintaining the continuity of health services and other interventions, particularly in times of crisis. Additionally, ASRO facilitates the sharing of best practices and innovative approaches across the region, enhancing the overall impact of UNFPA's programs.

Moreover, ASRO's efforts in capacity building are evident in their support for the Libya CO's staff and partners. Training initiatives and the development of operational skills ensure that the CO can maintain high standards of program delivery and adapt to the evolving needs of the Libyan population. This capacity building is vital for sustaining program effectiveness amid Libya's ongoing challenges.

However, despite these successes, there remain areas for improvement. Enhanced resource mobilisation efforts are necessary due to the complex funding landscape and global events that might shift focus away from Libya. Additionally, there is a call for increased technical support in emerging areas such as digital health and innovative service delivery mechanisms, which are becoming increasingly important in the Libyan context.

In summary, ASRO's deployment of accelerators in Libya showcases a robust commitment to addressing the country's dynamic challenges. By continuing to refine these strategies and expand support, ASRO can further enhance the adaptability and impact of UNFPA's efforts, ensuring that they remain effective in promoting health, well-being, and empowerment across Libya.

EQ3: How are the strategic shifts supporting the achievement of the 3TRs in the Arab States?

In Libya, the strategic shifts implemented by UNFPA, supported by ASRO, have been pivotal in aligning the country office's activities with the three transformative results (3TRs) and the Sustainable Development Goals (SDGs). These shifts encompass a broad spectrum of interventions tailored to address both immediate humanitarian needs and longer-term developmental goals, reflecting a sophisticated understanding of Libya's unique socio-political challenges.

A significant component of these strategic shifts involves enhancing programmatic alignment with national priorities and global mandates while simultaneously building local capacities. This is evident in the comprehensive support provided to sectors like gender-based violence (GBV), sexual and reproductive health (SRH), and youth empowerment. Initiatives like the Voices from Libya assessment have been crucial in tailoring GBV interventions to the Libyan context, underscoring the adaptability and relevance of programs to local needs.

The strategic integration of humanitarian and development paradigms has been a hallmark of UNFPA's approach in Libya. This is particularly crucial in a country where the lines between humanitarian crises and development needs are often blurred due to ongoing conflict and political instability. For example, the Libya CO has been instrumental in implementing the Minimum Initial Service Package (MISP) for SRH in emergencies alongside long-term strategies to enhance healthcare infrastructure, demonstrating a robust nexus approach.

Given the governance challenges in Libya, strategic shifts have also focused on strengthening institutional capacities to ensure effective program implementation. This includes advocacy and policy dialogue efforts that support the development of robust governance frameworks, which are essential for sustainable development and the effective delivery of services.

Enhancing data handling and statistical capabilities has been a critical focus area, enabling the Libya CO to engage in informed decision-making and strategic planning. Initiatives to improve data collection and analysis capacities underscore the commitment to evidence-based programming, which is crucial for assessing needs and measuring the impact of interventions.

Despite the progress made, there are ongoing challenges that need to be addressed to enhance the effectiveness of these strategic shifts further. These include the need for increased resource mobilization to sustain program funding and continued technical support to navigate emerging challenges such as digital health innovations. Moreover, strengthening the governance and institutional capacities remains a priority to ensure the resilience and sustainability of programs.

In sum, the strategic shifts undertaken by UNFPA in Libya, with substantial support from ASRO, have significantly contributed to the progress towards achieving the 3TRs and the SDGs. These efforts highlight the complex interplay between humanitarian response and development initiatives, showcasing a model

of intervention that is both responsive and forward-thinking. Continued adaptation and enhancement of these strategies will be crucial for meeting the evolving needs of the Libyan population, especially in areas most affected by ongoing conflicts and political instability.

EQ4: To what extent are UNFPA's workforce and processes fit-for-purpose to achieve the Regional Programme outcomes and 3 TRs in the region?

In Libya, ASRO plays a critical role in aligning UNFPA's CO workforce and operational processes with the overarching objectives of the Regional Programme and the three transformative results (3TRs). This alignment is essential for effectively tackling the unique and challenging conditions in Libya, marked by ongoing conflicts and political instability.

ASRO's strategic involvement enhances the CO's capacity to implement programs efficiently, focusing on improving sexual reproductive health (SRH), combating gender-based violence (GBV), and enhancing youth empowerment within the Libyan context. This support is pivotal, especially in a country where political and social upheavals frequently disrupt regular governance and public services.

One of the key areas of support from ASRO has been in capacity building and the provision of technical guidance. By facilitating training programs and workshops, ASRO ensures that the Libya CO is equipped with the latest knowledge and skills to manage complex programs effectively. For instance, ASRO has contributed significantly to the development and implementation of GBV programs in Libya, providing the necessary technical support to handle sensitive interventions and improve service delivery in affected communities.

Moreover, ASRO's role extends beyond programmatic support to include operational and strategic planning assistance. This involves aiding the Libya CO in resource allocation, budget management, and ensuring compliance with UNFPA's global policies and standards. Such support is crucial for maintaining program integrity and accountability, particularly in a volatile environment like Libya where resource management can be challenging due to erratic funding and logistical issues.

In terms of operational processes, ASRO's input has been instrumental in streamlining activities across various sectors within the Libya CO. This includes the enhancement of data management systems to monitor and evaluate program outcomes effectively. By implementing robust monitoring and evaluation frameworks, ASRO helps the CO not only to track progress but also to adapt strategies in response to the dynamic on-ground realities of Libya.

However, despite these efforts, there are areas where further improvements are necessary to fully leverage the potential of UNFPA's workforce and operational frameworks in Libya. Challenges such as inconsistent funding streams, the need for more specialised training in emerging areas (like digital health services), and enhanced coordination with other UN agencies and local partners remain. Addressing these challenges requires a continued commitment from ASRO to provide targeted support and resources.

In summary, ASRO's comprehensive support to the Libya CO is integral to navigating the complexities of implementing health and gender-focused programs in a conflict-affected setting. By continuing to strengthen the workforce and refine operational processes, ASRO can ensure that the Libya CO not only meets its immediate programmatic goals but is also well-prepared to contribute effectively to the broader objectives of the Regional Programme and the achievement of the 3TRs in the region.

EQ5: How has UNFPA been able to deliver within humanitarian settings? To what extent was the complementarity between humanitarian and development approaches ensured?

In Libya, UNFPA has effectively navigated the complex humanitarian and development landscape, demonstrating a robust capacity to deliver critical services within challenging settings. The organization's ability to maintain operations and deliver aid is underpinned by strategic adaptations to the unique context of Libya, characterized by ongoing conflict and governance issues.

UNFPA's success in delivering within humanitarian settings in Libya is largely attributed to its proactive and coordinated approach, which aligns closely with the principles of the Humanitarian-Development-Peace Nexus. This approach ensures that immediate humanitarian actions are not only responsive but also contribute to longer-term development goals, thereby fostering resilience and sustainability.

One of the key strengths of UNFPA in Libya has been its emphasis on capacity building and the establishment of strong local partnerships. By investing in local capacities and forging robust partnerships with local NGOs, UNFPA ensures that interventions are culturally appropriate and sustainable. This strategy not only enhances the effectiveness of immediate humanitarian responses but also builds a foundation for sustained impact, contributing to the resilience of communities against future crises.

Furthermore, UNFPA has been instrumental in integrating gender-based violence (GBV) interventions within its emergency responses, ensuring that the needs of the most vulnerable, particularly women and girls, are addressed comprehensively. This integration is critical in contexts like Libya, where GBV and protection needs are pronounced due to the ongoing conflict and lawlessness.

The organisation's efforts are also supported by innovative data management and monitoring systems that enhance the efficiency and effectiveness of their interventions. For example, the implementation of health information systems and the use of mobile data collection tools allow for real-time monitoring and response, facilitating timely and informed decision-making.

Moreover, UNFPA's role in advocacy and policy dialogue with the Libyan government and other stakeholders is crucial in ensuring that humanitarian interventions are aligned with national policies and priorities, further enhancing their relevance and impact.

In summary, UNFPA's ability to deliver within Libya's humanitarian settings is a testament to its adaptive strategies, which effectively bridge the gap between immediate humanitarian needs and long-term development objectives. The complementarity of its approaches ensures that while addressing urgent needs, the groundwork is laid for sustainable development, ultimately contributing to the stability and resilience of Libyan society.

EQ6: How should ASRO reconceptualize the next Regional Programme given the current progress towards the 3 TRs, the SDGs, and other commitments?

In considering how ASRO might reconceptualise its next Regional Programme, it is essential to consider Libya's unique and volatile environment, heavily influenced by ongoing conflict and political instability. This requires a tailor-made approach that addresses both immediate humanitarian needs and longer-term development goals.

Given Libya's complex scenario, ASRO should focus on building robust emergency response systems. This includes enhancing infrastructure to ensure rapid deployment capabilities and developing local capacities for early warning systems, crucial for responding effectively to both political and environmental crises. Strengthening these systems will ensure timely and effective responses, which are essential in a context where delays can exacerbate already critical situations.

Additionally, ASRO must address the challenges posed by the fragmented governance in Libya by working closely with various governmental and non-governmental entities to foster a unified approach to humanitarian and development work. This involves navigating a landscape where collaboration with multiple stakeholders is necessary to implement comprehensive programs that address the needs of vulnerable populations effectively.

The introduction of innovative funding mechanisms is also paramount. Considering Libya's rich oil reserves yet strained public finances due to ongoing conflicts, ASRO should explore creating a dedicated fund to support resilience-building measures in Libya. Such a fund would help stabilise funding streams and ensure the continuity of crucial programs, especially those aimed at protecting and empowering vulnerable groups such as migrants, women, and children affected by the crisis.

Promoting structured south-south cooperation should be another focus area. By leveraging the strengths and experiences of different sub-regions, ASRO can facilitate the implementation of joint programs that address common challenges like migration, gender-based violence, and health service delivery in conflict zones. This cooperation should also extend to technological innovations, particularly in digital health services, to improve access and effectiveness in remote and conflict-affected areas.

Engaging with the private sector within the region to support developmental and humanitarian initiatives could provide additional resources and innovative solutions to ongoing challenges. This engagement would help mobilise new funding sources and introduce novel approaches to service delivery and infrastructure development in Libya.

Finally, policy advocacy should be a cornerstone of the next Regional Programme. ASRO should support the Libyan government and local institutions in developing policies that align with international standards and commitments. This advocacy should be backed by strong evidence-based programming and a robust monitoring and evaluation framework, ensuring that interventions lead to tangible improvements in the lives of Libya's population.

In sum, ASRO's strategy for the next Regional Programme in Libya should be tailored to meet the unique needs of a country marked by protracted conflict and significant humanitarian challenges. By focusing on strengthening infrastructure, enhancing collaborative efforts with local and international partners, and introducing innovative funding strategies, ASRO can build a robust foundation for Libya's sustainable development. This approach will not only address the immediate humanitarian concerns but also promote long-term stability and resilience, paving the way for Libya to achieve substantial progress towards the Sustainable Development Goals and the Three Transformative Results.

Conclusions

The case study on Libya showcases the comprehensive efforts and strategic initiatives undertaken by the UNFPA in Libya, reflecting its deep commitment to addressing the myriad challenges faced by the country due to ongoing conflicts and political instability. This conclusion synthesises the insights drawn from the extensive evaluation of UNFPA's operations and collaborations in Libya, highlighting the adaptive and resilient approaches implemented to foster sustainable development and humanitarian assistance amidst the nation's complex crisis.

UNFPA's interventions in Libya have been highly strategic, focusing on immediate humanitarian needs while seamlessly integrating long-term development objectives. The organization's ability to operate effectively in Libya's volatile environment is a testament to its robust operational framework and the efficacy of its programs, which cover critical areas such as gender-based violence prevention, reproductive health services, and population data management. These programs are not just reactive but are designed to build resilience and capacity within local systems.

The collaboration with local and international partners has been pivotal in amplifying UNFPA's impact in Libya. By aligning its efforts with the Sustainable Development Goals (SDGs) and leveraging expertise across various sectors, UNFPA has ensured that its interventions are both comprehensive and sustainable. This partnership approach has enabled the organization to extend its reach and enhance the scalability of its initiatives, ensuring that aid is not only delivered but also contributes to the foundational development processes necessary for Libya's recovery and future stability.

ASRO's role has been instrumental in fostering an environment that supports the effective implementation of these initiatives. Through targeted programmatic, technical, and operational assistance, ASRO has ensured that the Libya Country Office is well-equipped to manage the challenges inherent in the Libyan context. This support has been crucial in enabling the country office to maintain a high standard of service delivery and adapt to the rapidly evolving needs of the Libyan population.

However, the case study also recognizes the persistent challenges and areas needing further attention, such as the need for enhanced resource mobilization and continued support for governance and institutional capacities. Addressing these areas will be vital for sustaining the gains made and for

advancing the broader objectives of the Regional Programme and the transformative results sought by UNFPA.

In conclusion, the Libya case study underscores the importance of a nuanced and flexible approach to international development and humanitarian assistance in conflict-affected regions. UNFPA's efforts in Libya exemplify how strategic planning, commitment to partnership, and an unwavering focus on capacity building and resilience can lead to meaningful change, even in the most challenging environments. As Libya continues on its path to recovery, the lessons learned and successes achieved provide valuable insights that can guide future interventions both within the country and in similar contexts globally.

Country Brief: Somalia

Brief Overview

Somalia, located in the Horn of Africa, has been shaped by a complex history of colonialism, civil conflict, and socio-political turmoil. The country spans approximately 637,657 square kilometers, making it the 42nd largest nation in the world, with a long coastline along the Indian Ocean to the east. Somalia's topography features mainly flat to undulating plateau rising to hills in the north, and its climate ranges from arid in the northeast to tropical monsoon in the southwest.

Historically, Somalia was known for its port cities that facilitated trade across the Indian Ocean. However, the post-colonial period was marked by political instability, leading to a prolonged civil war that began in the late 20th century. This conflict resulted in the collapse of central governance and the rise of factional fighting, which has had devastating effects on the nation's development and infrastructure.

Somalia's economy is predominantly agrarian, with livestock farming and agriculture forming the backbone of its market. However, recurrent droughts and floods, combined with ongoing armed conflicts, have significantly hindered economic growth, and exacerbated humanitarian crises. These crises are characterized by massive displacement, food insecurity, and health emergencies.

The demographic profile of Somalia is predominantly young, with a significant portion of the population under 30 years of age. This demographic presents both challenges and opportunities for national development and stability. The youth population is a potential driver of economic growth if effectively engaged through education and employment opportunities.

In response to these multifaceted challenges, the United Nations Population Fund's Country Office (CO) in Somalia has been at the forefront of orchestrating and implementing programmes, as a component of the Arab States Regional Office (ASRO) Regional Programme, designed to address both immediate humanitarian needs and lay a foundation for sustainable long-term development. The operations and strategies of the Somalia CO are intricately aligned with the directives and support mechanisms provided by ASRO, which oversees the broader regional strategy and provides critical support.

This case study aims to delve into an in-depth evaluation of the Somalia CO's strategic alignment with ASRO, exploring the effectiveness and adaptability of its programs under the harsh and often unpredictable conditions prevalent in Somalia. Through a comprehensive analysis utilizing qualitative data from interviews and detailed transcripts involving key personnel within the Somalia CO, supplemented by quantitative data where available, this evaluation seeks to uncover the strengths and areas of improvement in the CO's approach. The focus will particularly be on understanding how well the strategic shifts and programmatic initiatives support the achievement of the three transformative results aimed at ending unmet needs for family planning, ending preventable maternal deaths, and ending gender-based violence and harmful practices in such a challenging environment.

EQ1: How is ASRO fostering an enabling environment such as programmatic, technical, and operational assistance to support COs in the region?

The Somalia CO has substantially benefited from the robust and multifaceted support provided by ASRO. This support has been pivotal in creating an enabling environment essential for effective program implementation in a context as challenging as Somalia's.

ASRO's support spans various dimensions, including technical guidance, capacity building, and operational assistance, which have been particularly crucial during humanitarian crises such as the severe droughts and subsequent flooding that Somalia frequently faces. For instance, during these crises, ASRO has facilitated the rapid deployment of emergency funds and technical experts to assist in scaling up health service provisions in drought-impacted areas. This prompt and effective response has mitigated adverse health outcomes, particularly concerning maternal and child health, during these critical periods.

Furthermore, high-level visits and the ongoing provision of technical expertise by ASRO have played pivotal roles in maintaining the continuity and effectiveness of health services and interventions aimed at combating gender-based violence under strenuous conditions. Such engagements not only demonstrate ASRO's commitment to supporting the Somalia CO in times of dire need but also help in strategically positioning the CO to address the immediate and evolving challenges effectively.

ASRO's involvement has also been instrumental in enhancing the statistical and data handling capabilities of the Somalia CO. Initiatives such as supporting the National Bureau of Statistics to undertake surveys in internally displaced persons (IDP) camps and developing IDP profiles show ASRO's commitment to improving data-driven decision-making within the CO. These efforts have facilitated tailored interventions that are crucial for addressing the specific needs of vulnerable populations in Somalia.

Moreover, ASRO has fostered an environment that encourages innovation and the sharing of best practices across country offices. This is exemplified by initiatives to increase resources to support countries struggling with technical needs and to facilitate information sharing on global activities to ensure timely communication to country offices. Such actions have empowered the Somalia CO to adopt innovative approaches and leverage global insights to enhance local program effectiveness.

In summary, ASRO's multifaceted support to the Somalia CO has been a cornerstone in not only addressing the immediate humanitarian needs but also in building a resilient framework that supports long-term development goals. This strategic and comprehensive support has enabled the Somalia CO to navigate the complex humanitarian landscape effectively, ensuring that UNFPA's programs continue to deliver transformative results in one of the most challenging environments globally.

EQ2: To what extent are current accelerators effective, coherent, and adaptable to evolving challenges to advance UNFPA's results?

In Somalia, UNFPA's CO has adeptly integrated a series of strategic accelerators into its programming, addressing the nation's specific and evolving needs through innovative, human rights-based, and gender-transformative strategies. These accelerators have proven to be both effective and crucial in navigating the complex sociopolitical landscape of Somalia and are instrumental in advancing UNFPA's transformative results within the country.

A prime example of successful accelerator integration is the development of a mobile application designed to improve access to sexual and reproductive health services for youth. This tool has significantly increased the reach and effectiveness of health service delivery, especially in remote areas, providing young people with critical health information and services. This initiative not only demonstrates the potential for digital innovation in a challenging context but also highlights the adaptability of accelerators to meet specific local needs.

Further underscoring the importance of these accelerators, the Somalia CO has embraced gender-transformative programs that are tailored to challenge deeply ingrained cultural practices such as female genital mutilation (FGM) and early marriage. Initiatives have included extensive community dialogues, advocacy with local leaders, and empowerment programs for girls. These efforts have been pivotal in creating shifts in social norms and decreasing the prevalence of harmful practices within targeted communities.

From a broader perspective, discussions within the CO have emphasised the value of leveraging south-south cooperation. This approach facilitates the sharing of best practices and innovations across regions, enhancing the overall effectiveness and coherence of programmatic efforts. The team has also advocated for increased resources to support countries struggling with technical needs, which would further enhance the capability of the CO to implement these accelerators effectively.

Additionally, the Resource Mobilisation Team highlighted the strategic shift towards scaling up humanitarian responses, a move that has enabled the CO to engage donors focused primarily on

humanitarian aid, thereby diversifying its funding base and enhancing its ability to respond to emergent challenges.

In conclusion, the accelerators employed by the Somalia CO are not only aligned with UNFPA's global objectives but are also effectively adapted to meet the unique challenges of the Somali context. The success of these strategies is evident in the tangible improvements in health outcomes and gender equality, as well as in the increased operational capacity of the CO to respond to both developmental and humanitarian needs. These results underscore the critical role of well-integrated accelerators in achieving transformative outcomes in complex environments.

EQ3: How are the strategic shifts supporting the achievement of the 3TRs in the Arab States?

In Somalia, strategic shifts have been crucial in aligning the efforts of the UNFPA CO with the three transformative results (3TRs) and the broader Sustainable Development Goals (SDGs). These shifts reflect a dynamic approach to addressing both immediate crises and long-term developmental challenges, which are particularly pronounced in the complex emergency context of Somalia.

A significant strategic shift has been the scaling up of humanitarian response capabilities. This shift has been instrumental during recurring droughts and floods, allowing the Somalia CO to respond swiftly and effectively to emergencies. The enhanced humanitarian response capacity not only addresses immediate needs but also stabilizes communities for ongoing development work. For example, the integration of climate change adaptation strategies has been a key focus, acknowledging the recurring impact of environmental factors on Somalia's vulnerability. Initiatives like GIS mapping of drought-affected areas and the development of early warning systems for flooding have been implemented to better prepare and respond to these cyclical crises.

Another critical strategic shift has been the integration of demographic dynamics into programming. The CO has supported efforts to improve data collection and analysis capabilities, which are vital for effective planning and implementation of health and gender-based violence interventions in IDP camps and vulnerable communities. This includes supporting the National Bureau of Statistics to undertake surveys and develop profiles of IDP populations, which help tailor interventions to meet specific needs such as age, gender, and health status.

Moreover, the focus on building resilience has led to developing programs that not only address immediate needs but also strengthen community capabilities to manage future shocks. This has involved training local health workers, enhancing local governance capacity for disaster response, and integrating resilience-building into school curriculums to educate the next generation.

The strategic shifts have also emphasised the importance of partnerships and south-south cooperation, as noted in discussions with the Somalia CO. By sharing innovations and best practices across regions, and through coordinated efforts with other UN agencies and local NGOs, Somalia's CO has enhanced its approach to addressing the SDGs and 3TRs. For instance, the collaboration with the UK Office for National Statistics and the Economic Commission for Africa has improved local data capabilities, which are crucial for program planning and evaluation.

In conclusion, these strategic shifts in Somalia, guided by ASRO's overarching strategies, have not only addressed immediate humanitarian needs but also laid a foundation for sustainable development. They reflect a holistic approach to development and emergency response, crucial for achieving the transformative results in such a challenging environment. The ongoing focus on enhancing local capacities, improving data accuracy, and fostering effective partnerships continues to drive progress towards the SDGs and 3TRs in Somalia.

EQ4: To what extent are UNFPA's workforce and processes fit-for-purpose to achieve the Regional Programme outcomes and 3 TRs in the region?

The Somalia CO of UNFPA has undergone significant structural adjustments to optimize its workforce and operational processes, aligning them effectively with the dual challenges of ongoing humanitarian crises and long-term developmental goals. These strategic modifications include the creation of specialized roles particularly aimed at enhancing emergency response capabilities, thereby bolstering the CO's capacity to handle the complexities of Somalia's challenging operational environment.

Recent reforms in the CO have focused on enhancing workforce capabilities through targeted recruitment and training. This is evident from the establishment of new roles and the expansion of teams to address the specific needs of the humanitarian and development sectors simultaneously. For instance, the introduction of a dedicated humanitarian unit within the CO has markedly improved its ability to respond swiftly and efficiently to emergencies. This unit plays a pivotal role in ensuring that interventions are timely and tailored to the needs of affected populations, as highlighted by the CO's response to the 2022 drought and subsequent flooding.

Furthermore, the integration of advanced data management and analysis tools has significantly strengthened the CO's operational processes. By adopting Geographic Information System (GIS) mapping for drought-affected areas and developing early warning systems for flooding, the CO has been able to respond proactively to environmental threats. These technological advancements have not only improved the accuracy and efficiency of interventions but also enabled the CO to better predict and prepare for future crises.

Moreover, the CO has made strides in fostering a collaborative work environment, which has been critical in aligning its efforts with the broader objectives of UNFPA and the Sustainable Development Goals (SDGs). The introduction of cross-functional teams has facilitated better communication and coordination within the office, leading to more integrated and coherent program delivery.

Despite these advancements, there are areas that require further attention to fully realize the potential of the workforce and processes. For instance, ongoing challenges related to funding constraints and the need for continuous capacity building in emerging areas such as environmental resilience and anticipatory action suggest that while the CO has made significant progress, it is still adapting to the multifaceted nature of Somalia's development landscape.

In summary, the strategic enhancements to the workforce and processes in the Somalia CO have substantially improved its capacity to meet the complex demands of its operating environment. These efforts have positioned the CO to better achieve the Regional Programme outcomes and the three transformative results (3TRs), reflecting a robust and responsive adaptation to both the immediate and long-term challenges faced by Somalia.

EQ5: How has UNFPA been able to deliver within humanitarian settings? To what extent was the complementarity between humanitarian and development approaches ensured?

UNFPA Somalia has demonstrated remarkable capacity to deliver within humanitarian settings, effectively managing the complexities of simultaneous humanitarian and development needs. The establishment of a dedicated humanitarian unit within the CO has been a pivotal development, significantly enhancing the agility and responsiveness of UNFPA's operations during crises. This strategic move has enabled better coordination with international aid agencies and local partners, ensuring that interventions are timely and appropriately tailored to the needs of affected populations.

This complementarity between humanitarian and development approaches is particularly evident in the integration of sustainable development goals within emergency responses. For instance, the humanitarian unit has been crucial in deploying rapid response teams to address urgent health crises, such as outbreaks of disease in displacement camps, while also supporting long-term health system strengthening to improve resilience against future emergencies.

Moreover, UNFPA Somalia has employed innovative approaches to maintain service delivery during crises. One notable example is the use of mobile health teams to reach displaced populations with reproductive

health services and gender-based violence support, which has been essential in areas where traditional health facilities were non-operational due to conflict or disaster.

The Resource Mobilization Team's discussion highlights how strategic shifts, particularly the scaling up of humanitarian response, have allowed the office to access new funding streams focused on emergency response. This shift not only broadens the scope of potential donors but also aligns the office's objectives more closely with those of humanitarian-focused international partners, thereby enhancing funding opportunities and program impact.

Furthermore, the integration of data-driven strategies has strengthened the CO's ability to respond to dynamic humanitarian scenarios. Initiatives such as GIS mapping of affected areas and the development of vulnerability profiles for IDP camps have provided the data necessary to tailor interventions effectively. These actions ensure that both immediate relief and long-term developmental needs are addressed cohesively, illustrating a successful blend of humanitarian and development paradigms.

In summary, UNFPA Somalia's ability to deliver within humanitarian settings while ensuring the complementarity of humanitarian and development approaches is a testament to its adaptive strategies and effective operational framework. The establishment of specialized units, strategic partnerships, and innovative delivery mechanisms have collectively enhanced the CO's capacity to address the complex challenges of working in one of the most volatile environments globally.

EQ6: How should ASRO reconceptualize the next Regional Programme given the current progress towards the 3 TRs, the SDGs, and other commitments?

As ASRO prepares to reconceptualise its next Regional Programme, for Somalia, it is crucial to integrate the lessons learned from its current engagements within the challenging Somali context. Somalia, with its ongoing conflict, cyclical climate-related disasters, and complex humanitarian challenges, requires a dynamic and responsive program that can swiftly adapt to the rapidly changing environment.

The feedback from various stakeholders in Somalia highlights the need for ASRO to strengthen local capacities, particularly in early warning systems and rapid response mechanisms. Enhancing local capacities is essential for developing robust logistical support systems that ensure quick deployment of aid and resources during crises, such as the frequent droughts and floods that plague the region. This also includes building the capabilities of local organisations and government agencies to manage and respond to crises effectively, ensuring that interventions are both timely and sustainable.

Another critical area for ASRO's focus is the introduction of more flexible funding mechanisms. Traditional funding models often come with rigid stipulations that do not adapt well to the spontaneous needs arising from Somalia's unpredictable crisis landscape. More adaptive funding strategies would allow the Somalia CO to dynamically adjust its interventions to the evolving needs on the ground, enhancing the effectiveness and relevance of its programs.

There is also a significant opportunity for ASRO to promote structured south-south cooperation, extending beyond mere knowledge exchange to include practical collaborations on innovation and technology transfer. This approach could facilitate more robust regional networks and foster resilience against shared challenges. Particularly, innovations such as digital health solutions, which have shown promise in increasing access to essential services, should be scaled up to benefit a broader segment of the population.

Moreover, proactive, and continuous engagement from ASRO is vital to ensure that the Somalia CO is not only reacting to crises but also proactively planning for future challenges. This includes regular strategic guidance and support to maintain the continuity of operations and adapt to new developments as they arise.

Support for governance and policy advocacy is also crucial. Strengthening governance structures and advocating for policies that support sustainable development and effective crisis management are vital.

This would involve enhancing the capacity of local institutions and ensuring that international support aligns with national priorities and legal frameworks.

In summary, ASRO's next Regional Programme should adopt a forward-looking, flexible approach that not only addresses immediate humanitarian needs but also strategically positions the Somalia CO for sustainable development and resilience. By leveraging innovative practices and enhancing local capacities, ASRO can help Somalia navigate its complex challenges more effectively, ensuring progress towards the Sustainable Development Goals and the Three Transformative Results.

Conclusions

The Somalia CO stands as a poignant testament to resilience and adaptation in the face of daunting challenges. Somalia's landscape, scarred by conflicts and natural disasters, demands an agile and robust humanitarian and developmental response—a mandate that UNFPA Somalia has embraced with commendable vigour and strategic acumen.

Throughout this case study, it has been evident that the Somalia CO's efforts are deeply integrated with the strategic guidance and support from ASRO, underscoring a collaborative approach essential for navigating the complexities of the region. This partnership has facilitated significant strides toward achieving the three transformative results—reducing unmet needs for family planning, ending preventable maternal deaths, and combating gender-based violence and harmful practices.

Key to these achievements has been the CO's adept incorporation of accelerators and strategic shifts, which have not only addressed immediate needs but have also laid groundwork for sustainable progress. Innovations such as the deployment of mobile health services, integration of digital platforms, and targeted gender-transformative programs have proven pivotal in expanding reach and enhancing the impact of health and gender initiatives.

Moreover, the establishment of a dedicated humanitarian unit within the CO has significantly bolstered UNFPA's capacity to respond to emergencies. This unit has ensured that the delivery of services is timely and sensitive to the evolving contexts of the communities it serves. The dual approach of addressing immediate humanitarian needs alongside long-term developmental goals illustrates a model of operation that optimally utilizes available resources for maximum impact.

However, challenges remain, particularly in the realms of funding and resource mobilization, which are critical for sustaining and scaling up efforts. The feedback from various stakeholders within the CO highlights the necessity for ASRO to further refine its support mechanisms to enhance efficiency and responsiveness.

As we look forward, the path is clear for ASRO to reconceptualize its approach to better support Somalia. This includes enhancing anticipatory and resilience-building measures, deepening the integration of innovative practices, and strengthening south-south cooperation. These strategic enhancements are not just about responding to immediate crises but also about foreseeing and mitigating future challenges through proactive and integrated regional programming.

This evaluation, grounded in detailed qualitative and quantitative analysis, serves as a blueprint for not only sustaining the gains made but also for amplifying the impact of UNFPA's work in Somalia and potentially other similar contexts within the region. The lessons drawn from this case study are invaluable for informing future strategies that aim at a more resilient and equitable future for all Somalis.

Country Brief: Morocco

Disclaimer: Because not all staff members were interviewed, feedback received by the COs and captured here might be partial. Findings were triangulated and aggregated in the full report. Moreover, most sub questions' answers were merged here for brevity.

Brief overview

Over the last three decades, Morocco witnessed remarkable economic stability and development and progress had been made in raising income levels, fighting poverty and improving access to basic services. These reforms helped the country to stay relatively resilient to the numerous shocks that hit its economy over the past three years, including the COVID-19 pandemic, droughts as a result of climate change and the war in Ukraine. In Morocco, recognition of the importance of access to comprehensive SRH services as part of universal health coverage is growing and the government has issued a number of strategies and programmes related to SRH and GBV. Over the years, there have been significant improvements in key health indicators with a sharp decline in infant mortality rates and maternal mortality rates and the promotion of family planning. However, a gap between urban and rural areas remains large. Furthermore, despite some progress in the GBV enabling environment, health sector interventions remain limited, especially in primary care facilities. Morocco is demographically a young country, with approximately 53% of the population below the age of 30, in addition, migrants and refugees make up a significant growing part of the population turning it into a country of transit and destination.

EQ1: How is ASRO fostering an enabling environment such as programmatic, technical and operational assistance to support COs in the region?

Like in other countries, Morocco CO expressed appreciation to several areas of support by ASRO. Support was clearly provided during the development of the CPD, however, it was less so during the implementation of its various activities. Support was also provided to enhance the government's response to the humanitarian needs following the earthquake. There have also been some efforts by ASRO to support on communications, such as establishing a communication task force, the annual workshop with the COs sharing experiences and guidance on development of visibility material.

EQ2: To what extent are current accelerators effective, coherent and adaptable to evolving challenges to advance UNFPA's results?

In Morocco, CO staff mentioned efforts to empower women through SRH education and the adoption of a new gender strategy which reflects commitment to gender-transformative and human rights approaches. FGDs and interviews with Morocco COs' staff show commitment to leaving no one behind as embedded in the CPD and annual plans. They showed an understanding of the intersecting inequalities across sectors and prioritize addressing them targeting vulnerable populations like migrant women with disabilities, survivors of violence survivors of violence and women facing poverty and illiteracy. The CO works on young people with disabilities through the We Decide initiative, in collaboration with the center of Mohammed VI.

Collaborating with CSOs, the CO advocates for public policies to address discrimination for out-of-school and unemployed adolescent girls. Also, addressing the lack of universal access to healthcare for disabled women, refugees and migrants, especially refugees with limited residency and access to services. Further, addressing geographic disparities between rural and urban areas, the CO teams work with migrant communities in the south, raising awareness on SRH among girls, which the interviewed staff found to be not impactful. Further, the use of disaggregated subnational data has allowed for the development of tailored interventions that address specific local needs in maternal health, family planning and GBV prevention. This targeted approach has led to more effective utilization of resources and increased impact of programs. Government staff mentioned UNFPA's attention to vulnerable groups, such as the prison

population, particularly women and young people. Gender-sensitive approaches are integrated across all levels of intervention, aiming to address the specific needs and challenges faced by these marginalized groups.

Prioritizing innovation and digitalization, particularly for youth, was indicated by staff from Morocco CO, considering the demographic shift with a significant young population in Morocco. For instance, the use of tablets for census data collection, involving young people as data collection officers through online recruitment and training processes and utilizing the social media, TV and radio. This highlights the CO's efforts to leverage technological advancements for improved data collection and gender-sensitive practices, mirroring a similar successful approach previously implemented in Haiti. Another area that was mentioned by Morocco CO staff where innovation takes center stage is the creation of an application and referral system. The application addresses violence against women designed to streamline processes, facilitate training and empower committees to effectively manage cases. of a as we collaborate with the Ministry of Family to cultivate agents of change. Through innovative approaches, such as digital platforms, we've established Moving forward, we're committed to enhancing our efforts through continued utilization of digital tools for data collection and intervention. Feedback from interviewed staff in the Department of General Prison Administration (DGPR) shows that the digitization of medical files has been highly beneficial. It has streamlined processes, improved efficiency and ensured the seamless transfer of medical records for prisoners, instead of maintaining manual paper files. The Ministry of Planning mentioned during interviews that the collaboration with UNFPA has enhanced family planning initiatives, focusing on reducing unmet needs and promoting informed contraceptive choice. Through governance support and digitalization, access to various contraceptives has increased. Moreover, UNFPA's involvement in piloting and evaluating the national SRH strategy from a lifecycle and human rights approach was recognized.

In Morocco, UNFPA is leading the design and planning for the upcoming national census with the involvement of other agencies and has integrated gender-sensitive indicators to be used in data collection. Interviewed UNFPA staff mentioned that having demographic data and health indicators helps the CO in proposals and advocacy efforts to attract funding.

Partnerships by the Morocco CO extend across various stakeholders to implement the CPD and advance the 3TRs, the CO conducts mapping exercises and due diligence exercises on potential partners, develop joint proposals and yearly plans. Partners included the Ministry of Planning, the National Council for Human Rights and the Agency of Technology and the Agency of Data Protection. Engagements with academia and strategic partners such as GapGemini supports the CO to advocate for changes to the family code. Feedback from the DGPR shows that the partnership with UNFPA have introduced innovative initiatives to improve the well-being of prisoners, including educational programmes, social-cultural activities like ConEstival, and awareness campaigns on SRH and GBV.

Collaborating closely with agencies such as UN Women, UNESCO and UNICEF was also mentioned in interviews with the Morocco CO staff. For instance, having a joint initiative with UN Women on one-stop centres, engaging with external partners, such as the Canadian government, to secure funding for projects addressing child marriage and supporting female-headed households. With IOM on gathering migration data and partnered with UNESCO on sexual education programs and led a joint programme with JAICA, WHO and UNICEF on primary health care initiatives.

EQ3: How are the strategic shifts supporting the achievement of the 3TRs in the Arab States?

As with other countries, there has been general feedback on the unclear distinction between accelerators, megatrends and strategic shifts. Nevertheless, in Morocco, initiatives by UNFPA range from addressing climate change vulnerabilities to technology integration in programming and advancing migration data for informed policy decisions, showing integration of megatrends into the CO's programming. For example, on climate change, the CO has led the establishment of a coalition comprised of 18 organizations that focuses on the nexus between population, gender and climate change, implemented through NGOs. On innovation and digitalization, focus was on integration of technology in implementation of activities, such as the GBV app and referral system and the use of handheld devices in the national census data collection supported by UNFPA. On urbanization, the CO is moving towards a transition from predominantly rural to urban areas, with 65% of the population residing in urban settings.

The migration megatrend is integrated into the Morocco CO programme through collaboration with the Ministry of Health and participating in the national strategy for migration and asylum in Morocco. Because the country's migration landscape has shifted, the country now hosts increasing number of migrants, hence the CO is placing increased focus on addressing their needs by improving socio-economic conditions, education and SRH. NGOs like Low Place and AMPF facilitate access to information and services for migrants. Further, efforts to integrate migration data with the High Commission of Planning include gathering information on migrant demographics, socioeconomics, SRH and GBV to inform policy and programming.

The Morocco CO explores innovative financing mechanisms including the Private sector's Corporate Social Responsibility (CSR), which receives attention by UNFPA at different levels. CSR emerges as an innovative financing for development and blended financing models to support marginalized and underserved populations by the CO, particularly women, adolescents and refugees. Additionally, the government of Morocco funds a significant number of the UN cooperation and funding framework and partnerships on financing was also explored with the post office.

EQ4: To what extent are UNFPA's workforce and processes fit-for-purpose to achieve the Regional Programme outcomes and 3 TRs in the region?

There is a recognized need to increase the workforce within ASRO to enhance capacity and effectiveness of its support to the COs. Staff in Morocco in interviews during this evaluation highlighted some issues that need improvement, such as coordination beyond reporting, engagement throughout the programme lifecycle. They also emphasized the importance of improving south-south exchanges and experience sharing among countries within the region. Finally, specifically for Morocco CO, the staff shared concerns about the limited considerations of language diversity, particularly with the dominance of English in most countries and limited French-speaking staff. This impacts communication, participation in meetings and access to training opportunities, which is currently not equal between the staff in Morocco and those in other countries.

EQ5: How has UNFPA been able to deliver within humanitarian settings? To what extent was the complementarity between humanitarian and development approaches ensured?

Morocco CO staff in FGDs highlighted an increased focus on the integration of crisis preparedness into its programmes, following a recent earthquake. CO leveraged collaboration with the Ministry of Health and other UN humanitarian agencies, a specialized kit for earthquake response and the continuation of services, including addressing GBV was developed. Although the team activated the Fast Track Procedures (FTP), it was ultimately not utilized, indicating a readiness to mobilize resources for humanitarian efforts. Moroccan government is showing increased interest in preparedness and self-reliance from national budgets, which increases prospects for sustainability and effectiveness in future plans by UNFPA on humanitarian crisis respone. Future plans include advocating for Minimum Initial

Service Package (MISP) training integration into emergency protocols and leveraging expertise to assist other nations during crises, with a focus on climate change resilience and regional support initiatives.

EQ 6: How should ASRO reconceptualise the next Regional Programme given the current progress towards the 3 TRs, the SDGs and other commitments?

There have been concrete advancements towards the achievement of the 3TRs by the government of Morocco, in which UNPA has been supporting. The MOH has developed a strategy for SRH, there has been significant progress in reducing maternal mortality by around 35%. However, there are persistent inequality between rural and urban areas, which confirms a need for targeted interventions to address the specific challenges faced by population groups in rural areas. Stakeholders and partners to UNFPA in Morocco are active and show commitment to SRH and GBV, there are opportunities for UNFPA to play a deeper role on legislations and institutional change and policy influence, especially in relation to the universal health coverage. In addition, country capacity strengthening through specialized trainings, data and information management systems, social behavioral change and knowledge exchange. The MOH mentioned joint efforts underway to implement telemedicine within prisons, facilitated by UNFPA. They foresee that this initiative has the potential to revolutionize healthcare delivery by enabling remote medical consultations and reducing the need for physical transfers, thereby enhancing the overall health management of prisoners. In Morocco, special consideration to demographics focusing on youth as a primary group to be engaged in design, implementation of activities. In this regard, it is important that ASRO guides the CO on UNFPA's role in youth and adolescent programming. Special attention should also be paid to migration dynamics and protection of people in need of international protection, in light of its intensified gatekeeper role in EU migration and the recent Migration Pact.

ASRO should strengthen its support to Morocco CO, with focus on technical assistance on SRH and GBV, evidence generation and policy dialogue, as well as resource mobilization and partnerships. ASRO should institutionalize accelerators, clearer understanding of megatrends and strategic shifts. Robust corporate guidance is necessary to ensure their integration across planning, capacity building, implementation, and reporting processes to drive impactful and targeted outcomes.

Annex 11: Documents Consulted

UNFPA Global Documents
- UNFPA Strategic Plan, 2022-2025
- UNFPA Resource Mobilisation Strategy 2022-2025

Regional documents:
- Regional programme 2022-2025
- 2022-2025 Arab States Regional Programme MTR Report
- 2022, 2023, 2024 workplans
- RP change stories
- RP 2018-2022 Evaluation
- HR organogram and list of staff
- ASRO Business Continuity Plan 2022
- Several mission reports
- Communications documentation
- Innovation documentation

Adolescents and Youth
- Towards scaling up comprehensive sexuality education in the Arab Region: an operational guide for UNFPA staff and partners working on CSE implementation.
- The Arab Strategy for Youth, Peace, and Security (2023-2028)
- ICPD30 Regional Youth Declaration (2023)
- Regional Adolescent Girls Framework (2023-2025)
- Assessment of AYFS in the Arab Region (2022)

Gender
- AUC Workplan with ASRO GPS ID: 244642
- AUC Workplan with ASRO GPS ID: 218848
- ASRO WP with League of Arab States GPS ID: 242510
- Mobilising Creative Arts for Prevention of GBV GPS ID: 218773
- SRHR Capacity Development GPS ID: 213548
- Al Azhar RL WP GPS ID: 213819
- Al Azhar RL WP GPS ID: 243033
- KNOWVAW Data GPS ID: 242517
- KNOWVAW Data GPS ID: 219947
- SRHR Advocacy GPS ID: 253385
- Statement and Call for Action: Discussion panel between the International Islamic Center [in Arabic] for Population Studies and Research at Al-Azhar University and religious scholars from Djibouti, Somalia, Yemen, and Egypt to discuss Female Genital Mutilation, Early Marriage, and Gender-Based Violence
- United Nations Population Fund (2023). "Essential services for adolescent girls subjected to violence in the Arab region."
- Impact and linkages of climate change on child marriage (CM) and Female Genital Mutilation (FGM) in the Arab region

- Technical note: The impact and linkages of climate change on child marriage (CM) and Female Genital Mutilation (FGM) in the Arab region

Humanitarian
- **Factsheets**:
    - "Empowered to choose" UNFPA Cash and Voucher assistance (CVA) Highlights from 2022 / Arab Region & Türkiye (Syria Crisis Response)
    - Donor Factsheet Regional Syria Crisis Response USAID's Bureau for Humanitarian Assistance (BHA)
    - Donor Factsheet European Civil Protection & Humanitarian Aid Operations (ECHO)
    - "Against All Odds" Regional Impact Assessment of UNFPA's Humanitarian Response in Seven Countries in the Arab Region 2022
- **Situation Reports:**
    - Escalation of Hostilities in North-West Syria, Situation Report # 1, 18 October 2023
    - Regional Situation Reports for the Syria Crisis, issues 113-124 (January 2022-December 2022) (12 reports) and 7 reports for 2023 (January, March-September)
    - Regional Quarterly Report on The Syria Crisis, September 2023
    - Türkiye / Syria Earthquake, Joint Situation Report #1-4 (March-May 2023)
    - Türkiye / Syria Earthquake, Whole of Syria Situation Report #2-6 (February-March 2023)
- **Communication Campaigns (documents/videos):**
    - #ThisIsNotNormal
    - Brussels VI Conference
    - Rebel Girls
- **Press Releases:**
    - EU-UNFPA partnership brings urgent care and protection to Syrian women and girls
    - #ThisIsNotNormal: A UNFPA campaign to disrupt the risks of gender-based violence becoming normal
    - UNFPA welcomes Canada's continued support to communities throughout the Arab region
    - UNFPA partners with Rebel Girls to launch Arabic edition of the 'I Am A Rebel Girl' Journal
    - UNFPA gives thanks to the United States for its continued support to communities impacted by the Syria crisis
- **Guidance Notes/Key Messages:**
    - A Childhood Lived to its Fullest - Key Messages on Child Marriage & Forced Puberty in Syria
    - A Childhood Lived to its Fullest – Statement on Child Marriage & Forced Puberty in Syria
- **Funding Overview:**
    - Overview of Funding Needs - Regional Syria Crisis Response 2024
    - Overview of Funding Needs - Regional Syria Crisis Response 2022

Also programmatic documentation on SRHR and PD.

Country Offices Documents
Egypt CO:
- 2022 Annual Report - Egypt
- 2023 Annual Report - Egypt
- 2020-A_76_5_Add.8_E

- DP.FPA_.CPD_.EGY_.11 - Egypt CPD - Final - 5Dec22
- MTR_Final Version.pdf
- Final Resource Mobilization and Partnership Plan - Egypt 2023-2027 CP
- List of projects - UNFPA
- Harmful Practices and Adolescents Girls Programme
- Technical Brief on Reproductive Health
- UNFPA Egypt CO GBV programme
- Youth Program Technical Brief
- UNFPA CO Egypt Partners
- National Midwifery Strategy for Egypt 2023-2030 -A
- National Midwifery Strategy for Egypt 2023-2030 -E

Iraq CO:
- 01 Master - Component result framework 2023 - Alignment of New SP to CPD
- 2018-02-21 Audit of UNFPA Iraq CO - Final Report
- 2020-08-24 Remote Audit of the UNFPA Offices in the AS Region v3 (1) With Reviews by Dickson, Jacob and Raj
- 2022 Annual Report - Iraq
- 2023 Annual Report - Iraq
- 20230403 HRP EL SALVADOR INGLES
- 20231215_CCA_final_AS Dec.17.2023
- Brief on Gender-GBV Protfolio
- Brief on Population Development -PD
- Brief on Sexual and Reproductive Health -SRH
- Brief on Youth and Adolescent
- Communications and Partnerships
- CPE Iraq 2021

Lebanon CO:
- 2022 Annual Report - Lebanon
- 2023 Annual Report - Lebanon
- DP.FPA_.CPD_.LBN_.5- Lebanon CPD - Final - 12Dec22

Libya CO:
- 2022 Annual Report - Libya
- 2022_Libya_CP and RRM_Final_HCT_14_12_22
- 2022-12-31 Audit of the UNFPA Libya CO - Final Report for distribution SIGNED
- 2023 Annual Report - Libya
- DP.FPA_.CPD_.LBY_.2 - Libya CPD - FINAL - 3Jul23
- FA-Libya-Clean-3pm
- Integrated Partnership, Resource Mobilisation and South-South Cooperation-Libya ROCommentsAugust2022
- Libya CO checklist (Excel file)
- Libya CPE Report _ Final
- ROMENA_Libya_FA_DEC2023_FINAL
- UN_CommonCountryAnalysis_Libya_2023_final
- UN Libya CCA 2021 final 1-11

Oman CO:
- 2022 Annual Report - Oman
- 2023 Annual Report - Oman
- Copy of 2022 AWP singed
- Copy of 2023 UNFPA AWP -Signed
- Copy of Annual Progress report 2022 and 2023
- Copy of AWP - UNFPA and RCO Bahrain 2023 -Signed
- Copy of Environment Scanning
- Copy of Resource Mobilization Strategic Plan for GCC- Final
- Copy of UNFPA GCC Office Organogram_final2024

Somalia CO:
- 2021_2025 UNFPA Somalia Annual Results Framework 2021-2025 Updated 27 Apr. 2023
- 2022 Annual Report - Somalia
- 2023 Annual Report - Somalia
- ASRO Formative Evaluation
- CPD21-25-SP2022-25 Alignment Master Sheet
- DP.FPA_.CPD_.SOM_.4 - Somalia_CPD FINAL-_16Dec20
- Organogram Dec 2023
- UNSDCF Somalia 2021-2025

Additional References Cited in Report
- Mapping of Youth Policies in the Arab Region (2021)
- Youth Sexual and Reproductive Health and Rights in the Arab Region (2022)
- Child Marriage in Humanitarian Settings in the Arab States Region: Study results from Djibouti, Egypt, Kurdistan Region of Iraq and Yemen
- Female Genital Mutilation in Humanitarian Settings in the Arab Region: Synthesis Report on Gaps and Priorities for Prevention and Response Programming
- The Cost of Child Marriage Over the Life Cycle of Girls and Women: Evidence from Egypt, Iraq, Jordan and Tunisia (2023)
- The Need for Integrated Climate Change Action in Sexual and Reproductive Health and Gender-Based Violence Programming. Evidence and Recommendations for the Arab Region (2023)
- Gender-Based Violence in the Context of Climate Change in the Arab Region. Review of Evidence and Pathways (2023)
- Resisting Violence Against Women and Children and Protecting Reproductive Health in an Integrated Life Cycle from an Islamic Perspective (2023)
- The Arab States 2023 Review of the Implementation of the UNFPA Strategic Plan, (2022-2025)
- Review of the Global SP and the Regional Programme for Arab States
- The UN Population Fund's Strategic Programme Evaluation (SPE) Report (2024)
- League of Arab States Population and Development Programmes (Various Years)
- UN ESCWA Reports on Demographic Changes and Policies in the Arab States (Various Years)
- World Bank and Islamic Development Bank Funding Reports for SRH Initiatives (Various Years)
- UNFPA's Annual Reports and Regional Response Plans (2020-2024)