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## List of acronyms

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<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>ASRO</td>
<td>Arab States Regional Office</td>
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<tr>
<td>CO</td>
<td>Country office</td>
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<tr>
<td>CPD</td>
<td>Country programme document</td>
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<tr>
<td>CSO</td>
<td>Civil society organization</td>
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<tr>
<td>FBO</td>
<td>Faith-based organization</td>
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<tr>
<td>FGM</td>
<td>Female genital mutilation</td>
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<td>FP</td>
<td>Family Planning</td>
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<tr>
<td>GBV</td>
<td>Gender-based violence</td>
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<tr>
<td>HIV</td>
<td>Human immunodeficiency virus</td>
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<tr>
<td>ICPD</td>
<td>International Conference on Population and Development</td>
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<tr>
<td>IDPs</td>
<td>Internally-displaced persons</td>
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<tr>
<td>IFI</td>
<td>International financial institution</td>
</tr>
<tr>
<td>GBV</td>
<td>Gender-based violence</td>
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<tr>
<td>LAS</td>
<td>League of Arab States</td>
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<tr>
<td>MoU</td>
<td>Memorandum of understanding</td>
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<tr>
<td>NGO</td>
<td>Non-governmental organization</td>
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<td>RO</td>
<td>Regional office</td>
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<tr>
<td>SDG</td>
<td>Sustainable development goal</td>
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<tr>
<td>SRH</td>
<td>Sexual and reproductive health</td>
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<tr>
<td>SP</td>
<td>Strategic plan</td>
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<tr>
<td>SWOT</td>
<td>Strengths-weaknesses-opportunities-threats</td>
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<tr>
<td>UNFPA</td>
<td>United Nations Population Fund</td>
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In 2011, the Busan Agreement for partnership for effective development cooperation was launched within the framework of the Fourth High level Forum on Aid Effectiveness. The Busan Agreement highlighted four principles for all development actors that are key to making development cooperation effective. These include ownership of development priorities by developing countries; a focus on results; partnerships for development involving the participation of all actors recognizing the diversity and complementarity of their role; transparency and shared accountability.

The Global Partnership for Effective Development Cooperation as a multi-stakeholder platform, to advance the effectiveness of development efforts by all actors, was established as a direct result of the Busan Partnership Agreement. Busan and the Global Partnership have promoted a paradigm shift in partnership for development. Partnership was to become inclusive, multi-stakeholder and effective. The UNDG as members of the Global Partnership effectively adapted this paradigm shift as a focused approach to achieve the SDGs.

In tandem with this shift, UNFPA’s mandate lies at the core of the 2030 Agenda for Sustainable Development. The three UNFPA’s transformative results – (i) ending preventable maternal death; (ii) ending unmet need for family planning; (iii) ending gender-based violence and harmful practices, including female genital mutilation (FGM) and child, early and forced marriage – are essential to ensure the achievement of the 17 Sustainable Development Goals (SDGs).

In this context, the 2030 Agenda stands both as a roadmap of opportunity and as an ambitious challenge, which no single institution is able to tackle alone. Multi-stakeholder efforts and alliances become key to ensure sustainable progress in all sectors. SDG 17 calls for unleashing the potential of partnerships through innovative alliances with the private sector, CSOs, parliamentarians, philanthropic organizations, the scientific community and individuals. The Global Partnership reaffirms this basic rule, now effectively adopted by development actors.
A successful sustainable development agenda requires partnerships between governments, private sectors and civil societies. These inclusive partnerships built upon principles and values, a shared vision and goals that place people and the planet at the centre, are needed at the global, regional, national and local level.

SDG 17: Revitalize the global partnership for sustainable development

In September 2017, the Strategic Partnership Branch (SPB) launched a Corporate Framework for Strategic Partnerships 2019-2021, which details overarching purpose, general principles and internal structure for partnerships in the organization.

As emphasized by the UNFPA’s Strategic Plan 2019-2021, strategic partnerships can accelerate and consolidate progress towards its three transformative results. The strategic partnership model launched is aligned to the current discourse on multi-stakeholder partnerships and its priority for development.

The Corporate Framework sets the standards for its roll out at regional and country level by asserting that:

“Partnership work in the regions will be developed through Regional Strategic Partnership Frameworks that stem from the global framework, while being tailored to the most relevant regional partnerships, stakeholders and UNFPA’s core issues. The strategies are an initial reference point for country offices in implementing the global framework.”

In order to roll out and operationalize the Corporate Framework at the regional and country levels, ASRO developed a Regional Strategic Partnership Framework 2019-2021. The Regional Framework aims to:

- Outline guiding principles and the first UNFPA’s regional approach to strategic partnerships 2019-2021, for UNFPA’s country offices;
- Raise awareness on the relevance of strategic partnerships to achieve UNFPA’s mandate in the region.

Strategic partnerships can help position UNFPA as key developmental and humanitarian actor in the Arab region. An expansion and diversification of partners can improve UNFPA’s capacity in achieving to make governments more convinced of UNFPA’s capabilities to deliver.

1 This Regional Framework takes into account the Corporate Framework for Strategic Partnerships 2019-2021, the Regional Interventions Action Plan for Arab States 2019-2021 and the Country Programme Documents (CPDs) in the Arab states region.
1.1 The external environment

1.1.1. Global context:

Inclusive partnerships for achieving the Sustainable Development Goals (SDGs): Given UNFPA’s distinct mandate, which underpins all of the SDGs, the 2030 Agenda provides a unique opportunity to accelerate achievement of the International Conference on Population and Development (ICPD). UNFPA’s strategic plan 2018-21 is closely aligned with SDG 1 “End Poverty”, SDG 3 “Health and well-being”, SDG 5 “Gender equality”, SDG 10 “Reduce inequalities” and SDG 16 “Peace, justice and strong institutions”. Within this context, UNFPA works to reaffirm the importance of strengthening alliances with the private sector, civil society organizations, academia, foundations, parliaments, local authorities, volunteers and other stakeholders.

The UN reform. The current UN reform requires the UN to strengthen its ability to meet new demands and deliver its services in the most effective and efficient ways. This includes opening to new and innovative modalities of engagement with non-state development actors and innovative financing, such as private sector and CSOs. This represents a steep learning curve for many UN entities, out of the natural comfort zone of traditional donor-relations. In order to effectively engage in this space, UNFPA needs to adapt and improve its structure and approaches to strategic partnerships.

The new aid architecture, increasing competition and uncertainty of resources: Externally and within the UN system, competition over resources is stronger. UN organizations work with a usual club of traditional donors (OECD-ODA donors). Shifting aid objectives and mechanisms have created an increasingly fragmented and highly dispersed aid architecture, which, while it has been responsible for the clear and tangible benefits enjoyed by recipient countries in specific areas, does not appear to be supporting an effective system overall. Aid effectiveness has been
found abundant in some contexts, while resource flows have fallen short of needs in others.

Furthermore, the emergence of significant global economic players from the ranks of developing countries as well as the international philanthropy community has begun to initiate a new realignment of the international aid system. The increased participation of new players, the deep rethinking of decades-old beliefs regarding correct economic management, the challenges facing donors in raising the aid resources required, and emerging development challenges, present both dilemmas and opportunities to reshape the global aid system.

1.1.2. Regional context:

**Humanitarian crises:** Humanitarian crises in the Arab region are becoming increasingly protracted in nature. Emergencies and conflicts in Palestine, Somalia, Sudan, Iraq and Yemen have persisted for decades and the crisis in Syria has passed its seven-year mark. Also in Libya, since 2014, the situation has deteriorated significantly. This trend calls UNFPA to increase its engagement, quality and impact of its emergency response. This includes strengthening collaborations within the Health and Protection Clusters and humanitarian NGO SPs as well as expand and develop fit-for-purpose partnerships.

**Mixed migration:** The Arab region is facing an unprecedented scale of mixed flows of migrants, and populations on the move. It is estimated to host over 35 million international migrants, eight million refugees and 16 million internally displaced persons (IDPs) (2018). Individuals affected by mixed migration, particularly women and youth, face a range of health, well-being and protection challenges throughout the migration route. This translates in the need for UNFPA to use strategic partnerships increasingly to address the burden of emergencies and crises.

**Emerging private sector actors and innovative financing:** The presence of new and emerging private sector actors in the region represents a great opportunity. This includes, investing in new ways of channelling resources. This changing financing landscape calls for innovative strategic partnerships to leverage the untapped potential of the private sector, funds, foundations, finance institutions and civil society.

1.2 The internal environment

1.2.1 The paradigm shift in thinking about partnership within UNFPA:

The development of a new strategic partnership framework is based on the global paradigm shift initiated in Busan in 2011 with the Global Partnership Agreement and and straightened by the endorsement of the 2030 Agenda for Sustainable Development in 2015. UNFPA has aligned to this shift, by adopting a renewed approach to strategic partnerships.

1.2.2 The new strategic plan and the centrality of strategic partnerships:

As emphasized by the UNFPA Strategic Plan 2018-2021, strategic partnerships can accelerate and consolidate progress towards its three transformative results. The strategic partnership model launched is aligned to the current discourse on multi-stakeholder partnerships and its priority for development.

1.2.3 The new corporate framework on strategic partnerships:

A new corporate **UNFPA Framework for Strategic Partnerships**, launched in September 2017, represents a paradigm shift for UNFPA setting the principles and guidelines for strategic partnership engagement.
2.1 UNFPA definition of strategic partnerships

“UNFPA’s strategic partnerships are collaborations that lead to a mutual win and to a positive impact for the partners involved. They are developed through a shared approach with partners and imply an ethical responsibility to accomplish the objectives of the partnership, according to the core principles of relevance, equity and transparency, precautionary principle, cost-effectiveness.”

According to the framework the definition of strategic corporate partnership, is:

This definition strives to go beyond the “business as usual” relations that UNFPA conducts with its traditional partners (i.e. donors, implementing partners and national governments). The Corporate Framework aims to define modalities and approaches for strategic partnership engagement with the business sector, corporate and philanthropic foundations, parliamentarians, civil society organizations, academia, individuals and multi-stakeholder initiatives (e.g. UN Global Compact).

In this line, the Framework does not address the work of UNFPA with implementing partners (IPs), which are recipient organizations, entrusted by UNFPA to implement programme activities. In this sense, there is a clear distinction between a strategic partner and an implementing partner, specifically in the status, responsibilities and formal modalities of engagement, which are summarized in the table below.
Goal: Galvanize UNFPA’s broad endorsement and visibility, and increase its outreach.

Type of partners: Reach can include, but are not limited to, private sector, academia and scientific institutions, civil society initiatives and high-net worth individuals.

BRAINPOWER

Goal: Support advocacy, increase outreach and leverage on civil society and institutional actors, expanding governments support, while addressing non-supportive contexts.

Type of partners: Parliamentary groups, CSOs, high-net worth individuals, associations, media and academia.

RESOURCE MOBILIZATION

Goal: Support UNFPA’s programmes, providing in-kind and financial resources from non-traditional donors to scale-up impact.

Type of partners: Includes private sector, charity foundations, NGOs, CSOs and individual giving.

2.2 Four pillars proposed for strategic partnerships building

The Corporate Strategic Partnerships Framework 2018-2021 identifies four priority pillars as corporate purposes for building and developing strategic partnerships:

REACH

Goal: Galvanize UNFPA’s broad endorsement and visibility, and increase its outreach.

Type of partners: Reach can include, but are not limited to, private sector, academia and scientific institutions, civil society initiatives and high-net worth individuals.

ALLIANCES FOR A CONDUCTIVE ENVIRONMENT

Goal: Support advocacy, increase outreach and leverage on civil society and institutional actors, expanding governments support, while addressing non-supportive contexts.

Type of partners: Parliamentary groups, CSOs, high net-worth individuals, associations, media and academia.

Table 1: Strategic partnerships (SPs) - mode of engagement - differs from implementing partnerships (IPs)

<table>
<thead>
<tr>
<th>Definition</th>
<th>Characteristics</th>
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| **Strategic partnerships (SPs) – mode of engagement** | • **Equal** relationship between UNFPA and the SP.  
• **Mutual** gain and based on **reciprocal** effort to achieve the objective(s) of the partnership.  
• **Ad hoc** with specific outputs or **broad**, based on the common mandate of UNFPA and the SP.  
• **Due diligence** verification process required for UNFPA’s SPs. |
| **Implementing partners (IPs) - actor** | • **Recipient organizations** selected based on their capacity, to ensure the highest quality of **service** and the ability to apply innovative strategies to meet UNFPA’s priorities and needs in the most efficient and cost-effective manner.  
• Bound to the achieving specific and time-bound outputs  
• Thoroughly assessed using **IP capacity assessment tool**. |

"UNFPA’s SPs are collaborations leading to mutual win and a positive impact for the partners involved. They are developed through a shared approach with partners and imply an ethical responsibility to accomplish the objectives of the partnership. SPs are based on the principles relevance, equity and transparency, precautionary principle, cost-effectiveness.”
**UNFPA’s strategic partners in the Corporate Framework on Strategic Partnerships 2019-2021**

**Business enterprises and corporate foundations** including national/multinational corporations, small and medium size enterprises and corporate foundations - are key stakeholders to public-private partnerships. They can provide financial resources, competencies, knowledge, and innovation and can increase UNFPA’s visibility.

**Philanthropic foundations** are a key source of additional funding and can support the visibility of UNFPA’s work as well as the creation of an enabling environment.

**Parliamentarians** play a key role in supporting policies, legislative and accountability frameworks of governments, in the implementation of the ICPD Programme of Action within the 2030 Agenda.

**Civil society organizations** include a range of formal or informal stakeholders, such as international and national non-governmental organizations, community-based organizations, philanthropic foundations, faith-based organizations, advocacy groups, trade unions, women’s groups, and professional associations.

**Academia and scientific institutions** play an important role in the advancement of the SDGs and are thought leaders on innovation providing knowledge and skills to support UNFPA’s activities.

**High net-worth individuals** can provide resources to UNFPA, as well as influence opinions and trends, and speak in support of the organization’s mandate and work.

**Individuals** can facilitate a conducive environment and participate in fundraising initiatives (i.e. crowdsourcing, online fundraising etc.)

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**2.3 UNFPA’s organizational framework**

UNFPA is rethinking its organizational structure, and investing in key areas towards achieving higher effectiveness and brand recognition. The Strategic Partnerships Branch was established within the Division of Communications and Strategic Partnerships to provide corporate guidance on alliances with non-traditional partners. Regional (ROs), Country (COs) and Liaison (LOs) offices have a great role to play to nurtured opportunities for partnership and visibility for UNFPA. Coordination and guidance by the RO will help COs to build stronger capacities and manage complex and multiple partnerships. CPDs also need to include integrated strategic partnership plans, and be aligned to regional priorities and corporate directions on partnerships.

**Figure 1: UNFPA’s internal structure for strategic partnerships**
In 2018, a mapping was conducted to assess the partnership situation in 16 UNFPA country offices and ASRO. The results of this mapping are presented in this section. The mapping informs a strengths, weaknesses, opportunities and threats (SWOT) analysis. The methodology used consisted of a questionnaire and a matrix compiled by the COs and RO. A quantitative analysis was undertaken to aggregate information at regional level.

To note: The mapping is on purpose not including partnerships with bilateral/multilateral donors, national governments and implementing partners, as they are not addressed by the UNFPA Corporate Framework for Strategic Partnerships 2018-2021. Clearly, these are critical partners for UNFPA at country and regional levels. However, in the organization there are already a number of policies, strategies and mechanisms to organize and structure the engagement with them.³

³ i.e. the Regional Resource Mobilization Plan, included in "UNFPA Regional Interventions Action Plan For Arab States 2018-2021"
3.1 Number, type and sector of strategic partnership initiatives

In the Arab region, UNFPA is engaging in over 90 different strategic partnership initiatives (including 161 initiatives with national governments and UN agencies). This highest number includes strategic partnership initiatives between UNFPA and a variety of civil society organizations, spanning from associations to NGOs. There are also a considerable number of strategic partnerships with, universities and research centres. Relevant strategic partnerships are also active with the private sector and different media actors while there is a smaller number of strategic partnerships with high-net worth individuals, foundations and parliamentarians groups.

Figure 2: Number of strategic partnerships per type of partner

Strategic partnerships are predominant in the areas of gender (including GBV) and health (including SRH and maternal health). The other two main areas are data and statistics, and youth. In addition to the emergence the emergence of new areas, such as ICT (i.e. ICT solutions for improved programme delivery), migration and sport for development.

Figure 3: Strategic partnerships by sector
3.2 Degree of formalization and duration

The mapping also highlights a relevant degree of informality in the partnership management by UNFPA in the Arab region, with around two-thirds of them, which are not formalized. When UNFPA formalizes the relationship with strategic partners, formal agreements and memorandums of understanding MoU are amongst the common tools used.

Informality allows a certain degree of flexibility in managing the portfolio of partners in the region, however, this trend poses also a threat of reputational risk to UNFPA. Formalizing partnerships within defined boundaries and conducting a formal due diligence processes is crucial to assess and mitigate these risks. Reputation remains one of the greatest assets of the organization and defining collaborations with other entities is important to protect it.

Figure 4: Degree of formalization of strategic partnerships

- 67% MoU
- 18% Agreement
- 13% Letter of Intent
- 2% Not formalized

In terms of duration, UNFPA tends to rely on long-standing and multi-year partnerships, with more than three quarters of the total established over a two to three year period. UNFPA has strong relationships in the region, based on multi-year collaborations and long-term objectives. However, this can result in the preference to work in a comfort zone of traditional strategic partners, thus being a potential barrier to innovation.

Figure 5: Duration of strategic partnerships

- 44% 4 Years or more
- 30% 2-3 Years
- 26% 1 Year

3.3 Trends in UNFPA’s contributing role in strategic partnerships

UNFPA’s main contribution to strategic partnerships is mainly through technical support. In a small number of cases, UNFPA supports partnerships financially, on an equal basis with the partners, while in almost no case, UNFPA provides an in-kind contribution. Conversely, UNFPA’s SPs’ contributions are based majorly on in-kind and financial support. In a relevant number of cases, SPs match UNFPA’s technical expertise, with an equal technical support.

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3.4 Purpose of partnerships

According to the corporate classification for strategic partnerships, UNFPA in the Arab region reveals to work predominantly with allies to foster a conducive environment for UNFPA’s mandate. These partnerships are focused on advocacy, outreach and continuously expanding governments and wide public support to UNFPA. This trend is in line with the complexity of the region, especially since some of the areas of UNFPA’s mandate face the is challenged with the lack of supportive environments. Another relevant category of partnerships aims at increasing the reach of UNFPA’s actions and programmes. Reach SPs are also relevant in the Arab region to allow UNFPA to access different sectors and effectively implement its programme interventions, while supporting a strong positioning of UNFPA.
Based on the above mapping, a SWOT analysis is presented in this section to highlight major gaps and opportunities for UNFPA to strengthen its strategic partnerships during the period 2019 - 2021.

**Strengths:**
A new UNFPA Corporate Strategic Partnership Framework, was launched in September 2017. The framework sets an umbrella for the work of UNFPA with strategic partners, including a paradigm shift on how to build partnerships; opening to the development of specific regional strategies.

- UNFPA partners with a number of UN agencies through joint programmes. Such inter-agency collaboration is a solid base to ensure significant and high-level contribution to the achievement of the SDGs, connection and cross-fertilization of different sectors, visibility of partnerships and effective mobilization of resources.

- Strong presence of alliances and reach partnerships in the region in the main areas of the mandate of UNFPA: (i) gender (including GBV); and (ii) reproductive health. UNFPA contributes to these partnerships mostly through technical assistance and support, which indicates a strong recognition of its technical soundness and expertise.

- The high number, longevity and diversity of active strategic partnerships testifies the existence of a strong network. The considerable number of strategic partnerships with academia, research and scientific institution, positions UNFPA as lead agency in the area of population data.

**Weaknesses:**

- Lack of sufficient staff capacity for developing SPs and lack of a clear understanding of the UNFPA Corporate Strategic Partnership Framework by staff at the regional and country levels.
Such limited awareness requires capacity development of staff, and a change in the way UNFPA partners in the region. Currently, there is a disproportionate engagement of UNFPA with its implementing partners comparing to its engagement with its strategic partners throughout the whole region.

- There is a minor presence of partnerships focusing on youth, data and statistics in comparison with gender and SRH. A higher number of SPs have potential to be established in these sectors.
- A few SPs have the purpose of mobilizing additional resources. This is a limitation of the scope and the impact of current partnerships, particularly given the increased competition over resources at global and regional level.
- The mapping outlines a lack of consistent engagement throughout the region with parliamentarians and high net-worth individuals and foundations.
- Strong documentation/ communication of the achievements of UNFPA’s strategic partnerships is missing.

**Opportunities:**

- The 2030 Agenda (particularly SDG 17) and the reform of the UN development system offer an opportunity to open to new and innovative modalities of partnerships with emerging actors (IFIs, private sector, CSOs). In order to capitalize on this, UNFPA needs to reconfigure, adapt and improve its engagement approach with SPs. A substantial investment in capacity and skills on SP development is required. The reception and mainstreaming of the UNFPA Strategic Partnership Framework by all staff is important to succeed.
  - High potential to mobilize resources and build on the existing collaborations. There is room to expand and deepen partnership initiatives with the private sector, media, parliamentarians and high net-worth individuals.
  - Opportunity to capitalize through focused strategic partnerships on the steady increase of attention on trending themes such as youth, migration, sports for development and logistics.
  - High potential to increase coordination among the country offices and the regional office to engage with on multi-country initiatives and possibly within a regional focus.

**Threats:**

- Lack of formalized partnerships and consistent due diligence process, corresponds to a high reputational risk for UNFPA. Well-defined partnerships are essential to protect UNFPA’s reputation.
- High longevity of relationships with the same partners (almost 50% of SPs is based on four years or more long-standing relationship) can constitute a barrier to innovation and in investing resources to engage with new and emerging partners.
- Many SPs focus on advocacy and other “soft” activities, causing problems in showcasing concrete impact.
5.1 UNFPA’s approach to strategic partnerships in Arab states 2019-2021 (the 3 I-s)

Based on the SWOT analysis conducted, three major pillars will define the overall approach to SPs in ASRO 2019-2021, which will guide regional and country offices in the near future.

The adopted approach will be further explained in this section by detailing key priorities and indicators of success for each one of its pillars: (i) invest, (ii) innovate, (iii) inform.

A shared action plan between UNFPA’s Arab states regional office and country offices to operationalize this tridimensional approach in 2019-2021 will be developed and annexed to this regional framework.
5.1.1 Invest in strategic partnerships

Investments in strategic partnerships are an essential element, which is required in order to scale-up and consolidate existing collaborations as well as to expand the network of partners of UNFPA both at the national and regional levels. In addition, it is critical to invest in strengthening the capacity of UNFPA staff to engage in, build and manage strategic partnerships.

UNFPA’s ASRO will invest in:

- **Strengthening existing partnerships**, revitalizing collaborations, conducting joint initiatives and accentuating emphasis on accountability and impact.
- **Capacity development of staff** (including through dedicated financial resources) for engagement in strategic partnerships development.

**Key indicators of success 2019 - 2021 (to be counted on an annual basis at the RO and COs’ levels):**

- Number of initiatives conducted in the framework of existing strategic partnerships in the Region
- Number of capacity development activities on strategic partnerships

5.1.2 Innovate the pool of strategic partnerships

Successful sustainable development requires dynamic and inclusive strategic partnerships that involve a variety of stakeholders. UNFPA will work to develop strategic partnerships that create innovative shared opportunities by leveraging on partners’ added value. In this regard, it will be important that UNFPA’s regional office together with the country offices continue to produce an annual mapping of strategic partnerships in the region, analyzing trends, gaps in order to inform adjusted target setting.

UNFPA ASRO will innovate in:

- **Expanding the network of partnerships** in areas where a gap has been identified (i.e. increasing strategic partnerships focusing on youth and migration or on reach and brainpower): set targets and provide budget for strategic partnerships efforts, while finding new modalities of engagement.
- **Taking partnership to a higher level**, beyond the traditional framework of implementing partners (entities to which UNFPA entrusts the implementation of programme activities) to strategic partners (collaborations with reciprocal responsibilities leading to mutual win) and operationalizing the paradigm shift in UNFPA called by the Strategic Plan 2018-2021.

5.1.3 Inform and document strategic partnerships

Documenting partnerships is essential to share information and increase the visibility of UNFPA’s collaborations across different sectors, as well as for keeping track and formalizing governance arrangements and responsibilities.

UNFPA ASRO will share information and document by:

- **Sharing information and documenting strategic partnerships.** Ensure visibility as key to partnership management and maintenance and establish mechanisms to share information and coordinate with the RO and other COs.
- **Formalizing strategic partnerships** through the appropriate corporate channels: completion of the corporate due diligence process and signing of memorandums of understanding and agreements.

**Key indicators of success 2019 - 2021 (to be counted on an annual basis at the RO and COs’ levels):**

- Percentage of completed due diligence processes for new strategic partnerships
- Percentage of agreements/MoUs signed for new strategic partnerships
- Number of social media posts, print, videos or multimedia products which are focused on communicating UNFPA’s initiatives with a strategic partner.
What worked? – Empowering women and youth through an online cartoon competition in Jordan

Purpose: reach – resource mobilization – brainpower

Private sector partner - Seven Circles: This Jordan-based partnership involved UNFPA and Seven Circles, a consulting and solutions firm, with the purpose to supporting women and youth empowerment in Jordan and the provision of quality information on SRHR and GBV including information on where services can be accessed in Jordan.

The entry point: The initial contact between UNFPA and Seven Circles was made by the Representative of UNFPA’s office in Jordan at a public space. In the initial phase of the partnership UNFPA invested time in strengthening the technical knowledge of Seven Circles on the areas of its mandate and programmes. Accordingly, a full day workshop was conducted with the aim to address gaps in knowledge and understanding between UNFPA and Seven Circles to ensure familiarity with UNFPA’s SRH and GBV programmes.

Results: The first joint effort was a campaign through an online cartoon competition on women’s empowerment in 2017. The campaign was able to achieve 167 submissions globally and 6,190 online votes, with a total of 17,835 users accessing the online platform. Following this success, UNFPA Jordan partnered with Seven Circles for the publication of coffee table books showcasing some of the winning entries from the competition, which focused on depicting the horror of child marriage and domestic violence. After this first experience, in 2018, UNFPA Jordan and Seven Circles partnered again on four key initiatives:

1. Youth empowerment online cartoon and short film competitions with cash prizes;
2. Incentivized youth survey system at nine UNFPA’s supported clinics (including camps);
3. Hayat al Shabab – dedicated website for youth on SRHR;
4. Empowering women through painting (seven percent of the proceeds of the book went to UNFPA).

The partnership with Seven Circles paved the way for additional partnerships with the private sector, including Zain, which will provide landlines for the youth incentivized survey and phone scratch cards for the winners of the competition, Uber and Med Labs, which have expressed interest in sponsoring the campaign.

Lessons learned: Combining UNFPA and Seven Circles technical expertise demonstrated to be extremely effective in the development of novel ways to overcome challenges to UNFPA’s programmes implementation and reach. For UNFPA, working with the private sector is new and the tight timelines required a fast response.

Some challenges were encountered due to UNFPA’s lengthy processes and a lack of thorough understanding of companies’ Corporate Social Responsibility. In addition using cartoon/caricature images demonstrated to be an effective way of dealing with difficult-to-discuss topics.
While each partnership will evolve in different ways and follow iterative path, it is possible to identify some common phases in most partnerships. The lifecycle of a strategic partnership can be framed into a practical five-step process. These stages are not unique for strategic partnerships, however, they are vital factors of success to harness the full potential of them.
1. Scoping and analysis

The first step is to start from an analysis of the country programme document (CPD) and from the bottlenecks that strategic partners can help overcome. In this context, the integrated resource mobilization and partnership plan, can give an overview of the strengths and weaknesses of the engagement of the country office with strategic partners. In particular, the CPD can help identify the priority purposes of strategic partnership – reach, brainpower, resource mobilization, alliances.

The starting point is to scan the environment to identify priority areas for UNFPA to engage in strategic partnerships and achieve the organization’s goals.

2. Value assessment

The second step is to assess what would be the value added of the identified stakeholders (WHAT) and what would be the purpose for UNFPA to engage in a strategic partnerships with them (WHY). During this assessment phase it is important to take into consideration the resources available and how would this contribute to achieve the intended objectives.

Partnerships can bring together resources from different actors from all sectors. This may include certain key resources that are not purchasable and must be brought voluntarily (for example, social capital or access to public systems). By identifying the leverage points, a group of key actors can work together, each playing their unique roles, to achieve common results.

**Steps:**

2.1 **Determine WHAT** - by using a resource mapping tool, analyze what would be the value added by the potential partners identified by the stakeholder analysis, to UNFPA’s programme.

2.2 **Determine WHY** - Identify thematic priority areas for UNFPA, where strategic partnerships could be developed: reach, resource mobilization, brainpower, alliances for a conducive environment.

2.3 Assess the value added by the partnership based on the following key questions:

- What are the different resources that the partner could bring to the table?
- What is the added value that UNFPA may bring to its partner?
- Which modality of engagement may provide highest value return for both partners?
- Is the value propositions feasible? Cost-benefit analysis!

2.4 Determine if the added value created by the partnership in terms of output overcomes the required (input value vs output value).

2.5 If the result of the assessment is positive, engage with the partner.

3. Design and negotiation

The design and negotiation phase involves the steps needed to define the content of the partnership and create a functional structure. At the end of this phase an MoU or an Agreement is signed to formalize the arrangements between UNFPA and the partner organization. In this phase, it is important to adopt a tailored approach to engage with different stakeholders. In fact, each partnership can contribute to UNFPA’s mandate in various way (see Table below).

**In particular the actions to take in this phase are:**

2.1.1 Scope your environment, map your partners

2.1.2 Review the CPD and identify bottlenecks that strategic partnerships can help overcome.

2.1.3 **Define WHO – stakeholder analysis:** Map the environment and find the most suitable partner(s) - public institutions, private and business sector, philanthropic foundations, parliamentarians, civil Society organizations, academia and scientific institutions, high net-worth individuals.

2.1.4 Conduct the required **corporate due diligence screening**, in collaboration with the UNFPA Arab States Regional Office and the Strategic Partnership Branch (SPB) (or check if the partner has already been screened).
**Steps:**

3.1 Define HOW - Design and negotiate (see Table 2: Forms of negotiation) the content of the partnership: goals, objectives, outcomes, activities, available resources and mutual contribution.

3.2 Define the governance structure, responsibilities, roles, and timelines etc.

3.3 Agree on a common M&E framework and on visibility initiatives.

3.4 Plan for sustainable funding and impact of the strategic partnership.

3.5 Formalize the agreements in a MoU, partnership agreement.

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**Table 2: Forms of negotiation**

<table>
<thead>
<tr>
<th>Goal</th>
<th>Individualistic</th>
<th>Interest-based</th>
<th>Collaborative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Getting the biggest piece of pie (at the expense of others):</td>
<td>Ensuring all parties have sufficient pie to have their interest met:</td>
<td>Growing the pie as much as possible, to maximize everyone’s slice of pie</td>
<td></td>
</tr>
<tr>
<td>WIN - LOSE</td>
<td>WIN - WIN</td>
<td>MAX WIN - MAX WIN</td>
<td></td>
</tr>
<tr>
<td>Focus</td>
<td>Focuses on individual self-interest</td>
<td>Focus on all parties’ stated interest</td>
<td>Considers the widest set of interests against which the partnership could contribute</td>
</tr>
<tr>
<td>Style</td>
<td>Argument</td>
<td>Conversation and enquiry</td>
<td>Brainstorming and co-creation</td>
</tr>
<tr>
<td>Effect</td>
<td>Negative effect on relationship</td>
<td>Positive effect on the relationship</td>
<td>Highly positive effect on relationship</td>
</tr>
</tbody>
</table>

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**4. Managing and maintaining**

During the managing and maintaining phase, the partners involved execute the agreed actions, along a pre-defined roadmap, towards achieving shared milestones. A process for regular partnership re-assessment should serve as the basis for modifying, updating or terminating the strategic partnership terms according to the results achieved.

In case of new partnership, a good practice would be to start with a pilot initiative. Undertaking a large project before becoming familiar with each partner’s working styles limits the odds of success. Initiating the partnership with a pilot phase is important to build credibility and trust among partners. Also creating early milestones can demonstrate early success that can increase motivation, participation and commitment. The communication component is essential to share information and increase the visibility of UNFPA’s collaborations, by showcasing results and good practices.

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**5. Reviewing and revising**

The Reviewing and revising phase is a crucial step to assess the results of the strategic partnership and sustain its outcomes. This phase will also help to assess the long-term potential of the partnership by highlighting its strengths and opportunities for scaling-up. The reviewing and revising phase represents also an opportunity to collect good practices.

**Concrete actions:**

5.1 Create a process for knowledge management. Seek to preserve and manage strategic partnership knowledge, which can be crucial for continued project success and to collect good practices.
5.2 **Review:** Assess the achievements of the strategic partnership, determine improvements to be made and adapt further planning.

5.3 **Keep track of the value added of the partnership in a report.** This is the phase in which the value added of the strategic partnership can be evaluated. If the input value is higher than the output value, go back at step 2: value assessment.

5.4 **Collect the results of the strategic partnership and showcase them with relevant stakeholders** i.e. potential donors, governments, and private sector managers etc. This could be an important step in order to ensure sustained support to the strategic partnership, attract additional resources to be invested in the partnership and renew the commitment of all partners in the shared objectives.

5.5 **Decide to continue or discontinue the partnership** after the review process.

### BOX 3

**What worked? - Engaging men to prevent gender-based violence by inserting sensitization messages on juice bottles in Algeria**

**Purpose: Reach – Resource mobilization**

**Business sector partner - NCA Rouiba:** This Algeria-based partnership involved UNFPA and NCA Rouiba, a family-owned business founded in Algeria in 1966 and currently widely known throughout North Africa and the Middle East. In the last years, the company showed results in a continual growth, thanks to constant innovation (i.e. first juice manufacturer to introduce juice in tetra packs in Algeria) but also the outcome of the efforts made by the company’s workforce, men and women.

**The entry point:** NCA Rouiba was identified by the Algeria’s country office as a potential private sector partner, though a stakeholder analysis, which was conducted as part of the Country Programme Document 2017-2020. UNFPA’s Representative in Algeria put significant efforts in advocating personally with the CEO of NCA Rouiba, in order to persuade him to support prevention of violence efforts. Initial hesitance was due to Algerian context where GBV messaging is limited, and thus such an initiative could have an impact on the brand popularity.

**Results:** After signing a MoU with UNFPA, between 2016 and 2017, NCA Rouiba printed three messages against gender-based violence: No verbal violence; No beating; and No domestic violence on more than 1,000,000 juice bottles distributed in the market. In addition, the company participated in a series of events to promote this initiative with UNFPA. This in-kind contribution and cost-free intervention has been crucial to raise the profile of GBV prevention in Algeria and for UNFPA as the leading UN entity advocating on this issue.

**Lessons learned:** Having a good knowledge of NCA Rouiba and engaging personally with the CEO to explain UNFPA’s work on the issue of GBV prevention were key to the success of the partnership. This has facilitated early discussions and negotiation prior to the agreement. This successful partnership has demonstrated that there is a lot of scope for collaboration with the private sector in Algeria, especially that the corporate social responsibility (CSR) is a growing field.
### Examples of tailored approaches for strategic partnerships in the Arab region

<table>
<thead>
<tr>
<th>WHO</th>
<th>WHY</th>
<th>WHAT</th>
<th>HOW</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private sector: business enterprises and corporate foundations</td>
<td>• Reach</td>
<td>• Include all types: small and medium enterprises, national and multinational corporations. The UN Global Compact and the UN Guiding Principles on Business and Human Rights offer guidance on leveraging the capabilities and resources of corporations.</td>
<td>In practice</td>
</tr>
<tr>
<td></td>
<td>• Resource Mobilization</td>
<td></td>
<td>• Models of engagement may include:</td>
</tr>
<tr>
<td></td>
<td>• Brainpower</td>
<td></td>
<td>- Corporate sustainability partnerships aimed at mainstreaming UNFPA’s priorities in the core business of the partner and its value chains;</td>
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<td></td>
<td></td>
<td></td>
<td>- Technical partnerships providing skills, expertise, training and support to innovation;</td>
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<td>- Communication and cause-related marketing partnerships;</td>
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<td></td>
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<td></td>
<td>- Particularly with this category of partners, potential risks to UNFPA’s reputation need to be taken into account due diligence and robust research on corporate partners should be always carried out.</td>
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<td>- Flagship partnerships involving multiple partners and differentiated contributions for high impact and visibility;</td>
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<tr>
<td></td>
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<td></td>
<td>- Social impact partnerships with foundations and corporations not directly linked with the core business of the partners; and</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Employee giving and corporate volunteer partnerships.</td>
</tr>
</tbody>
</table>
### Examples:

<table>
<thead>
<tr>
<th>MBC Al Amal</th>
<th>• Reach • Resource mobilization</th>
<th>• MBC Group is a leading independent Arab broadcasting company, very popular in the region. Al Amal is its CSR entity.</th>
<th>• Financial support to Syrian refugees in Lebanon and Jordan; • Visibility support to UNFPA’s activity in response to the Syria crisis.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inter Campus</td>
<td>• Resource mobilization</td>
<td>• Inter Campus is the CSR programme of F.C. Inter which supports social programmes giving children the right to play sport, develop their own personality be integrated in the community.</td>
<td>• Mobilize support of resources from Inter Campus by using football activities to increase education, integration and social awareness of the impact of adolescent pregnancy, gender-based violence and other harmful practices.</td>
</tr>
<tr>
<td>Vodafone</td>
<td>• Brainpower</td>
<td>• Vodafone is a leading private sector company in ICT; Vodafone is also a strategic partner at UNFPA HQ level.</td>
<td>• Innovation workshop organized for country offices in the Arab state; • Technical support in ICT and innovative solutions to UNFPA programming.</td>
</tr>
</tbody>
</table>

### A few examples of potential partners for UNFPA in the Arab region:


### BOX 4

**What worked? – Engaging men to prevent gender-based violence by inserting sensitization messages on juice bottles in Algeria**

**Purpose: Resource mobilization - Brainpower**

**Business Sector Partner – Golis Telecom Somalia Company**, a national private sector entity with high influence and wide outreach, particularly in rural and hard-to-reach areas.

**The entry point:** The CO conducted a stakeholder analysis, using the interest group analysis (IGA) software tool, to review the position of different parties, including private sector and identified the need to engage with private sector actors in the communication sector. UNFPA’s country office in Somalia visited the Golis Communication Company office and pitched the idea, to send out free-of-charge SMS to its clients to inform about a fistula repair campaign, which was accepted. The initial challenge to convince Golis was based on the fact that the company was paid by other entities in the past to disseminate messages. This was resolved by highlighting that the private company would contribute to a life-saving campaign of providing free reconstructive surgery to girls and women suffering from obstetric fistula in Somalia.

**Results:** Over six million users received free-of-charge SMS with information about the fistula repair campaign aimed at providing free reconstructive surgery to over 100 women in Puntland State of Somalia. The campaign also caught the attention of the First Lady of the Puntland State of Somalia, who hosted a fundraising event in its support.

**Lessons learned:** Synergizing with private sector entities with high influence and wide outreach is key to achieve cost-effective and high-impact results. Visiting Golis and engaging in person has worked well to allow UNFPA to actively listen and learn more about the work of Golis Communication company, identify common grounds and get the buy-in of the company, based on alignment with UNFPA’s work.
### Examples of tailored approaches for strategic partnerships in the Arab region

<table>
<thead>
<tr>
<th>WHO</th>
<th>WHY</th>
<th>WHAT</th>
<th>HOW</th>
</tr>
</thead>
</table>
| Academia and Scientific institutions | • Reach  
• Brainpower | • Contribute to the SDGs and the ICPD Agenda through links to public health programmes, operational research, policy guidance and capacity development. They are sources of innovation and can provide up-to-date scientific knowledge and research. | In practice  
• Strategic partnerships, with academic and scientific institutions include:  
  - Institutional agreements, including relevant studies, data collection, research, publications etc;  
  - Joint academic programmes, events;  
  - Collaboration on operational research, policy guidance and capacity development;  
  - Students volunteering for UNFPA programmes. |

<table>
<thead>
<tr>
<th>Examples:</th>
<th></th>
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</table>
| American University of Beirut, Centre for Public Health Practice | • Brainpower  
• Alliance for a conducive environment | American University of Beirut’s regional reproductive health research network and newly launched graduate certificate on public health in conflict and protracted crises provide a strong organizational basis for improved collaboration and strategic partnerships. | Established graduate certificate for Master of public health students on public health in conflict and protracted crises and also coordinate a regional reproductive health research network, which could yield positive benefits for strengthening coordination/research. |
| Ahfad University for Women | • Brainpower  
• Alliance for a conducive environment | The Ahfad University for Women is a regional centre of excellence for advocacy against FGM and engagement of faith-based organizations on GBV and FGM. | Gender-based violence training curriculum included in the Master on Humanitarian response specialization;  
Number of regional advocacy campaigns conducted. |

A few examples of potential partners for UNFPA in the Arab Region:

- Centre of Excellence for Arab and African Adolescents
- National Observatory for Child Rights, Morocco
- The Centre of Arab Woman for Training and Research
- Social Research Centre – American University in Cairo, Universite de la Manouba, INESG, Queens university, SQ University, Birzeit University, Al-Quds University, University of Mogadishu, Somali National University, Puntland State University, Arab Institute for Training and Research in Statistics, Lebanese American University, John Hopkins University, Royal Collage for OBGYN, El Galaa Educational Hospital etc.
# What worked? – Maximizing Private Sector Contribution to Ensuring Universal Access to Reproductive Health in Egypt

## Purpose: Brainpower

**Business Sector Partner – Federation of Egyptian Industries (FEI) and the AMER Group Egypt**

**The entry point:** UNFPA’s training modules is used to raise youth awareness on SRHR, FGM and early marriage and FEI provides relevant business skills for youth through its partner organizations and members. FEI also supports UNFPA’s activities related to raising awareness on family planning within its factories and members with a specific emphasis on its economic and social impacts. Both parties cooperate in empowering young women in rural areas and equipping them with the required life and business skills.

**Results:** FEI also mobilizes private sector to contribute to these initiatives through its CSR programs targeting youth empowerment. Through these additional partnerships, for example with AMER group, UNFPA is engaging in a training of SRHR 52,000 employers and family members of AMER group. Building on training outcomes, number of companies, members of FEI are planning to employ young people. To this end, PEPSICO initiated a process of hiring youth in 200 villages of Upper Egypt as retailers.

**Lessons learned:**
- Through harnessing core business activities of private sector partners to be more inclusive and sustainable, there is significant potential to harness shared value between the interest of UNFPA as a development actor and private sector as a commercial actor.
- Private sector should be engaged in SRHR initiatives as a means and not an end: Goal and desired results of the current cycle of UNFPA CPD (2018-2022) determined the selection of partners. UNFPA CPD offers an important guiding framework in this regard and decision to partner with the private sector is rooted in a Theory of Change that indicates wheatear and how private sector is best placed to help achieve the ambitious goals of the country programme.
- Make the process simple and easy: possible opportunities for engagement with private sector should be always communicated in the manner that is easily understood by potential partners.
- Clear criteria for partnerships, due diligence, evidence based decision making are important risk management strategies for engagement with private sector,

<table>
<thead>
<tr>
<th>WHO</th>
<th>WHY</th>
<th>WHAT</th>
<th>HOW</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Civil Society Organizations</strong></td>
<td><strong>Alliances</strong>&lt;br&gt;<strong>Reach</strong>&lt;br&gt;<strong>Resource Mobilization</strong></td>
<td><strong>Include a range of stakeholders:</strong>&lt;br&gt;international and national non-governmental organizations (NGOs), community-based organizations, philanthropic foundations, faith-based organizations, advocacy groups, trade unions, women’s groups and professional voluntary associations.</td>
<td><strong>In practice</strong>&lt;br&gt;<strong>Strategic partnerships with CSOs can include:</strong>&lt;br&gt; - Consolidating support and raising awareness of UNFPA programmes, through awareness-building and advocacy activities Support in resource mobilization and programme funding through outreach to new organizations, including philanthropic foundations that could support UNFPA programmes with financial or in-kind contributions;&lt;br&gt; - Events and visibility initiatives.</td>
</tr>
</tbody>
</table>

**Practical Examples:**

**HELP Logistics – Kuehne Foundation**

- **Brainpower**
  - The Humanitarian and Emergency Logistics Project (HELP), part of The Kuehne Foundation supports organizations’ response to the challenges in humanitarian supply chain and logistics.
  - Providing *pro-bono* analysis and assessment for UNFPA’s humanitarian supply chain in the region.
  - Providing *pro-bono* training to UNFPA’s staff in the areas of humanitarian supply chain (procurement) and logistics.
### Oxford University

- **Reach**
- **Brainpower**
- **Resource Mobilization**

The Oxford Poverty and Human Development Initiative (OPHI) is an economic research centre, established in 2007 within the Oxford Department of International Development at the University of Oxford.

- Technical support and innovative methodology for the roll-out of the Multidimensional Poverty Index in a participatory way, in a challenging environment;
- The initiative was funded through UNDOCO innovation funds.

### A few examples of potential partners for UNFPA in the Arab Region:
- Arab Medical Union, National Council For Women, INJAZ Al-Arab, Haji Idrees Surchy Charity Foundation (HISCF), JCI Morocco, La Fondation Biladi pour le Développement Durable, Swedish Institute of Alexandria, Caritas, Centre for Arab Women for Training and Research (CAWTAR), Arab Institute for Human Rights, International Federation of the Red Cross and the Red Crescent, Terre des Hommes, Medecins Sans Frontier, Doctors against FGM, Noor Al Hussein Foundation, World Vision International, Anna Lindh Foundation

### WHO | WHY | WHAT | HOW
---|---|---|---
**Parliamentarians** | • Alliances for a conducive environment | • With their elemental roles in policy, legislative and accountability frameworks, can help build a conducive environment for UNFPA advocacy and programmes. | • Support adoption of national laws and policies aligned with UNFPA’s mandate
| | | | • Collaboration with individual parliamentarians, where the environment is not conducive to UNFPA;
| | | | • Collaboration with associations and/or networks of parliamentarians/groups;
| | | | • Events and visibility initiatives.

**High-net worth individuals** | • Reach | • Provide financial resources, contacts, influence opinions, trends, and speak in support of UNFPA. Many are interested in social impact of their investments. | • Financial donations and public support to UNFPA programmes; social impact investments;
| | | | • Networking to extend UNFPA’s reach to other key stakeholders.

**Individuals** | • Resource mobilization | • Engagement with individuals increases brand recognition and builds awareness and loyalty. • Are important as a new income stream | • Increase funding opportunities from the general public, including online fundraising in pilot countries
| | | | • Increase awareness of UNFPA’s mandate in key countries/regions.
In line with the UNFPA Strategic Plan 2018-2021, which emphasizes the role of strategic partnerships as catalysts to accelerate and consolidate progress towards UNFPA’s three transformative results, UNFPA has in place a structure and a set of tools and institutional enablers, which can support its country offices in strengthening and developing strategic partnerships in their work.

These functions are carried out by UNFPA’s Arab States Regional Office, supported by the Strategic Partnership Branch: in the areas of: (i) guidance; (ii) Training; (iii) compliance and due diligence; (iv) and information and coordination.

**Policy and guidance**

- In close coordination with SPB, ASRO oversees the implementation of the Regional Strategic Partnership Framework 2019-2021 and corporate policies on strategic partnership development.
- ASRO provides general guidance for the development and management of strategic partnerships.
- ASRO supports COs in the elaboration of the integrated partnership plan, as part of the development of country programme documents (CPDs).
- ASRO leads the engagement in strategic partnerships at the regional level and collaborates closely with COs for their implementation.
Capacity development

- In coordination with SPB, ASRO organizes and facilitates trainings on strategic partnership development and management.
- ASRO supports the enhancement of skills of UNFPA’s staff at the regional and country levels by dedicating specific sessions and mainstreaming strategic partnerships in relevant workshops and events.
- In coordination with SPB, ASRO organizes and facilitates learning sessions, webinars and events for COs on effective engagement in strategic partnerships.

Information and coordination

- In coordination with SPB, ASRO shares relevant information with COs on strategic partnership opportunities, identifies focal points of partner institutions, promotes participation to relevant events etc.
- ASRO promotes and coordinates the engagement of COs in regional and national strategic partnerships, provides support to multi-country initiatives and facilitates dialogue among COs.

Compliance and due diligence

- ASRO supports COs in accessing and conducting the corporate due diligence for potential strategic partners to acquire full information and protect the brand of UNFPA.
- SPB provides due diligence through:
  - UNFPA’s Partnerships pre-screening tool
  - UNFPA’s Risk Mitigation Framework
- Under the overall supervision of SPB, ASRO supports COs in complying with the legal requirements for strategic partnerships through the revision of MoUs and Agreements.
Annex 1

Useful resources and links

- **UNFPA Strategic Plan 2018-2021:**
  

- **UNFPA Regional Interventions Action Plan For Arab States 2018-2021**
  
  https://www.unfpa.org/sites/default/files/admin-resource/Final_RIAP_ASRO.pdf

- **UNFPA Framework for Strategic Partnerships 2018-2021:**
  
  https://drive.google.com/a/unfpa.org/file/d/1ahNsxwzcO5jr28WynlH4mjMdfdvvWUpt/view?usp=sharing

- **UNFPA Strategic Partnerships Due Diligence Process:**
  
  https://drive.google.com/file/d/1ph69CjZudGfleD7Ays1Po4DKqil7oek/view?usp=sharing

- **Strategic Partnerships Pre-screening Tool:**
  

- **Strategic Partnerships Risk Mitigation Framework template:**
  
  https://www.myunfpa.org/Apps3/Microsites/DownloadFile.unfpa?fileid=1527407657

- **Guidelines on Cooperation between the United Nations and the Business Sector – 2015:**
  
  https://www.myunfpa.org/Apps3/Microsites/DownloadFile.unfpa?fileid=1527403656

- **General Cooperation MOU with Business Sector – 2016:**
  


- **General Cooperation MOU with Academic Institutions – 2017:**
  

- **In-Kind Contribution – 2016:**
  
  https://www.myunfpa.org/Apps3/Microsites/DownloadFile.unfpa?fileid=1527406686

In order to find lists of potential partners please visit:

1. **UN Global Compact (list of private sector partners):**
   
   - Morocco: https://www.unglobalcompact.org/engage-locally/africa/morocco
   - Tunisia: https://www.unglobalcompact.org/engage-locally/africa/tunisia
   - Sudan: https://www.unglobalcompact.org/engage-locally/africa/sudan
   - Egypt: https://www.unglobalcompact.org/engage-locally/asia/egypt
   - Iraq: https://www.unglobalcompact.org/engage-locally/asia/iraq
   - Jordan: https://www.unglobalcompact.org/engage-locally/asia/jordan
   - Lebanon: https://www.unglobalcompact.org/engage-locally/asia/lebanon
   - UAE: https://www.unglobalcompact.org/engage-locally/asia/united-arab-emirates

2. **Potential Partners for the Humanitarian Sector:**

   - List of partners and exhibitors at the “Dubai International Humanitarian Forum” DIHAD: https://dihad.org/exhibitors-list/