

Family Planning 2020 Process Learning Activity Process, Transitions, and New Horizons



October 2020



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Process, Transitions, and New Horizons

Data for Impact

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This publication was produced with the support of the United States Agency for International Development (USAID) under the terms of the Data for Impact (D4I) associate award 7200AA18LA00008, which is implemented by the Carolina Population Center at the University of North Carolina at Chapel Hill, in partnership with Palladium International, LLC; ICF Macro, Inc.; John Snow, Inc.; and Tulane University. The views expressed in this publication do not necessarily reflect the views of USAID or the United States government.

TR-20-427 D4I

October 2020



Acknowledgments

This report was prepared by Sono Aibe and Jocelyn E. Finlay, consultants, for Data for Impact (D4I). The authors wish to thank the United States Agency for International Development (USAID) for funding the study. The authors also thank Alexandra Todd and Amani Selim, USAID Office of Population and Reproductive Health, and Janine Barden-O'Fallon, D4I, for their technical support and review of report drafts. The authors also appreciate the input and review of the Family Planning 2020 (FP2020) Secretariat and the Core Conveners, and offer their sincere gratitude to the key informants for participating so enthusiastically in the interviews, completing the written questionnaire, and sharing their valuable insights.

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Abbreviations

AFP	Advance Family Planning
AVAC	AIDS Vaccine Advocacy Coalition
BMGF	The Bill & Melinda Gates Foundation
CIP	costed implementation plan
CSO	civil society organization
D4I	Data for Impact
DFID	Department for International Development
ESEAOR	East and South East and Oceania Regional Office
EWEC	Every Woman Every Child
FP	family planning
FP2020	Family Planning 2020
HIP	high impact practice
INGO	international nongovernmental organization
IPPF	International Planned Parenthood Federation
M&E	monitoring and evaluation
MOU	memorandum of understanding
MSI	Marie Stopes International
NA/E	North America/Europe
NGO	nongovernmental organization
OPCU	Ouagadougou Partnership Coordination Unit
PAFP	postabortion family planning
PLA	Process Learning Activity
PMA	Performance Monitoring for Action
PME WG	Performance Monitoring and Evidence Working Group
PPFP	postpartum family planning
RG	Reference Group
RHSC	Reproductive Health Supplies Coalition
RMNCAH	reproductive, maternal, newborn, child, and adolescent health
RRM	Rapid Response Mechanism
SDG	Sustainable Development Goal
TA	technical assistance
UN	United Nations
UNFPA	United Nations Population Fund
USAID	United States Agency for International Development
WHO	World Health Organization

Executive Summary

The Family Planning 2020 (FP2020) partnership is an outcome of the first London Summit on Family Planning, organized in July 2012 by the Bill & Melinda Gates Foundation (BMGF) and the Department for International Development (DFID) of the Government of the United Kingdom. FP2020 was launched as a cooperative network of state and non-state commitment makers who understood the centrality of family planning (FP) in meeting global health and development goals. They pledged to work together toward a common goal, with the support of a Secretariat, which became fully operational in 2013.

The Core Conveners of FP2020 are the BMGF, DFID, the United Nations Population Fund (UNFPA), and the United States Agency for International Development (USAID). Hosted by the United Nations (UN) Foundation, the FP2020 Secretariat is responsible for the implementation of day-to-day activities and reports to the Reference Group (RG). The Secretariat works with partners to support four cross-cutting initiatives: country support; data and performance management; global advocacy, rights, and youth; and knowledge and evidence. The Secretariat also supports the RG and the Performance Monitoring and Evidence Working Group (PME WG).

In June 2018, the Core Conveners and the Secretariat began discussions on what would come after FP2020, seeking to maintain global and country-level attention and commitment to rights-based, voluntary FP; align with the 2030 Sustainable Development Goals (SDGs); and strengthen the partnership. In May 2020, USAID commissioned a Process Learning Activity (PLA) under the Data for Impact (D4I) project of the University of North Carolina at Chapel Hill. The PLA set out to assess how FP2020's—and especially the Secretariat's—most valued and effective functions and implementation approaches of the past eight years could be embedded in the proposed future decentralized structure, including identifying the risks and benefits.

Two consultants for the PLA were charged with a list of questions to address. The consultants performed a desk review using a range of data sources, conducted oral interviews with key informants, and distributed a written questionnaire to a subset of these informants.

Looking back on the critical functions of FP2020, the core activities can be summarized as network creation and expansion; support for generating and achieving commitments; framework development for monitoring and reporting; technical assistance (TA); and accountability monitoring. Moving forward, functions of the new post-2020 partnership will be divided across the Executive Directorate, the North America/Europe (NA/E) Hub, and the other Regional Hubs. To summarize the views of the key informants: (1) accountability processes can be strengthened, data leadership was strong, and the current Secretariat could evolve into staffing the NA/E Hub in roles supporting the other Regional Hubs; (2) TA should be brokered by the Regional Hubs; (3) the generation of adaptable global advocacy materials and policy messages should remain centralized at the Leadership Team level and adapted by the Regional Hubs for local relevance; (4) Track20 is a critical partner, and for this relationship to continue to be strong, roles in the decentralized structure should be clearly outlined; (5) country focal points, and regional workshops for convening them across countries, have been fruitful and should continue moving forward; (6) the RG will be dissolved and a Champions Group will be established to carry out high-level advocacy, which could also possibly operate at the regional and country levels; and (7) the Regional Hubs will need flexible funding to enable the brokered TA; this funding could come from what was once the funding allocated to operate the Rapid Response Mechanism (RRM), a small grantmaking facility in FP2020.

The PLA led to several recommendations. Having a clear theory of change that connects functions to measurable outcomes is highly desirable, especially for the decentralized hubs, and also for tracking the necessary steps that lead from country commitments to the vision of the post-2020 partnership. Strengthening coordination with Track20—considered to be a critical dependency for one of the key pillars of FP2020's work in the new decentralized structure—is critical. Accountability processes need to be strengthened. Regional Hubs need a degree of independence to build their own credibility, but also remain anchored in the global messaging for voluntary FP and reproductive healthcare. The work to align FP with the SDGs is far from finished; the Regional Hubs could play an important role in supporting local ownership of the integrated messages in the future. This may be especially important because COVID-19 is shifting priorities, coupled with the calls for decolonizing

global health and development programs, and stagnant or even reduced resources for FP. Moreover, following the key informants' emphasis, having a strong adolescent and youth lens will provide a branding that enables the future entity to assist countries to challenge existing gender and social norms.

If the FP2020 partnership as a whole embraces this transition and respects the different functions across the Regional Hubs, many of the challenges surrounding this major transition process posed by the COVID-19 pandemic and other global events could be overcome.

Introduction

The FP2020 partnership is an outcome of the first London Summit on Family Planning, organized in 2012 by the BMGF and DFID. It was launched as a cooperative network of state and non-state commitment makers who understood the centrality of FP in meeting global health and development goals. They pledged to work together toward a common goal with the support of a Secretariat, which became fully operational in 2013. With the partnership's aim of enabling 120 million additional women in the world's 69 lowest-income countries to use modern contraceptives by 2020 ("120 by 20"), the Secretariat supported countries to make and work toward achieving their own FP2020 commitments, including by leading data and performance management; advocating for rights-based, voluntary FP programs;¹ disseminating high impact practices (HIPs); promoting advocacy and accountability efforts; and serving the global FP movement using its neutral convening power to engage a broad range of stakeholders across commitment-making countries. The Secretariat is currently funded by BMGF and DFID.² Four organizations—BMGF, DFID, UNFPA, and USAID, collectively known as the Core Conveners—provide regular guidance to the Secretariat.³

In June 2018, the Core Conveners and the Secretariat began discussions on what would come after FP2020, seeking to maintain global and country-level attention and commitment to voluntary FP, align with the 2030 SDGs, and strengthen the partnership with countries. A team from Deloitte consulted stakeholders through surveys and select interviews to supplement the input from multiple consultations led by the FP2020 Secretariat. This pooled information, along with the lessons learned over the last eight years, resulted in a synthesized vision statement and a draft architecture for the new support structure that advances the work of FP2020. The proposed future structure is shown in Figure 1, with each Regional Hub headed by a Managing Director. In writing this report, the consultants assumed this proposed structure would be the way forward for the future FP2020 global entity, referred to in this report as the post-2020 partnership.

To complement the input gathered by the Deloitte team, in May 2020, USAID commissioned a PLA under the D4I project of the University of North Carolina at Chapel Hill. The PLA set out to assess how FP2020's—and especially its Secretariat's—most valued and effective functions and implementation approaches of the past could be embedded in the future proposed decentralized structure, including identifying the risks and benefits. To this end, the aims of the PLA were to assess and document how the functions and implementation approaches of FP2020 have contributed to: (1) the 2012 London Summit goal of "120 by 20"; and (2) a more supportive environment for FP (funding, voluntary FP, youth engagement, donor coordination, data availability and use, etc.)

Although USAID funded the PLA on behalf of the Core Conveners, all four Core Convener organizations and the FP2020 Secretariat were consulted in the development and implementation of the scope of work.

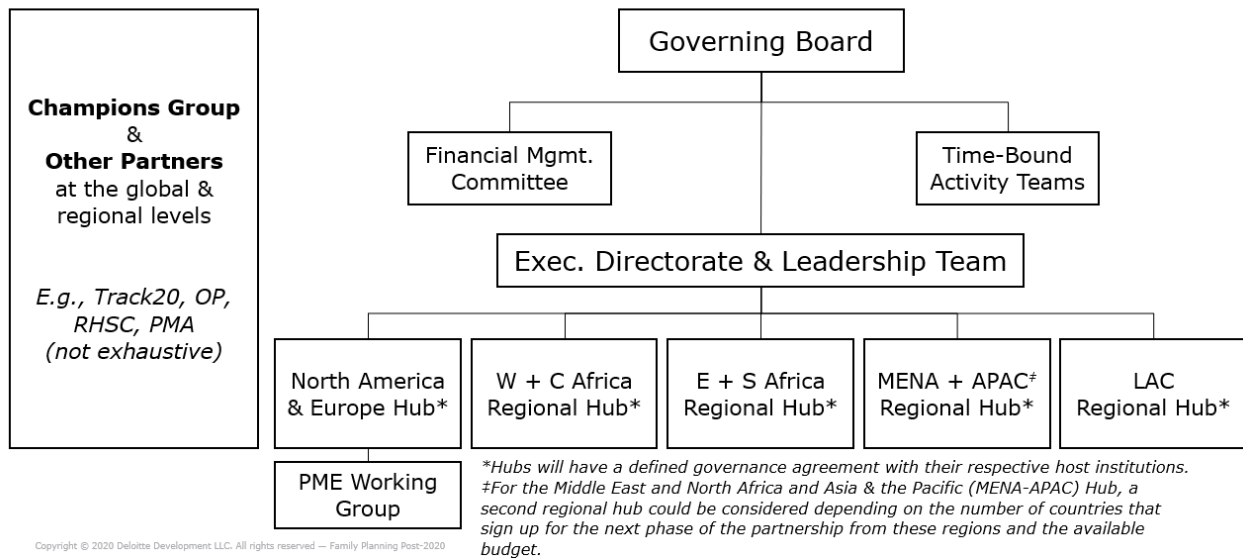
¹ For FP2020 and its partners, rights-based FP involves the application of key human rights principles to how programs are planned, implemented, monitored, and evaluated. The fundamental right of individuals to decide, freely and for themselves, whether, when, and how many children to have, is central to the partnership's rights and empowerment principles.

² In September 2020, DFID transitioned to become part of the Foreign, Commonwealth & Development Office.

³ See Appendix A for the current organizational diagram of the FP2020 Secretariat.

Figure 1. Proposed post-2020 architecture for FP2020

Governance + Operating Structure



Source: Deloitte, with authors' notes

OP= Ouagadougou Partnership

PME Working Group= Performance Monitoring and Evidence Working Group

RHSC= Reproductive Health Supplies Coalition

PMA= Performance Monitoring for Action Project

Methods

Two consultants were charged with a list of questions to address for the PLA. Details are provided in Appendix B. The main questions were:

1. What are the critical functions and processes of the FP2020 Secretariat that need to be preserved going forward, contingent on available funding?
2. How has some partners' work been important to the success of the partnership thus far, as critical dependencies?
3. What are the key processes and functions that connect global expertise and engagement to the country-level priorities?
4. What are the strengths and weaknesses of the current RG function and what recommendations can be made for future governance?
5. What has been the role of FP2020 in data leadership?
6. What can be learned from implementation and governance of other global partnership mechanisms that might be applicable to the future decentralized structure?
7. What are key considerations in how we transition to a new governance structure that will protect what has worked well to date while moving to a more devolved decision-making approach?
8. How effective has the RRM been to the current partnership?

To address these questions, and ultimately the PLA's aims, the consultants conducted a desk review using a range of data sources, conducted oral interviews, and distributed a written questionnaire.

For the desk review, a range of resources and insights were available from the FP2020 Secretariat and Core Conveners that assisted with the development of the future vision and architecture. Existing resources used included: the FP2020 website (familyplanning2020.org) and annual progress reports; materials that have been shared with the Core Conveners (Deloitte memos and survey data); key documents prepared by the Secretariat (for example, RG meeting summaries, briefs, and reports, and summaries of recent Focal Point workshops); other data and information sources as defined by the team and agreed to by the Core Conveners, including, for example, documents prepared for the recent RG and Core Conveners' meetings.

The PLA consultants conducted 67 key informant interviews; 46 were oral interviews and 21 were written responses to a long-form survey. (Appendix C provides the list of key informants.) An initial set of approximately 30 people were listed as working in the Secretariat, were current or former RG members, were country focal points, or were known key partners. From this initial set of people, the sample snowballed to 67 because the PLA consultants asked who else should be contacted to interview. The consultants interviewed all intended key informants, except for one global partner. Each interview lasted one hour. Each interviewee was asked a subset of the overall question set. The PLA consultants distributed 37 written questionnaires, of which 21 were returned. Note that the nature of the key informant interviews and each key informant being asked a different subset of questions does not allow for representative weighting of views.

The PLA protocol was submitted to the University of North Carolina Institutional Review Board (Study #20-1530) and received an exemption from further review. Consent was obtained for both the oral interviews and the written questionnaire. The consent for the written questionnaire is provided in Appendix D. The pool of questions from which the PLA drew for each oral interview and the written questionnaire are in Appendix E.

Both PLA consultants participated in each oral interview, one leading the questions and one taking notes. All oral interviews were conducted via video conference and were recorded for the consultants to return to for review. Each element of the interviews/questionnaire that addressed the PLA's questions was identified and collated into a summary document. The summary document was reviewed iteratively to harmonize responses, draw out different ideas, and note conflicting opinions. This analysis formed the basis of the final presentation of results.

Results

Results of the PLA are presented in this section. Each section directly addresses the questions that were outlined in the PLA consultants' scope of work. In each subsection, the analysis of the key informants' responses and the desk review information looking back over the past eight years (2012–2020) are presented. Key informants shared their views on the critical functions and dependencies that should be preserved going forward. Where the key informants' views were different or conflicting, the PLA consultants provided recommendations based on how the individual function balances and fits with other functions.

FP2020 Critical Functions

In this section, questions about the critical functions are addressed. The questions are: *What are the critical functions and processes of the FP2020 Secretariat that need to be preserved going forward, contingent on available funding? Are there examples where processes or functions of the Secretariat influenced resource allocation by the Core Conveners (e.g., youth or postpartum family planning)?*

To address these questions, a review of the critical functions over the past eight years (titled “Looking Back”) is provided. The list of the critical functions is drawn from the FP2020 annual reports. Based on the key informant interviews and desk review materials, the assessment considers how successful these functions were. This analysis of the past is then followed by a section titled “Looking Forward,” in which the key informant views on which functions need to be preserved moving forward in a decentralized structure are presented.

Looking Back: Functions and Achievements of the FP2020 Partnership and the Secretariat

The global FP2020 partnership put into action a series of activities designed to facilitate FP-related commitments by country governments and non-state actors made at the 2012 and 2017 London Summits. Looking back on the critical functions of FP2020 Secretariat, the core activities can be summarized as: network creation and expansion; support for generating and achieving commitments; framework development for monitoring and reporting; TA; and accountability monitoring. Each of the functions is briefly described below and several important achievements to date are listed. The annual progress reports comprehensively summarize these achievements and many more.

Network Creation and Expansion

The FP2020 partnership is a creative network of cooperation to promote knowledge sharing and emergent thinking to advocate for the rights of women to access and use contraception. Rather than duplicating efforts or pushing organizations into a new hierarchy, FP2020's partnership structure encourages partners to align their agendas, pool their talents, and use existing structures in new and complementary ways. From the start, the FP2020 partnership was a platform through which the largest FP donors convened regularly to share information, discuss bottlenecks, and increase coordination at global and country levels. With coordinating support provided by the Secretariat, the donors kept in close communication to align their FP support to country commitments. USAID and UNFPA field officers worked much more closely together in countries to direct resources that aligned with the governments' FP2020 goals, and at the headquarters level for strategy development, coordination, and information sharing about FP more broadly.

Globally, the FP2020 Secretariat, with its base in Washington, DC, serves as the FP movement's ambassador in reaching out to health and development power brokers headquartered in North America and Europe, to discuss strategies for embedding FP in broader development programs, and integrating FP budget lines in health sector financing schemes. The RRM was another avenue to further its partnerships with country-based organizations.

Key informants stated that the FP2020 partnership has been an important platform for maintaining collaborative partnerships at country and headquarters levels for UNFPA and USAID. This steady presence has been vital

because US Government funding for UNFPA and other domains pertaining to woman's health has been reduced or cut contingent on political leadership.

With regard to the Secretariat's success in collaborating with global allies, key informants gave some examples: the Margaret Pyke Trust, with which FP2020 has partnered to engage the environmental conservation sector under the Thriving Together campaign;⁴ the HIV-FP integration work with the AIDS Vaccine Advocacy Coalition (AVAC); ensuring that FP receives attention under broader maternal, newborn, and child health frameworks facilitated by UN processes; working on FP in emergency settings with the Interagency Working Group on Reproductive Health in Crises; and conducting a dialogue with the World Bank's Global Financing Facility.

Support for Generating and Achieving Commitments

The FP2020 Secretariat actively seeks new financial, policy, political, program, and service delivery commitments from country governments and local and global nongovernmental organizations (NGOs), corporations, the private sector, foundations, multilateral agencies, and donor partners. FP2020's core business is to rally commitments to address supply and demand barriers to accessing FP, and includes outreach to vulnerable and marginalized groups, such as adolescents and youth, and refugees. By 2020, 46 of the 69 focal countries had made formal commitments, growing from the baseline of 24 countries at the 2012 London Summit. Key informants considered the first round of country commitments in 2012 to be more externally focused. Many were purposefully aspirational, designed to attract global attention and investment rather than an accurate reflection of what new domestic FP resources were expected to be mobilized in subsequent years or what could actually be achieved during the commitment timeline.

As of July 2020, 37 countries had developed national costed implementation plans (CIPs), with three countries also developing CIPs at the subnational level. These CIPs were often imperfect, especially the early ones. The collaborative effort with the Secretariat to develop these CIPs saw the global expertise come together with the countries' priorities, in many cases requiring significant data-driven advocacy to ensure that the CIPs were expansive, inclusive, and contained global HIPs. As the CIPs were implemented, tracked, and triangulated with better FP data, governments saw greater alignment between their own priorities and their partners' programs,⁵ which led to more successes, such as the timely distribution of contraceptive commodities to trained providers who were ready to deliver those methods.

Framework Development for Monitoring and Reporting

The FP2020 Secretariat tracks progress on both global and country progress toward advancing access to contraception. To do this, it works with several partners, including the Performance Monitoring for Action (PMA) Project, Track20,⁶ USAID's Demographic and Health Surveys Program, and the PME WG, to establish the systems and infrastructure needed to monitor the impact of FP programs. Accurate, timely, and accessible information is the lifeblood of the FP2020 partnership. The allocation of time, effort, and decision-making processes for the FP2020 Secretariat were all data driven. The PME WG established the set of 18 Core Indicators for annual monitoring and reporting, and Track20 established an effective county-led monitoring system to track the key indicators, including contraceptive use. The system of training monitoring and evaluation (M&E) officers in governments and building their local capacity to be autonomous in generating country-level statistics using an online tool (the Family Planning Estimation Tool) was successful. Currently, 31 of the 47 commitment-making countries calculate their own estimates of FP users for inclusion in annual reports thanks to the Track20 training. Supported by Track20, M&E officers lead the process of estimate production and validation in countries.

⁴ More information can be found on the Thriving Together campaign website: <https://thrivingtogether.global/>.

⁵ For example, read how the Ministry of Health and Sports in Myanmar works with its development partners to push forward its FP2020 commitment, which was renewed in 2017, each with unique roles and contributions: http://www.familyplanning2020.org/sites/default/files/Govt_Myanmar_FP2020_Commitment_2017_0.pdf

⁶ Track20, a project of Avenir Health, is funded separately by BMGF, but was created to validate FP2020's success by tracking country progress.

Moreover, 18 of these countries use routine health data (FP service statistics) to inform the estimates—a number that has steadily increased every year and reflects improvements in health management information systems.

Key informants considered the important successes of the FP2020 Secretariat with respect to data-driven monitoring as: the Core Indicators reported to FP2020 after country-led consensus meetings; the 18-month country action plans reviewed at regional workshops with focal points; and the global dissemination of the Annual Progress Report. The FP2020 partnership also laid the groundwork to develop a transformative framework to measure and report on the women’s autonomy, equity, and rights-based dimensions of FP programs. Rights and empowerment are at the heart of the FP2020 partnership’s agenda. Several key informants considered this still very much a work in progress that should be taken forward in the next phase.

The FP2020 partnership will not achieve its “120 by 20” goal. The 2013–2014 Annual Report showed that the historical trend forecast would place additional users at 48 million women without FP2020’s efforts. FP2020’s activities were predicted to increase the number of additional users by 72 million beyond this 48 million benchmark to the target of 120 million. However, after the eight years of FP2020, one year before this end-goal, the 2019 report indicated 53 million additional users. This is 11 million more than the 2019 benchmark of 42 million, but far from the 72 million additional users envisioned by 2020.

Not achieving the numeric target called into question two salient points for the key informants. First, the numeric targets—both the number “120 by 20” and the metric of modern contraceptive prevalence—were questioned. The 120 million additional contraceptive users figure was based on an analysis done before the London Summit; not all key informants were aware of how this number was decided. These metrics were also questioned by key informants as to whether they accurately captured an elevation in women’s and girls’ rights and autonomy that could be enabled by FP use. Second, the numeric target existed but the initial primary function of the FP2020 partnership was to engage countries to secure commitments. Yet, there was no explicit theory of change that connected the mobilizing commitments function of the FP2020 Secretariat to the end goal of boosting additional users of contraception. Without a theory of change, the Secretariat could still work strategically to fulfill functions that served an implicit theory of change that had the end goal of increasing contraceptive use of women and girls in the 69 focus countries. Nevertheless, it would have been beneficial if pathways to change had been laid out and agreed on more explicitly at the start to demonstrate the measurable value added of the Secretariat.

Technical Assistance

The FP2020 Secretariat provided TA and other support on many fronts, especially on the topics of rights and empowerment, adolescents and youth, postpartum and postabortion family planning (PPFP/PAFP), and more recently, for FP as a critical component of resilience in health systems, and preparedness and response. With dedicated staff on these topics in the Secretariat since 2017, FP2020 could step in with various forms of assistance requested by countries to enable the implementation of country commitments to FP.

The key informants thought that the FP2020 Secretariat elevated the adolescent and youth lens, especially in supporting the development of CIPs that are youth inclusive. The FP2020 Adolescents and Youth Technical Advisors advised country teams on consistency with global HIPs and actionable program models. In recent years, FP2020 also included young people in the country focal point structures and RG membership, and engaged many country-based youth-led organizations in its activities, such as featuring them/their work in webinars and inviting them to international conferences. FP2020 also introduced and advocated for the Meaningful Adolescent and Youth Engagement principles⁷ with country governments, and included youth perspectives in designing the future of the FP2020 partnership.

For PPFP/PAFP, the efforts catalyzed by BMGF through Jhpiego, later followed up by the FP2020 Secretariat, led to more discussions at the country level about leveraging opportunities to integrate FP in maternal care. The data work by Track20 also pointed to gaps in PPFP and prescribed a clear path for meeting additional contraceptive needs. It resulted in BMGF providing dedicated funding to the RRM to support country priorities

⁷ The Global Consensus Statement on Meaningful Adolescent and Youth Engagement can be found at <https://www.who.int/pmnch/media/news/2018/meaningful-adolescent-and-youth/en/>.

that aimed to operationalize and scale up PFP/PAFP programs. Therefore, the answer key informants gave about whether FP2020 processes and functions influenced resource allocations by the Core Conveners was that it was often cyclical.

The overall TA that the FP2020 Secretariat provides has had mixed results from the perspective of the key informants, mostly due to the lack of bandwidth among the Secretariat staff to respond to each request and follow through on each action item. However, many countries did benefit from FP2020 staff's country visits, and especially the focal point workshops, facilitative tools, webinars, side events, RRM support, featured materials of other FP partners, and other practical publications.

Accountability Monitoring

The FP2020 partnership, with leadership from the Secretariat, has been strengthening accountability for implementing financial, policy, and programming commitments. The partnership established mechanisms, such as the country focal points structure and Core Indicator tracking, to monitor the implementation of commitments and elevate civil society voices in debates to shape country-level policies and programs. The Secretariat provided small financial incentives from the RRM grants to seed advocacy activities, but not social accountability processes that could monitor budget disbursements year after year. The FP2020 Secretariat promotes accountability for commitments by making public and annually reporting progress against all commitments, country action plans, and yearly investments at the country and global levels, linking those accountability processes with monitoring progress against the UN Secretary General's Global Strategy for Women's and Children's Health by the Every Woman Every Child (EWEC) Secretariat, and by the Partnership for Maternal, Newborn and Child Health.

The key informants who addressed the topic of accountability commented that although the FP2020 Secretariat promoted FP data visibility and transparency, it did not have a strong accountability process for enforcement of country commitments. This could be because it was not clear who should communicate disappointment—whether it should come from the Secretariat, the Core Conveners, or the RG. The support for watchdog civil society organizations (CSOs) remained inadequate at the country level, and donors did not always act in expected ways to promote accountability. It was also unclear whether there was any penalty for stakeholders not meeting their stated commitments, or any reward or recognition for meeting or exceeding commitments.

Where the FP2020 Secretariat could have pushed for greater results from the commitment-making process was on the accountability front. The FP2020 Secretariat is currently redesigning the accountability monitoring system. This will involve deconstructing commitments before they are developed to ensure that they are smarter and measurable from the outset.

Improving the accountability process also includes the accountability of donors who have the funding and the power to leverage change in recipient countries. The key informants said that donors need to recognize the limitations of their current funding strategies, grant making mechanisms, and performance metrics that are tipped in favor of large international nongovernmental organizations (INGOs) rather than indigenous CSOs, such as local women's and youth groups. This was especially salient for accountability because CSOs were expected to step forward, demand transparency, and hold their governments accountable when FP commitments were not met. Yet, in reality, the CSOs did not have the funding, and in some cases, struggled with organizational capacity to take on this challenging role.

In sum, there was a clear consensus from the key informants that as a global hub, the FP2020 Secretariat already succeeds at partnership building, data-driven monitoring of progress, supporting governments on collaborative learning, seizing opportunities for advocacy, and providing and brokering TA. The FP2020 Secretariat has energized the global FP community and has begun organizing collaborations across global health and development domains to ensure that the FP field stays relevant.

Post-2020 Functions: Looking Forward

As FP2020 evolves into the new Regional Hub structure, its functions will need to be adjusted and reinforced in each hub. Each Regional Hub may prioritize different functions, depending on the needs of each region. The range of activities and the channels through which activities are funded will shape the strength and character of each Regional Hub. Key informants noted that the new Regional Hubs, which have yet to be established, need to have space and support to build their own reputations and credibility, just as the FP2020 Secretariat did on the global stage. There needs to be adequate funding, coordination, support, and respect in each hub to ensure that cross-country learning is effective and to enable an impactful accountability process. However, the key informants were not overly optimistic about learning and collaboration across the Regional Hubs. If the Regional Hubs are focused on supporting countries in their regions, to then ask the Regional Hub staff to look across, collaborate with, and support the needs of other Regional Hubs will divert energy from their own region. Although learning across Regional Hubs may be desired from a strategic point of view, this collaboration may be limited to annual workshops, unless additional resources are devoted to cross-hub learning. The key informants viewed the Regional Hubs as focusing on their own countries, especially in the early years. They will not likely have the bandwidth to effectively support other regions.

Working with Deloitte, the roles and responsibilities of the post-2020 partnership for the Executive Directorate, the NA/E Hub, and the other Regional Hubs were drafted. The PLA focused on the functions (roles and responsibilities) of the NA/E Hub and the other Regional Hubs and was developing these functions in conditions that were largely different from those when Deloitte did its work. Notably, when the PLA consultants were drafting this report, the COVID-19 pandemic had entrenched itself across the globe. The multiple associated pressures had given rise to elevated attention to the gross inequities within and across countries. The latter highlights the need for decolonizing global health, decentralizing the FP2020 Secretariat, and developing the Regional Hubs, all steps in the right direction.

Accountability

One of the main functions of the post-2020 partnership as a whole will be to strengthen accountability processes (which is already underway, as discussed above). Different social accountability tactics exist for the global partnership and its stakeholders. Yet, it was also noted that because the post-2020 partnership will be an opt-in arrangement, the approaches will not be easy to implement. Accountability can be imposed through results-based financing, with donors tying funding to deliverables. This may not bode well for FP programs, where domestic resource mobilization may pressure programs for results and the risk of coercion exists. Another approach to accountability is using a report card to rank countries by their success in reaching their own proposed commitments. At the community level, community scorecards have had mixed reviews. The Ouagadougou Partnership Coordination Unit (OPCU) uses annual group site visits to showcase a member country's program and foster mutual accountability. Key informants suggested that celebrating FP exemplars was more effective than shaming. If the post-2020 partnership relies on countries to opt in, then the rewards should outweigh the penalties. Therefore, report cards would have the main purpose of amplifying successes and framing failures as avenues for further assistance.

Although countries are accountable to their people, the process of having CSOs as the voice of women and girls holding governments accountable did not work in many cases where the CSOs were under-funded. In an ideal scenario, mutual accountability should exist among country governments and all their FP partners, to fulfill promises made toward all their citizens, organized through CSOs. In the system under Secretary-General Ban Ki-Moon, the Independent Accountability Panel for Every Woman, Every Child, Every Adolescent was set up to monitor progress of the EWEC campaign to which countries also made pledges (and later, FP2020 commitments were made in support of EWEC). That strategy also came up short in that the Independent Accountability Panel was not sufficiently empowered to call out specific partners and countries whose progress was lagging behind, or

to encourage remedial actions accompanied by systematic follow-up mechanisms.⁸ In the next phase, the Governing Board could potentially play this role, in consultation with the Global Financing Facility, and build on existing national, regional, and/or local CSO accountability mechanisms for reproductive, maternal, newborn, child, and adolescent health (RMNCAH) or broader universal health coverage goals. For this to happen, specific funding should be available to bring these organizations closer together.

Regional Hub Functions

In this section, the collective functions of the NA/E Hub; West and Central Africa Hub; East and Southern Africa Hub; Middle East, North Africa, Asia, and the Pacific Hub; and Latin America and the Caribbean Hub—collectively referred to as the Regional Hubs—are outlined. The NA/E Hub will be on equal footing with the other hubs; however, it is referred to separately because it will have more of a consolidating role for global messaging and other activities in service of the other (Africa, Asia, and Latin America) Regional Hubs and the overall partnership. Charts comparing the Deloitte-suggested functions of the NA/E Hub and the other Regional Hubs and the PLA-suggested functions are provided in Appendix F.

For each Regional Hubs to be empowered, care should be taken as to which functions are located in the NA/E Hub and in the other Regional Hubs. In the comparison charts in Appendix F, it is noted that there are some functions that are practical to have in the NA/E Hub in the short term, but it should be recognized that these functions do not promote a balance in leadership across the other Regional Hubs. For example, the functions of managing the PME WG and Track20 relationship, communication with NA/E stakeholders, and fundraising from the NA/E Hub, give authority to the NA/E Hub to the exclusion of the other Regional Hubs. As for the other Regional Hubs, they should focus on countries in their regions. Any activity that takes them away from looking to, and in direct support of, their countries will weaken the connection the other Regional Hubs have with their countries. For example, attending international conferences should only be prioritized if it serves their country-focused objectives (such as an opportunity to meet with a health minister).

In terms of **data for decision making**, the key informants stated that the Regional Hubs in Africa, Asia, and Latin America should not spend time collecting data to produce regional-level aggregates that are of limited utility. However, key informants thought that the Regional Hubs could contribute to donor inquiries on interpreting data from the countries in their regions. Regional Hubs could also use data in the accountability process and help their countries achieve their targets by brokering TA. For Track20, the global-country connection is highly effective, arguing for the direct communication line to be maintained in the future architecture, but highlighting the need to clarify Track20's scope and funding to interact with and operate at the Regional Hub level. With a country-global connection for Track20, any data requests generated by the Regional Hubs could be funneled through the NA/E Hub staff, who could determine whether they or Track20 was better positioned to respond.

The key informants thought that the generation of **adaptable global advocacy materials and policy messages** should remain centralized. The generation of global messaging will be done in coordination across all Hubs by the Executive Directorate. The dissemination of materials with centralized messages should come from the NA/E Hub. This means that the post-2020 partnership remains a global rights-based FP movement. Each Hub should not develop its own messaging and advocacy voice, which could diverge over time. The Africa, Asia, and Latin America Regional Hubs will be empowered to adapt global messaging to meet regional priorities. For example, in Asia, climate change is a priority, and the regional office could integrate global FP advocacy messages in the climate change dialogue. However, central messages about adolescents and youth, people with disabilities, contraceptive supply shortages, FP in humanitarian settings, FP integration with other SDG issues, and the rights-based approach, are among the messages that should carry a common branding and stance that all FP2020 staff and partners should advocate as part of its brand identity.

⁸ The *Evaluation of the United Nations Secretary-General's Independent Accountability Panel for Every Woman, Every Child, Every Adolescent, 2019* can be accessed at <https://iapewec.org/wp-content/uploads/2019/12/IAP-EVALUATION-FINAL.pdf>.

The Africa, Asia, and Latin America Regional Hubs should be involved in **knowledge management**, such as webinars to communicate global FP HIPs and share regional programming lessons. As the main counterparts to the country focal points, for these Regional Hubs will organize annual workshops, distance learning events, and site visits, as requested by countries and funding permitting. The Regional Hub managers will also ensure that successful programming models and accountability work are shared across the regions. Language capacity to effectively communicate across the regions will be a key consideration for Regional Hub staffing.

Given the expected limitation on funding for the post-2020 partnership, and not knowing the evolving **TA** required by countries, a brokering function was keenly supported by several key informants as a feature of the new hubs. The Africa, Asia, and Latin America Regional Hub staff should be attuned to their countries' needs and could identify gaps in country commitment making, CSO engagement, capacity for programmatic support, and rapidly shifting needs (a humanitarian crisis, for example). Rather than providing TA themselves, the Regional Hubs would work with country focal points to identify the technical experts needed and make their time available, either by leveraging their partnerships or through a paid contract. There would be (at least) one full-time position in each Regional Hub dedicated to the task of negotiating and managing the relationship between the country focal point and the consultant technical expert, from start to finish. The initial goal will be for the country focal point to find a solution among the existing in-country technical partners or funding mechanisms. However, if this is not possible, the time of the consultant technical expert could be covered by the Regional Hub operating funds. The Africa, Asia, and Latin America Regional Hub staff could have some domain knowledge and technical credibility themselves. One area that FP2020 stakeholders felt the field needs is more health financing expertise, including domestic resource mobilization. However, the TA broker function means that the Hubs would need to ensure that they address the broad scope of needs and country priorities, and not limit the TA to their own technical domains. The Regional Hub broker should act as a solution-agnostic enabler and tireless networker who knows the evidence base and technical areas broadly, and is skilled at garnering support at regional or country levels.

The shifting donor environment means that the NA/E Hub may need to be more proactive in **fundraising** to support the post-2020 partnership staff and infrastructure. Fundraising will involve fostering donor relations, exploring new donor leads, and potentially responding to calls for grants. The key informants encouraged that the fundraising function be located in the NA/E Hub and not in the other Regional Hubs at this stage. Regional Hub-based fundraising will require capacity building, may have limited avenues for success, and may put the post-2020 partnership as a competitor rather than a convener of regional INGOs and CSOs.

In summary, the Africa, Asia, and Latin America Regional Hubs will be allies to country governments, nurturing strong connections through country focal points, and developing trust with the broader FP community through the brokering of quality TA. This would put the Regional Hubs in the position to help countries within the accountability framework and brokering TA, when needed, to enable countries to achieve their commitments. The Regional Hubs should understand the politics, the power brokers, and the enabling levers, and most importantly, the needs of women and girls in their countries. The needs of women and girls are served by ensuring accountability and assisting countries in the journey. The needs of women and girls should always be kept at the forefront.

FP2020 Partnerships and Dependencies

In this section the following question is addressed: *How have critical dependencies, including Track 20, the Reproductive Health Supplies Coalition (RHSC), and Advance Family Planning (AFP), been important to the success of the partnership thus far?*

Current State

From the start, the four Core Conveners (BMGF, DFID, UNFPA, and USAID) have been foundational dependencies for success. The FP2020 Secretariat had formal working relationships with many stakeholders, including country focal points, commitment-making governments and non-state actors, other FP2020 funders

and donors (such as donors to the RRM), RG members, and RRM grant recipients. In theory, an entity is seen as a “critical dependency” to the FP2020 partnership if its work is essential to fulfilling the FP2020 Secretariat's mission.

Track 20, a project of Avenir Health, is a critical dependency for the FP2020 partnership. Track20 supports countries with TA to analyze their FP data, and in some countries, temporarily pays the salaries of FP-focused M&E officers embedded in Ministries of Health. Track20 responds directly to data requests from FP2020 donors and to other ad hoc data analysis needs from country governments, partners, and donors. Commitment-making countries that had opted in for Track20 support attended training sessions on models and tools, and in partnership with Track 20, organized annual national “data consensus workshops” that called together FP data stakeholders nationwide to validate the data and discuss data collection challenges, subnational trends, and progress toward FP2020 commitments. The topics of equity and quality of services were often brought up and discussed in detail. These workshops also played an important role in disseminating information about global FP2020 activities, HIPs, and national FP-related priorities to subnational health officers. Because data drive accountability, Track20 is undoubtedly a critical asset, an interdependent and inseparable partner of FP2020.

The Reproductive Health Supplies Coalition (RHSC) is a “global partnership of public, private, and non-governmental organizations dedicated to ensuring that all people in low- and middle-income countries can access and use affordable, high-quality supplies to ensure their better RH.”⁹ The key informants said that although the RHSC should, in theory, be an intrinsic part of FP2020, given its mutual interest/investment in expanding access to affordable reproductive healthcare, RHSC featured minimally in the FP2020 annual progress reports over the years, reflecting the weak partnership between FP2020 and RHSC. It is unclear why this relationship was not more robust. The key informants did not offer any reasons, except to say that there were missed opportunities for decisive high-level coordination, despite close communication among some staff across the two organizations.

Advance Family Planning (AFP), a project of the Johns Hopkins Bloomberg School of Public Health, builds capacity of advocacy organizations in eight countries in Asia and Africa, in addition to collaborating with the OPCU to support its nine member countries. AFP fuels advocacy for financial investments and political commitment for the global goal of expanding access to quality contraceptive information, services, and supplies. In AFP's mission statement, it writes that: “In support of Family Planning 2020, we work to ensure that an additional 120 million women and girls have access to and are able to use family planning by 2020.”¹⁰ The key informants said that although AFP shared this goal, the partnership between AFP and FP2020 did not function at a practical level because the division of roles and responsibilities was not clearly outlined in a memorandum of understanding (MOU). The key informants said that AFP and FP2020 leadership teams did communicate, but that this interaction frequently did not lead to decisive actions. Moreover, the Opportunity Fund of AFP, which provides small grants for advocacy activities in FP2020 focus countries, could have been better coordinated in more recent years with FP2020's RRM to support more coordinated FP advocacy efforts among CSOs in overlapping countries. The mismatch in actions may have arisen from the fact that AFP targets mainly subnational (state and province level) leaders, whereas FP2020 generally focuses more on national-level engagement.

The key informants were asked to consider what other critical partners were helpful to the FP2020 partnership to date and to describe some of the interactions. The OPCU is, and will continue to be, a critical regional partner in West Africa, and it could share lessons on the functions and staffing of the Regional Hubs. One stakeholder mentioned that the Kinshasa FP hub¹¹ could be a potential locus of TA for Central Africa; another stakeholder suggested creating a sub-hub for the Great Lakes region where FP needs in humanitarian and refugee settings are acute. As of 2016, FP2020 and OPCU have an MOU aligning respective priorities and opportunities for collaboration. This MOU will be updated to align the post-2020 entity (including the respective Regional Hub) with OPCU's new strategy. The partnership promises to be even stronger and more productive.

⁹ RHSC. 2020. About us. Retrieved from <https://www.rhsupplies.org/about-us/>.

¹⁰ AFP. n.d. Our aim & approach. Retrieved from <https://www.advancefamilyplanning.org/our-aim-and-approach>.

¹¹ Family Planning in the Democratic Republic of the Congo, supported by Tulane University and Programme National la Santé de la Reproduction.

The World Health Organization (WHO) is a critical partner to FP2020 on four fronts: participation on the RG; the Partnership for Maternal, Newborn, and Child Health's accountability work with countries for RMNCAH; the shared priorities through WHO's FP Accelerator project; and the Adolescent and Youth Sexual and Reproductive Health and Rights Technical Assistance Coordination Mechanism. FP2020 commitment countries are consumers of this TA mechanism.¹² WHO also provides global guidance based on its FP data and research, which the FP2020 partnership helps disseminate and operationalize in country action plans.

Other noteworthy members for the partnership include the International Planned Parenthood Federation (IPPF) and Marie Stopes International (MSI), key FP partners for the Government of the United Kingdom, for their advocacy and government capacity building efforts through their regional and country offices.

The FP2020 partnership's close collaborators also include other Johns Hopkins University-led initiatives (e.g., PMA, The Challenge Initiative, and the International Conference on FP); the Kaiser Family Foundation for donor resource tracking; the Guttmacher Institute for its Adding It Up research; the White Ribbon Alliance for its local CSO networks engaged in accountability work; global, regional, and country-based youth-led organizations and networks; multiple USAID-funded implementing partners who serve as TA providers and resources; the Interagency Working Group for Reproductive Health in Crises and CARE for ensuring FP in humanitarian, preparedness, and resilience-building efforts; the Margaret Pyke Trust, as mentioned above; the Advocacy and Accountability Collaborative (currently led by Jhpiego, Pathfinder International, and FP2020 staff); AVAC and the International AIDS Society for HIV and FP Integration, and TogetHER for Health for cervical cancer and FP integration; the International Confederation of Midwives; and the Global Financing Facility at the World Bank, a large financier of RMNCAH efforts in 36 countries.

Through some of these collaborations, lessons were learned, which can be summarized as follow:

1. Relationships, common objectives, and agreements for collaborative activities should be given enough time to be explored actively during the transition period to the new phase.
2. Relationships should be mutually beneficial and advocacy should be reciprocal.
3. Relationships should be formalized to avoid missed opportunities, especially for joint advocacy and intelligence sharing. Formalized relationships would be less impacted by staff transitions.
4. The FP2020 partnership's relationship with regional organizations has not been a priority to date and will require dedicated effort to build those relationships.
5. Collaboration can happen more easily when organizations share a common donor, and when that donor requests that its grantees spell out clear terms of collaboration and report on results.
6. Previous success depended on dedicated staffing to facilitate sustained and strong relationships, and successful partnerships and action-forcing events, especially at the global level.

Towards 2030

All key informants valued the FP2020 Secretariat's data leadership and considered Track20 to be its critical dependency for the years ahead. However, because Track20 is not currently structured or staffed to work with a decentralized FP2020 entity, it will be important for it to keep its close relationship with the NA/E Hub intact until Track20 finishes capacity building work in focus countries in 2022. Another phase could then be considered that includes some form of collaboration with the Regional Hubs for joint activities, in addition to direct work with countries. Based on key informant input, it was suggested that in the next funding cycle, Track20's structure could be modified to have more staff capacity to respond to ad hoc data analysis requests and capacity building needs from Regional Hubs, countries (national and subnational governments), donors, and other partners.

¹² The BMGF supports the Adolescent and Youth Sexual and Reproductive Health and Rights Technical Assistance Coordination Mechanism at the WHO, whose objective is to deliver timely technical support to countries for designing, implementing, monitoring, reviewing, and documenting their adolescent and youth programs that focus especially on access to contraception.

Without a well-designed partnership structure for the next phase, the fruitful relationship that Track20 and FP2020 currently enjoy could be strained due to an over demanding workload created by the Regional Hub layer.

Looking ahead, USAID and UNFPA's regional missions, and the regional offices of global partners, such as WHO, MSI, and IPPF, need to be considered as major collaborators of the Regional Hubs. They all need to complement each other and work together very closely to ensure that each partner's role is maximized.

In another study,¹³ based on findings of consultations with 176 stakeholders, AFP recommended the creation of a "Global Advocacy Initiative," a global hub that facilitates a coherent and broader advocacy strategy; regional advocacy hubs; and local champion networks. It therefore makes sense for the post-2020 partnership to learn from AFP's consultations and include some of that thinking in its future work.

The RHSC's foci on the global supply chain and domestic resource mobilization for reproductive health supplies are integral to the future success of the post-2020 partnership and to meeting global contraceptive needs. Several key informants felt that it would be important for the Regional Hubs, as part of the TA brokering function, to hire or have access to supply chain experts who understand the pharmaceutical market and how to incentivize market forces as countries move away from donor supplies and externally-managed procurement. The Regional Hubs would likely be working closely with a new global "Market Manager" entity under discussion among donors to advance this area of work. Simultaneously, there need to be more conversations with the RHSC, including its Systems Strengthening, Market Development Approaches, and Advocacy and Accountability Working Groups and regional forums, to ensure alignment and some concrete deliverables for collaboration.

As the post-2020 partnership engages new bilateral donors, these donors can also point to their national and regional partners with whom the post-2020 partnership could have productive collaborations. The development of the post-2020 entity Regional Hubs truly represents an opportunity to identify regionally-based organizations and strong country-level partners who could serve as technical experts.

Several key informants mentioned some potential useful partners for the Regional Hubs. They are:

- Partners for Population and Development (Bangladesh and Uganda offices)
- African Youth and Adolescents Network
- The Youth Peer Education Network (Y-PEER)/Y-PEER members reached through UNFPA offices
- UNICEF regional offices
- The International Federation of Gynecology and Obstetrics (FIGO)/FIGO's country affiliates
- West African Health Organization
- Global Citizen's network of regional and country advocates
- Rotary International at the country level
- International Council of Nurses and their country associations
- Existing intergovernmental platforms for Ministers of Health; multilateral groups, such as the East African Community, UN Economic Commission for Africa and the African Union; parliamentary groups and networks interested in women's issues; Association of First Ladies, etc.

Moving forward, several key informants discussed the need for relationships with partners to be well-defined and formalized through a formal MOU. In the past, expectations of some partners were not met, or opportunities were missed (as discussed in the RRM section below). For the post-2020 partnership to remain cost efficient, leveraging the talent across the partnership base will be vital.

Connecting Global Expertise and Country-Level Priorities

In this section the following questions are addressed: *What are the key processes and functions that connect global expertise and engagement to the country-level priorities? Where in the governance structure should they be housed?*

¹³ AFP. 2020, June 30. New options brief calls for a global funding effort to support local advocacy. Retrieved from <https://www.advancefamilyplanning.org/new-options-brief-calls-global-funding-effort-support-local-advocacy>.

For FP2020, there were two key mechanisms that connected global expertise with country-level priorities: country focal points and TA. Specific lessons from the original model are key to ensuring global-to-regional connectivity and strong regional partnerships with individual countries.

Country Focal Points

Country focal points in each commitment-making country are people representing the government, donor agencies, and usually, one CSO and one youth member. The focal points serve as the key representatives of the FP2020 movement in-country. They coordinate with each other, the government, other partners, stakeholders, and the FP2020 Secretariat to drive progress on the country's FP goals. The key informants viewed the country focal points and the regional focal point workshops as great successes to communicate country-level priorities and to work toward rapid solutions with assistance from FP2020 or from other focal points. Those who organized the regional focal point workshops often found them very labor intensive, and follow-up responses to country requests were inconsistent after the workshops. Where there was perceived lack of follow-up, the momentum was lost because efforts of the Secretariat were diverted after the workshop, with energies going to organizing the next workshop for another region.

In future, the country focal point structure should remain a key feature of the partnership to support coordinated country strategies. As the global-level architecture shifts and the Regional Hubs are formed, the country focal points will provide a consistent platform for the continuity of efforts that should not be lost. They could work closely with Regional Hubs because the Regional Hubs are the advocates for the countries. The country focal points could call on the Regional Hub for brokering TA. The Regional Hub is charged with helping countries achieve their commitments, and to do this, the Regional Hubs could work through the country focal points and other in-country partners. It was suggested by some key informants that M&E officers should become part of the focal points structure in each country to make it even more seamless between Track20 and FP2020. Because the country focal points are a diverse group of people working in their respective countries, some key informants thought that even more effort could be made to improve cohesion in each country's group of focal points, especially for inclusion of youth representatives.

If deemed useful by the Regional Hub team and country stakeholders, regional workshops should be continued to support coordinated country strategies and the dissemination of HIPs, global guidelines, and other exciting developments in the FP field. Having the Regional Hubs organize these workshops would mean that they could be more frequent (e.g., the OPCU has an annual convening of its partners rather than the 18-month frequency of current FP2020 regional workshops, but contingent on funding), with more focus on specific regionally relevant themes, and follow-up actions could be taken in a timelier manner. Virtual workshops could be held regularly, and when in-person workshops again become feasible, large conferences could be joined, such as the International Conference on Family Planning. It would be beneficial to not only meet among themselves, but also with the broader FP partnership.

Technical Assistance

The call for and provision of TA are an effective way for FP2020 to connect global expertise with country-level priorities. As of 2017, FP2020 provided and brokered TA through dedicated managers on Adolescents and Youth, PFP, HIPs, data and performance management, advocacy, voluntary FP, and FP in humanitarian crises and preparedness. Although countries could request individual TA, demand was high, and the FP2020 Secretariat prioritized requests within its capacity.

Moving forward, with the suggestion from the key informants to have a TA broker at the Regional Hub level, the Regional Hubs have an opportunity to become more attuned to the needs of their countries by helping them achieve their commitments. The key informants envisaged that the Regional Hubs could broker TA to introduce relevant HIPs to countries, informed by country needs. By helping countries with the appropriate TA partners and resources, the Regional Hubs become advocates for their countries. There needs to be a strong alliance and trusting partnerships between the countries and the Regional Hubs. Note that when the transition is complete, the

TA broker function should be completely transferred from the NA/E Hub, with the NA/E Hub focusing mainly on TA related to data, communications, and global advocacy messaging.

Note also that the Regional Hubs can turn to each other in the TA brokering process. However, if the goal is for the Regional Hub staff to be focused on country priorities, if their attention turns to other Regional Hubs, there is a chance that this will generate competition rather than collaboration. Turning to other Regional Hubs may create a time-consuming distraction, rather than fostering cross-cutting collaboration, as intended.

Reference Group and Champions Group

In this section the following questions are addressed: *What are the strengths and weaknesses of the current Reference Group function and what recommendations can be made for future governance? How effective has the current process for engaging high-level influencers been? What are options for engaging high-level influencers (e.g., donor organization leaders, ministers of health, high net worth individuals) going forward? What should be the role/responsibilities of such a group? How can these influencers be engaged without the level of effort that semi-annual Reference Group meetings have required?*

The FP2020 RG was set up to be an independent and non-decision-making entity made up of INGOs, CSOs, donors, UN agencies and initiatives, the private sector, and FP/RH technical partners, to drive accountability and ensure that the global community achieved the goal of “120 by 20.” The RG started with responsibility for providing strategic direction and monitoring global and country progress toward this goal through Core Indicators; promoting the principles, goals, and activities of FP2020; ensuring alignment and harmonization with key stakeholders and partnerships; and mobilizing public and private sector entities and individuals to support FP2020. From the start, BMGF and UNFPA served as co-chairs.

The key informants said that the biannual RG meetings have been a valuable venue for updates on the FP2020 partnership, served as a unique place for a diverse group of FP leaders and advocates to exchange news from around the world on FP progress, and to then consider the challenges and bottlenecks inhibiting country progress. The meetings also built and strengthened productive relationships to enhance program alignment in FP2020 focus countries. The Secretariat works closely with the RG members to construct the meeting agendas, and the meetings are an important avenue for FP leaders, which now include youth representatives, to interact informally, exchange innovative ideas, and raise challenging questions affecting the field with the largest global FP donors. Subsets of RG members have been instrumental in reinforcing advocacy messages, such as the co-chairs’ joint meetings with high-level government officials at the RG meetings in Tanzania and Nigeria, and around the International Conference on FP in Rwanda. This role of reinforcing advocacy messages of the partnership should be retained as the primary function of any champion of the post-2020 partnership.

According to some key informants, the RG members did not have a clear sense of responsibility to share the information they collected from meetings with their constituents, and fell short of consistently serving as high-level champions to fulfill specific advocacy roles or to contribute to global FP accountability efforts. Key informants also stated that some meetings in recent years focused on updates from the Secretariat, followed by feedback and critique from members who spoke from their organizations’ interests and perspectives, and there was little follow-up planning on joint actions. In the early days, the RG meeting agendas were shared publicly, but the notes were not. There was a perception that the RG was an elite group that discussed issues behind closed doors, with little accountability for follow-up actions. The Secretariat has actively worked to change this, sharing agendas and notes publicly, and conducting webinars on key findings from RG meetings.

At the London Summit in 2012, there was discussion about a high-level Champions Group that would “provide leadership and ensure that advocacy continues at the highest level, spurring commitments and maintaining political momentum.”¹⁴ This discussion was dropped in 2014 when the group determined that the outcome would not warrant the effort, given the considerable support needed to maintain a global Champions Group. Now in 2020, the consultative process to create a roadmap in the past year for the post-2020 partnership has resulted in the

¹⁴ London Summit on Family Planning. 2012. Accountability annex. Retrieved from https://www.familyplanning2020.org/sites/default/files/Accountability_Annex_Final_8_July.pdf.

recommendation to dissolve the RG. The recommendations include the establishment of a Champions Group as a new partnership body, but does not carry the intention of being a replacement for the RG.

It is not completely clear what the Champions Group will be, but it is envisioned as bringing programmatic experience, senior-level influence, and political power to motivate the engagement of stakeholders and continued progress on commitments. To be most effective, the key informants said that the Champions Group should be committed to contributing to the rights-based FP movement, making common cause with other health and non-health issues, bringing more resources, and nurturing other champions to join. Some also mentioned that a Champions Group having a more demand-side focus would be valuable. The key informants suggested that the Champions should make concrete commitments annually to perform certain activities (such as presenting in a webinar, writing an article or blog, meeting with a policymaker, etc.). CSO and youth champions would ideally be paid an honorarium for fulfilling assignments, in addition to reimbursement for expenses. The Regional Hubs could assist, as needed, and hold them accountable for fulfilling those commitments.

Several key informants stated that the Africa, Asia, and Latin America Regional Hubs would be in the best position to enlist Champions for the post-2020 partnership, and that these regionally-focused Champions should be networked but not be bound by time-consuming obligations of a formal group membership and annual meetings. In each Regional Hub, there could be a person in charge of being the “network weaver” who would provide adequate support to Champions to be in regular communication with each other, enhance inclusive and egalitarian participation and learning, and encourage Champions to build on each other’s work. The weaver could also find opportunities for subsets of Champions to meet in person in conjunction with other global events and meetings, or through site visits and online learning events, such as webinars.

The post-2020 partnership could also nurture high-level global Champions who have political power and command a powerful audience. Names that were mentioned by the key informants included First Ladies belonging to the Organization of African First Ladies for Development, someone along the lines of Michelle Bachelet, or most certainly Melinda Gates. The key informants suggested that they could be environmentalists or economists. Informants envisioned that support from these higher profile leaders would be solicited strategically so that they could play a specific role when an occasion called for FP to be included in advocacy messages.

In terms of how to develop Champions at the grassroots level, at the time of the 2012 London Summit, IPPF collected signatures from nearly 1,300 CSOs across 177 countries and took out a full-page advertisement in the Financial Times to demonstrate a mighty coalition of supporters. The potential to work with those CSOs to support movement-building in countries is still there. Collaborating with other entities that nurture champions and advocates, such as IPPF, AFP, The Youth Peer Education Network, the Gates Institute’s 120 under 40 initiative and the Challenge Initiative, Partners for Population and Development, and Women Deliver, are critical for building a global champions network through which advocacy and accountability actions could be taken forward. In each country, clear deliverables for collaborative actions should be spelled out.

Data Leadership

In this section, the following question is addressed: *Data processes are well understood, but what has been the role of FP2020 in data leadership?*

The FP2020 partnership’s data leadership, distinct from the data processes, was highly regarded by the key informants. The PME WG is a highly respected group of skilled people from across academia, donors, and INGOs, who specialize in analyzing data for evidence-based research and decision making. They contribute enormously to the understanding of quantitative and qualitative evidence in key dimensions of FP, such as quality of care and human rights. FP2020 had data leaders and analysts in the Secretariat, who worked closely with Track20 to ensure that the data were presented and communicated effectively to the global community. Their role was especially salient in the preparation of the annual progress reports. Data are also available through the FP2020 website. FP2020 has been part of the movement for data collection innovations, especially through its partnership with the PMA Project.

A noteworthy aspect of FP2020's data leadership was its insistence on collecting modern contraceptive prevalence rate data not just for married women of reproductive age but for all women. FP2020 expanded the use of this indicator and highlighted the contraceptive needs of all women of reproductive age.

The move to the post-2020 partnership and the establishment of the Regional Hubs present an opportunity to revamp data leadership. The key informants agreed that retaining data leadership and the supportive function of the PME WG at the NA/E Hub would be best, and continuing to work closely with Track20, thereby maintaining the strong country-NA/E connection. The Regional Hubs do not need to create new data processes. They could connect people to consultants, demographic institutes, and other collaborators who could help with data analyses and TA on data collection on an ad hoc basis, and also work with existing Track20 and PMA country partners. Similarly, the Regional Hubs could connect to UNFPA and USAID regional missions and country offices for data services.

The FP2020 Data and Performance Management team made significant contributions to the annual progress reports. The key informants were enthusiastic that this data-aggregating function served the enterprise well and should continue. The annual progress report is an effective tool for connecting country-level efforts to global goals. It has rallied commitment-making countries to report data in a timely and consistent manner that has enabled the monitoring of progress. The key informants stated that the progress reports led to three main successes in FP: tracking progress in a consistent and timely way; the development of FP measures through the PME WG; and providing the opportunity to bring more current data to global leaders at the highest level.

Although the key informants were positive about the annual progress report, some key informants suggested that the format could be streamlined. The authors of the report should decide if it is primarily a tool for accountability or for advocacy. The report could highlight progress toward Core Indicators, donor pledges, and country commitments. The report could also be a way to connect country-level trends with global goals, such as the SDGs. Consistent with the focus of the key informants' views, the annual progress report should have a greater focus on how FP2020 is impacting the lives of women and girls who are at the center, strengthening the direction the 2019 report started, and moving away from showcasing high-level partnership and collaborations.

FP2020 hosts a Data Hub Dashboard on its website, outlining four indicators (contraceptive users, unmet need, demand satisfied, and method mix) and two financing measures (domestic expenditures, donor bilateral disbursements). Although the Data Hub Dashboard was a convenient place to find information for the 69 FP2020 focus countries, FP data (in particular, demand satisfied by modern methods among all women, the FP indicator in the SDGs) are also available from the Demographic and Health Surveys Stat Compiler, and for married women, on the Population Reference Bureau's annual datasheet. The Kaiser Family Foundation's website has the same information for donor tracking. With the post-2020 partnership open to any opt-in country in the next phase, the post-2020 partnership's data leadership could instead put its resources toward some sort of "help desk" portal for data and Core Indicator queries, and energy toward equipping advocates with useful data supported by powerful visualization.

Moving forward, the post-2020 partnership has the opportunity to advance the demand for strengthened health monitoring systems in current and new commitment-making countries. The key informants pointed out that the rapid (daily) release and reporting of COVID-19 case and death data highlighted that when there is urgency for data, they can be produced and released. As is already underway by Track20, data from the district health information system (DHIS 2 for public facilities) is one avenue that the post-2020 partnership's data leadership could pursue in pushing advances in rapid data collection and reporting.

Learning from Other Global Partnerships

In this section the following questions are addressed: *What can be learned from implementation and governance of other global partnership mechanisms that might be applicable to the future decentralized architecture? What structure may be most relevant to a future global family planning partnership that does not have financial resources to allocate to implementing entities?*

Most of the key informants were positive about the Regional Hub Structure, sharing the vision in global health more broadly of decentralized decision making. Despite the enthusiasm for the post-2020 entity Regional Hubs, when asked for organizations from which the post-2020 entity could learn, there were few leading examples.

Several key informants talked about the challenges of regional offices. The reasons the key informants cited that they were not successful were twofold. The first is due to human resources—hiring the right team, who can exercise creativity when needed, always keeping the greater organizational goals in mind, and staying in step with central leadership—are crucial. The second reason for failure the key informants cited was that regional offices were a mediator between country offices and the global headquarters, adding an additional layer of bureaucracy. For the regional offices to find their value-added, they need to be given the right mandate and authority to support country programs.

Another criticism the key informants stated was that, in general, Regional Hubs could become too independent and become divorced from the post-2020 partnership's global identity. For example, the identity of a hub could become blended with its host institution's, which might address a broader spectrum of services, thereby affecting the ability of some FP2020 partners to work with it. Another example of “too independent” is when a hub does not follow global branding protocols. This observation led to the suggestion of having advocacy (global messaging) and data leadership remain at the NA/E Hub so that the global movement could continue. The Regional Hubs could be independent to build their relationships with countries and with donors as long as there are regular communication channels across hubs.

There are some great lessons from other global health partnerships. Key informants mentioned GAVI's numerous successes, but with the regret that FP2020 was neither set up to be a pooled FP funding mechanism due to political realities nor be in charge of overseeing supplies. There was also mention of the African Leaders Malaria Alliance and its use of scorecards for regional, national, and community accountability and action. In a 2018 case study of the Roll Back Malaria Partnership, researchers found that the Partnership added value by becoming a “clearinghouse, a cheerleader, and a technical adviser” that channeled the millions of dollars it raised from large and small donors to local service providers, thus gaining their trust. It served as a “field catalyst” to catapult the field toward sweeping change. To be a field catalyst, an entity must let go of consensus, create a roadmap for change, go for the bold win, get things done, and be a great influencer behind the scenes by cajoling and convening, all the while keeping an eye on rapid responses to the field's evolving capability gaps and on systems change.¹⁵ For the post-2020 partnership to succeed, the Regional Hubs need to hire teams that collectively possess enough global and country-specific knowledge of the FP field, in addition to seasoned advocacy and project management skills, to steer the movement and command respect from country counterparts.

Considerations During the Transition

In this section the following questions were addressed: *What are key considerations in how we transition to a new governance structure that will protect what has worked well to date while moving to a more devolved decision-making approach? What critical functions/achievements of the current secretariat and governance structures and processes may be at risk in such a transition (e.g., are there roles and responsibilities that need to be preserved in a “global north office”)?*

The first section of this report clearly describes the important FP2020 functions that need to be retained in the next phase. The critical question to ask for decentralization is: “what problems are we trying to solve?” and ensure that from here forward, the system is optimized for its designated functions and solutions for those problems. It would therefore be a useful exercise for stakeholders to create a theory of change for the Regional Hubs, and to test and align assumptions and benchmarks of success. Given that some key informants, and even RG members in the past, have cautioned against rushing to Regional Hubs as the silver bullet for increasing influence on country ownership and future sustainability, the following are some risks to be aware of:

¹⁵ See Hussein, T., Plummer, M., & Breen, B. How field catalysts galvanize social change. *Stanford Social Innovation Review*, Winter 2018 issue for a full description of Roll Back Malaria Partnership's structure and successes, available at https://ssir.org/articles/entry/field_catalysts.

- Loss of trust and faith in the post-2020 partnership if Regional Hubs' management expenses are seen as overly bloated, and country activities are short-changed. However, if the Regional Hubs who are working directly with countries are short-staffed and over-committed, partners could perceive it as the donors' propensity to underfund global South institutions.
- Most of FP2020's impact at the country level is driven by interpersonal relationships and institutional trust cultivated over the past eight years that could be lost if the handover is not done well, (e.g., if most of the current Washington, DC staff depart, or if the NA/E Hub is abruptly moved to Europe).
- Co-locating the Regional Hub with another INGO or a regional TA/advocacy coordination mechanism could be a fine strategy, but if the INGO has its own strong branding on other issues, then FP2020's brand identity could get confused.
- The more layers of governance/structure there are, the more relationship and trust-building there needs to be, and the more politics and power dynamics to sort out. This will create inefficiencies.
- The key informants expressed concern that there was an underlying assumption that the Secretariat budget could remain more or less the same as FP2020 expands regionally. For the key informants, this was an unrealistic view; many felt that OPCU's success was attributed to adequate resources and generous volunteer hours spent by many donors to convene, fundraise for, advise, and participate in OPCU activities, resulting in a regional entity that had global gravitas and impact.

The following are some recommendations offered by the key informants:

- A phased approach should be considered in which one to two Regional Hubs are established first while others are placed in the pipeline, based on where country participation in the post-2020 partnership's efforts are expected to be most active. The geographic interest of new donors could also be taken into consideration. These first hubs need to be financed adequately for proof of concept and demonstration of value-added. If the decision is to keep the NA/E Hub in the US, a liaison advisor in Europe should be considered.
- Hubs should be customized and the right size for the thematic priorities of each region.
- Make sure that countries receive clear communication about where to go for information and guidance about their contact people during the transition period. The NA/E Hub should maintain a focus on fostering and maintaining relationships with global partners. FP2020 should try to incentivize the retention of current Secretariat staff as long as possible, until the Regional Hubs are staffed and proper handover processes are done for a more gradual and orderly transition.
- Consider locating the hubs in the same city and country as other INGOs providing FP and RH care, or locations where UNFPA, WHO, UNICEF and USAID regional offices are operating, to strengthen coordination and collaboration and to enhance synergies and avoid duplication.
- Consider putting the Regional Hub in a country where domestic (and donor) FP commitments are strong, and where it is easier to recruit seasoned FP-savvy managers who are strong on rights and accountability.
- IPPF has valuable lessons to share from trying to relocate its Asia regional office to Bangkok in recent years. OPCU suggested placing the West and Central Africa Regional Hub in a country that is a member of the Economic Community of West African States for ease of travel visas and work permits.
- RHSC has proposed a partnership for the Latin America and Caribbean Regional Hub; EWEC's Latin America and the Caribbean hub would also be a strong potential partner there.
- To ensure success, onboarding of Regional Hub leadership should be centralized, and initially, the Regional Hubs should not be operating as individual entities organizing their own hiring. As the Regional Hub becomes more established, hiring can be led by the Regional Hub itself, but there should be a review process across the Regional Hubs and NA/E Hub to ensure global movement cohesion of the post-2020 partnership.

- Once the Managing Director is hired for a Regional Hub, s/he should be introduced to the country focal points by the post-2020 partnership leaders. Each Managing Director should conduct landscaping to assess TA needs and potential TA partners and consultants in the region before staffing up. Agreements and MOUs should be drawn up with countries and critical regional partners. Then, the Managing Director could scout for necessary talent in collaboration with the Executive Director to support hiring that meets the needs articulated by countries, and create systems to fill gaps, such as with a consultant roster and TA provider agreements.
- The Managing Director should also examine what lines of work (such as communications, meeting facilitation, event planning, and media outreach) can be outsourced and what should be kept in-house for greater global alignment. Even for data analyses, there are strong regional demographic research centers that could be suitable partners.

As the world is facing unprecedented uncertainty with the global pandemic, intensifying climate disasters, increasing poverty, and a serious economic downturn, it is important that the RG continue to be in place through 2021 to see the transition through, to ensure that the partnership remains intact, and to keep the momentum strong. As new donors join the Core Conveners while a new Governing Board is established toward 2022, the Transition Oversight Group and the Transition Management Team will need institutional memory at the Secretariat. It will be important to retain the data leadership and global communications functions of the current Secretariat in the NA/E Hub as the TA functions gradually transition to the Regional Hubs.

The Rapid Response Mechanism's Future Scenarios

In this last section on the results, the following questions are addressed: *How effective has the Rapid Response Mechanism (RRM) been to the current partnership? Should the future partnership have a small grant mechanism like the RRM for FP2020? If so, what are the recommendations for that mechanism and how would it be attached to the Regional Hubs? What would operating funds at the Hub level be used to do? How would Focal Point Workshops (FPWS), for example, be handled?*

The RRM began in 2014 as a small grants mechanism, with the aim of swiftly responding to emerging, unanticipated, and/or time-bound opportunities in support of the FP2020 partnership goal. To date, it has awarded 121 grants in 48 commitment-making countries, obligating a total of more than \$11 million. The grantees' final reports included such results as strengthened government capacity to develop and implement FP-inclusive health systems, including through emergency response and resilience plans; increased capacity of service providers to expand the reach of voluntary FP services, inclusive of adolescents and youth; and increased access to and use of quality FP services by vulnerable groups living in hard-to-reach areas, including following the 2014 Ebola outbreak in West Africa. Over the years, the RRM team overcame difficulties, including aligning with disparate donor priorities, communicating its evolving guidelines with clarity, and dispelling perceptions of conflict with FP2020's core business. Due to an overwhelming number of applications and a vetting system in each country that included technical partners and country focal points, the RRM was not nimble at first. In the end, RRM investments supported at least 58 policy improvements and trained more than 10,000 health providers. More than 60 percent of the funds went to community-based organizations and youth-led organizations to take on advocacy activities.

The key informants highlighted a few lessons to inform the parameters of any future grantmaking mechanism. For one, there needs to be more frequent coordination and transparency with other organizations supporting similar advocacy efforts to promote the complementarity of action. More up-front discussion and coordination to support joint strategic advocacy goals would have resulted in more cohesion. Another lesson is that a simplified proposal process and streamlined reporting requirements would maintain the fund's nimble, flexible yet impactful characteristic.

In the next phase, there could be three options. The first one involves the continuation of an RRM-type grantmaking mechanism that would be managed by each hub, with grant decisions made by Regional Hub staff. The second option is to eliminate a grantmaking mechanism entirely and replace it with a generous operating

budget that is earmarked for learning exchanges, TA, capacity building, and strategic advocacy “quick win” opportunities proposed by CSOs. The third option is for global FP advocacy funding to be pooled and managed under a centralized mechanism yet to be determined.

In the first option, the scope of the RRM could be targeted to efforts that expand FP rights and access to the most marginalized segments. The RRM proposals would be vetted by the Regional Hubs and would support social accountability work, especially that of women’s groups and youth-led organizations, and capacity development of these organizations. Capacity development could also include support for such constituents to attend conferences to promote professional development, provide visibility and exposure to other countries’ experiences, and link local issues to the global agenda. The RRM would be accessed by local CSOs only and task teams that operate on small budgets. The RRM would adequately cover their operating costs.

In the second option, each Regional Hub manager would have a budget that is modeled on the OPCU’s Exchange and Learning Fund. The fund manager would ensure that at the start of each grant year, the fund is allocated toward strategic activities that support priority (or opt in) countries’ achievements per the post-2020 partnership commitments and implementation plans. Some percentage of funds would be set aside for unexpected advocacy opportunities and emergencies (such as advocating for the importance of continued contraceptive counseling and services during a pandemic or natural disaster). Another model would be to allocate a certain proportion of the funds for government requests and the rest for CSO activities.

In the third option, the RRM would be pooled with other existing small grants mechanisms that support FP advocacy in select countries, such as the Opportunity Fund under AFP. The ideal pooled fund mechanism would have the strengthening organizational capacity of local advocacy CSOs as an equally important aim, managed by experts who could share effective tactics and promote local to global conversations.

Following consideration of these suggestions by the key informants, the second option aligns with the suggested functions and partnerships that are outlined in this report. If Regional Hubs are to be the advocates for countries, broker TA, enable meetings, call on regional Champions, and help countries meet their commitments, then having flexible funding (even small amounts used carefully) would empower them to serve in this role for the countries.

Discussion

Transitioning to the post-2020 partnership and the Regional Hub structure comes at a time that presents great challenges, but also many opportunities. The PLA consultants had to grapple with several issues that are not unique to FP2020 and that need to be addressed in the broader community of international organizations.

In the PLA team's assessment, the FP2020 partnership did not achieve the "120 by 20" goal, but it did have many great successes that served activities directed toward the end goal of increasing contraceptive use by women in the world's poorest 69 countries. The post-2020 partnership can build on the strengths of FP2020's functions to continue expanding a global FP movement to raise awareness of the needs of women in the poorest countries, and provide a robust data-driven tracking system that relies on country-owned capacity. As the post-2020 partnership moves to Regional Hubs, country engagement will be more frequent, and brokering TA may be more efficient and cost effective. The establishment of the post-2020 partnership provides an opportunity to continue ongoing efforts to strengthen the accountability framework.

The key informants were positive about the Regional Hub model and offered many thoughts on what a successful Hub would look like and what impact each Regional Hub could have. Regional Hubs will become advocates for countries in their regions. The brokering of TA, along with rallying together country focal points to help their countries meet their commitments, make the Regional Hub a strong actionable ally for a country. The NA/E Hub retains its role in data aggregation and advocacy messaging, ensuring that the post-2020 partnership remains global. Regional Hubs will be independent in forming their relationships with their countries and providing sufficiently flexible funds to enable support for the achievement of commitments. Champions working closely with the Regional Hubs, including grassroots Champions, will act more as influencers, forming a collective force at country and regional levels that broaden support for the FP momentum that is centered on improving the lives of women and girls.

Moving forward, there is merit in integrating the future entity's mission with the SDGs and the Universal Health Coverage mandate, where this integration is done in ways that do not jeopardize FP's importance or the ability to measure its impact. In this approach, the post-2020 partnership could provide, as part of its function, expertise and experiences from useful programming strategies of integrating FP with other health (especially maternal, newborn, adolescent, and child health) and development (food security and preparedness/resilience, environment) sectors. The partnership could also shine a spotlight on effective service delivery models that serve the hardest-to-reach and that are also effective in reaching men and boys. There could be a focus on advocating with champions in these other sectors for an "enabling environment" and continuing to raise the importance of universal access to contraception and the intersectionality with many of the SDGs. Concerns remain that any integration of FP in any entity will result in FP getting lost in the broader agenda, but this may not be the case if strong FP champions remain at the table. As mentioned earlier in this report, the promising work that the FP2020 partnership and Secretariat have started with the Margaret Pyke Trust and wildlife conservation groups on the "Thriving Together" campaign, AVAC on FP/HIV integration, and the work with Interagency Working Group on Reproductive Health in Crises, are already pointing in that direction. If FP is well embedded in multiple platforms, it may minimize the vulnerability that a standalone FP partnership could have.

The transition to the post-2020 partnership launches as COVID-19 has swept the globe and the gravity of this disease's impact on all countries has put pressure on global health funding allocations that were unexpected even six months ago. The pandemic has created a more connected world in terms of acceptance and use of videoconference platforms, even for high-level meetings. In the name of cost-cutting and scheduling, this mode of meeting might get more high-level people around the table more frequently. Moreover, COVID-19 has had a positive effect on accelerating healthcare delivery, including telemedicine, rapid data generation, self-care, and using digital platforms with artificial intelligence for counseling. Therefore, although the urgency of the pandemic will likely redirect funding away from FP, there are many positive avenues that offer new and time-saving opportunities. There are also urgent calls for additional investments in resilient health systems that have champions advocating for women- and youth-centered FP/RH care. More funders are calling for systems thinking and recognizing the intersectionality of women and girls' lives.

The post-2020 partnership can strengthen its position, both with partners and Champions, by formalizing expectations of these relationships. This formalization will ensure that all parties in the broader FP community are working collectively toward the goal of “Working together for a future where all women and adolescent girls everywhere have the freedom and ability to make their own informed decisions about using modern contraception and whether or when to have children, lead healthy lives, and participate as equals in society and its development.”¹⁶

¹⁶ FP2020. 2020. Beyond 2020: A collective vision for family planning post-2020. Retrieved from <http://www.familyplanning2020.org/Beyond2020>.

Recommendations

The following is a list of primary recommendations for FP2020 to consider for the new Regional Hub structure, with a focus on the functions and how they are divided among the Africa, Asia, and Latin America Regional Hubs and the NA/E Hub.

The **Regional Hubs need a degree of independence and leadership** to gain credibility in their regions. One way to do this is to entrust the TA broker function to the Regional Hubs. The NA/E Hub will mainly focus on global data reporting, communications, and advocacy messaging-related tasks, which can be a TA function if the regions ask for help in preparing data-driven briefs, for example. However, the leadership on the TA brokering should come from the regions.

The **process of accountability needs to be strengthened**. This is not a task that is unique to the post-2020 partnership. It is a difficult task for global nonprofit organizations working cooperatively with governments to demand accountability from their government partners. Peer pressure, exchange visits, annual meetings with donors to showcase progress, and high-level political advocacy are all potential ways of strengthening the review and reward parts of the process. FP2020 can learn from its efforts over the past eight years. It has an opportunity to become a global leader in its accountability framework.

Across the interviews with key informants, the **language of the NA/E Hubs and Global Secretariat** were often used interchangeably. However, a Global Secretariat implies a body that sits above the Regional Hubs; this is more like the Governing Board in the new structure. The NA/E Hub will stand alongside the other Regional Hubs. It will have functions that support the Regional Hubs and will provide cohesion across all Regional Hubs.

The roles to be retained in the NA/E Hub can be guided by the functions of generating the global statistics for the annual report and generating the advocacy messages to ensure consistency across the global movement, which will involve **data-driven reports, country HIPs analyses,¹⁷ and a strong adolescent and youth lens**.

A **new fundraising role** may be well placed in NA/E Hub, close to large FP donors, but the global data and advocacy roles could be moved to other Regional Hubs as the post-2020 partnership evolves.

Joining with many partners and its youth constituency, the post-2020 partnership should continue on its path to tackle contraceptive use of different groups of women—**unmarried young women and married adolescents**, in particular. Evidence suggests that FP2020 was effective in maintaining the same universe of users. If the post-2020 partnership wants to break new ground, it needs to be bold, helpful, and guide countries to uncomfortable areas. In many countries, the contraceptive needs of adolescents and youth remain stigmatized. The post-2020 partnership can play a helpful agitator and thoughtful coordination role in this area.

The post-2020 partnership can look back and see what has been effective and bring those functions forward; however, this should be done with the understanding that the landscape of the next eight years is different from that of the past eight years. Global attention to COVID-19 exacerbates the perennial underfunding of FP and preventive reproductive healthcare. Coupled with changing donor priorities, the viability of the post-2020 partnership being sustainable as a standalone FP advocate could be challenged. To keep FP in the spotlight, it must work effectively with other organizations in the SDG framework, ensuring that FP—and rights and empowerment—is **well understood in the context of meeting other SDG targets**.

The data-driven monitoring of FP2020 has been one of the partnership's highlights, but success in the past does not always equate to success in the future. Track20 works with countries and at the global level; it does not currently have the funding or scope to work to interface with regional entities. The introduction of the Regional Hubs and many more moving pieces and people could cause a once successful relationship between Track20 and FP2020 to weaken. A clear and detailed **MOU with Track20** is needed to ensure that all countries opting in to the post-2020 partnership are supported seamlessly.

¹⁷ FP2020. 2020. High impact practices (HIPs) analysis. Retrieved from <https://www.familyplanning2020.org/hips>.

FP2020 had a numeric goal of “120 by 20.” Moving forward, this singular numeric goal will be replaced by a broader set of indicators. FP2020 operated with an implicit **theory of change**. For the post-2020 partnership, this theory of change should be well constructed, and its metrics of success should be derived to ensure that women and girls are at the center of all that the post-2020 partnership and its partners do. For the first few years, metrics should also focus on tracking early successes of the transition to the decentralized hub model.

Conclusion

This FP2020 PLA aimed to assess the functions and dependencies of the Secretariat that should be retained and brought forward in the new era of the post-2020 partnership. The FP2020 Secretariat took on the ambitious challenge of “120 by 20,” working in a new and ever-changing environment. The Secretariat quickly adjusted its structure after a mid-term review in 2015/2016, demonstrating its agility to adapt to new needs. In 2020, looking to 2030, FP2020 will yet again face a new set of challenges, this time with a Regional Hub structure. The post-2020 partnership has the opportunity to be a leader for many in the global health and advocacy world. Data collation, accountability, and regional capacity are three areas in which the partnership can demonstrate innovation, and to which others in the global health field can look as an example.

For the Regional Hub structure to be sustainable and to thrive, there is a need for new donors to support this institution. Moreover, as activities are decentralized, leadership should also be decentralized. This means that the Regional Hubs should develop as leaders for TA brokering and advocating for their countries’ needs. Messaging should remain centralized so that the essence of a global enterprise remains strong. Transitions are difficult, and especially now under such uncertainty generated by the global pandemic, but the Regional Hub structure can thrive if FP2020 demonstrates its agility once again.

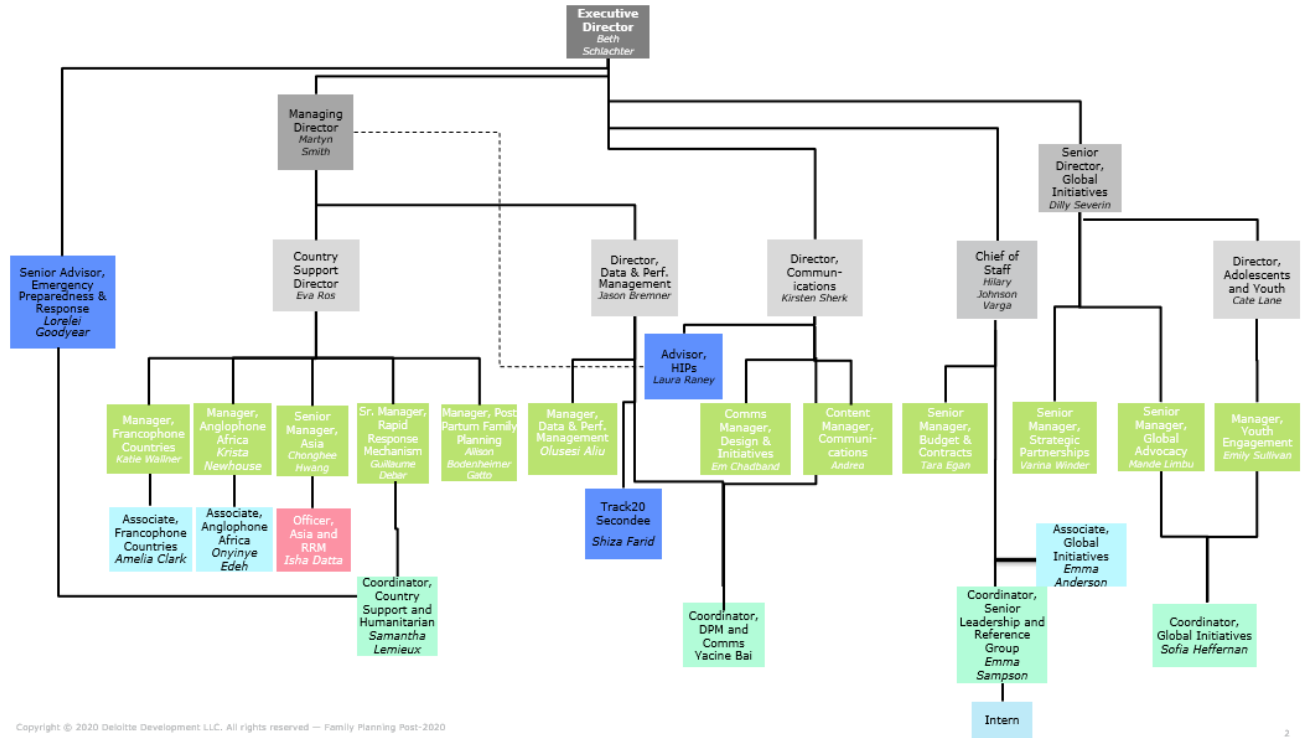
References

The PLA team consulted several documents during the desk review. Many of the documents were provided by the FP2020 Secretariat, including annual progress reports, FP2020 publications, regional focal point workshop agendas and notes, presentations made to the RG, some historical documents related to the original functions of the FP2020 Task Team, and notes made during stakeholder gatherings to discuss the future vision and structure of the post-2020 partnership.

Valuable planning documents were also shared by the Secretariat and the Core Conveners on the future architecture that outlined some initial thoughts about the roles and functions of the various governance structures and hubs.

Appendices

Appendix A. September 2020 Organizational Diagram of the FP2020 Secretariat



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Appendix B. List of Questions That the PLA Addressed

1. What are the critical functions and processes of the FP2020 Secretariat that need to be preserved going forward, contingent on available funding? Are there examples where processes or functions of the Secretariat influenced resource allocation by the core conveners (e.g., youth or postpartum family planning)?
2. How have critical dependencies, including Track 20, Reproductive Health Supplies Consortium (RHSC), and Advance Family Planning (AFP), been important to the success of the partnership thus far?
3. What are the key processes and functions that connect global expertise and engagement to the country-level priorities? Where in the governance structure should they be housed?
4. What are the strengths and weaknesses of the current Reference Group function and what recommendations can be made for future governance? How effective has the current process for engaging high-level influencers been? What are options for engaging high-level influencers (e.g., donor organization leaders, ministers of health, high net worth individuals) going forward? What should be the role/responsibilities of such a group? How can these influencers be engaged without the level of effort that semi-annual Reference Group meetings have required?
5. Data processes are well understood, but what has been the role of FP2020 in data leadership?
6. What can be learned from implementation and governance of other global partnership mechanisms that might be applicable to the future decentralized architecture? What structure may be most relevant to a future global family planning partnership that does not have financial resources to allocate to implementing entities?
7. What are key considerations in how we transition to a new governance structure that will protect what has worked well to date while moving to a more devolved decision-making approach? What critical functions/achievements of the current Secretariat and governance structures and processes may be at risk in such a transition (e.g., are there roles and responsibilities that need to be preserved in a “global north office”)?
8. How effective has the Rapid Response Mechanism (RRM) been to the current partnership? Should the future partnership have a small grant mechanism like the RRM for FP2020? If so, what are the recommendations for that mechanism and how would it be attached to the Regional Hubs? What would operating funds at the Hub level be used to do? How would Focal Point Workshops (FPWS), for example, be handled?

Appendix C. List of Key Informants

For the PLA, 46 oral key informant interviews were conducted and 21 written interviews were submitted.

Table 1. Oral interviewees

Ann Starrs	Core Convener	BMGF
Lester Coutinho	Core Convener	BMGF
Lydia Schmeltzer	Core Convener	BMGF
Kaleigh MacDaniels	Core Convener	BMGF
Juliet Whitley	Core Convener	DFID
Gifty Addico	Core Convener	UNFPA
Ashby Anglin	Core Convener	UNFPA
Ellen Starbird	Core Convener	USAID
Alex Todd	Core Convener	USAID
Yasmeen Qazi	Focal Pt	RIZ Consulting
Junice Melgar	Focal Pt	Likhaan
Kamlesh Giri	Focal Pt	UNFPA Somalia
Duff Gillespie	Key Partner	AFP/Johns Hopkins Bloomberg School of Public Health
Beth Fredrick	Key Partner	AFP/Johns Hopkins Bloomberg School of Public Health
Sabrina Karklins	Key Partner	AFP/Johns Hopkins Bloomberg School of Public Health
Mitchell Warren	Key Partner	AVAC
Tomoko Fukuda	Key Partner	IPPF East and South East and Oceania Regional Office (ESEAOR)
Gessen Rocas	Key Partner	IPPF ESEAOR
Jen Kates	Key Partner	Kaiser Family Foundation
Marie Ba	Key Partner	OPCU
Scott Radloff	Key Partner	PMA
Monica Kerrigan	Key Partner	Planned Parenthood Federation of America Global
John Skibiak	Key Partner	RHSC
Emily Sonneveldt	Key Partner	Track20
Chris Elias	RG co-Chair	BMGF
Natasha Kaoma	Focal Point /RG member current	Copper Rose Zambia
Simon Cooke	RG member current	MSI
Ian Askew	RG member current	WHO Department of Reproductive Health and Research
Manasa Priya	RG member current	UNICEF
Poonam Muttreja	Focal Point /RG member emeritus	Population Foundation of India
Beth Schlachter	Secretariat	FP2020
Martyn Smith	Secretariat	FP2020
Eva Ros	Secretariat	FP2020
Chonghee Hwang	Secretariat	FP2020
Krista Newhouse	Secretariat	FP2020
Mande Limbu	Secretariat	FP2020
Cate Lane	Secretariat	FP2020
Guillaume Debar	Secretariat	FP2020
Jason Bremner	Secretariat	FP2020
Varina Winder	Secretariat	FP2020
Emily Sullivan	Secretariat	FP2020

Alison Bodenheimer Gatto	Secretariat	FP2020
Jordan Hatcher	Secretariat	FP2020
Win Brown	WG member	BMGF
Jagdish Upadhyay	WG member emeritus	Former UNFPA
Amani Selim	WG member	USAID

Table 2. Written interviewees

Robyn Sneeringer	Core Convener	BMGF
David Johnson	CSO partner	Margaret Pyke Trust
Romarc Zarambaud	Focal Point	Ministry of Health and Population, Central African Republic
Abu Sayed Hasan	Focal Point	UNFPA Bangladesh
Wendy Turnbull	Key Partner	PAI/AFP Opportunity Fund
Habeeb Salami	Key Partner	Pathfinder International
Seema Jalan	Key Partner	UN Foundation
Klaus Beck	Key Partner/former Focal Point	UNFPA Asia Pacific Regional Office
Karen Hardee	PME WG member	Hardee Associates LLC
Natalia Kanem	RG co-Chair	UNFPA
Isaac Adewole	RG member emeritus	Former Nigeria Minister of Health
Sandra Jordan	Secretariat	Former FP2020 staff & advisor
Olusesi Aliu	Secretariat	FP2020
Amelia Clark	Secretariat	FP2020
Onyinye Edeh	Secretariat	FP2020
Tara Egan	Secretariat	FP2020
Katie Wallner	Secretariat	FP2020
Jay Gribble	Tech INGO partner	The Palladium Group
John Townsend	Tech INGO partner	Population Council
Reshma Trasi	PME WG member	Pathfinder International
Zeba Sathar	Former PME WG co-lead	Population Council Pakistan

Appendix D. Informed Consent for FP2020 PLA Written Questionnaire May–June 2020

The questions for this written response interview were compiled by Sono Aibe and Jocelyn Finlay, who are working for D4I as consultants.

This Informed Consent Form has two parts: 1. Information Sheet 2. Certificate of Consent

Part I: Information Sheet

You are invited to participate in a written questionnaire for the FP2020 Process Learning Activity (PLA), which aims to assess the critical functions, processes, and dependencies that have been effective and should be brought into the new era beyond 2020.

Your participation is entirely voluntary. You may choose not to take part or you may stop the questionnaire at any time. The questionnaire is anticipated to take about 30 minutes to complete. This Process Learning Activity, which will be published by D4I as a report, will be made available to FP2020 Core Conveners, the FP2020 Secretariat, potential future donors, and new and old organizations that will be affiliated with FP2020's future entity. The report will present actionable recommendations on the future architecture and governance of the post-2020 partnership.

Your responses in the questionnaire will be anonymized in the presentation of the report. Direct quotes, attributed to your name or not, may be used in the report. You have the option below to opt out of direct quotes. Your written responses will be used only by the PLA consultants (Sono Aibe and Jocelyn Finlay) for the period of the report writing and will be deleted when the report is published (around September 2020). We do not anticipate any risks to you for participation in this interview.

Please feel free to ask questions or raise concerns at any time about the PLA assessment or the questionnaire. If at the end of the questionnaire you still have questions, please contact Janine Barden-O'Fallon at <bardenof@email.unc.edu>.

You have the right to refuse to answer any question we ask as well as to withdraw from the study at any time. If you choose to withdraw from the study, all information you provide will be destroyed and omitted from the final report.

Part II: Certificate of Consent

Please read the following and write your name on the appropriate line depending if you agree or not to have your name included in the report and your comments attributed to you:

I have read the foregoing information, or it has been read to me. I have had the opportunity to ask questions about it and any questions I have been asked have been answered to my satisfaction. I consent voluntarily to be a participant in this study.

I agree voluntarily to participate in this interview and agree to have my name included in the report with attribution to what I say.

Print Name of Participant _____

Date _____

I agree voluntarily to participate in this interview but do not agree to have my name included in the report with attribution to what I say.

Print Name of Participant _____

Date _____

Appendix E. Written Questionnaire for FP2020 PLA May–June 2020

[Informed Consent Form will be distributed with this survey]

Family Planning 2020 (FP2020) is the eight-year (2012-2020) global family planning movement created as an outgrowth of the 2012 London Summit on Family Planning.

In June 2018, the Core Conveners began discussions of what would come after FP2020, seeking to maintain global and country-level attention and commitment to voluntary family planning, align with the 2030 Sustainable Development Goals, and broaden the partnership.

Since January 2019, Deloitte, under contract to BMGF, has provided support to the Core Conveners for data collection and synthesis, and transition planning. At critical points in the process, the Core Conveners have consulted and engaged the FP2020 Secretariat; however, there has not been a formal evaluation of FP2020's accomplishments or the role of the Secretariat. The Process Learning Activity described below is designed to build on what has been done to date with Deloitte and others and fill some of that gap.

This Process Learning Activity (PLA) will assess and document how the functions and implementation approaches of FP2020 have contributed to:

- 1) the 2012 London Summit goal of enabling 120 million more women and girls in the world's 69 poorest countries to access voluntary family planning (“120 by 20”); and**
- 2) a more supportive environment for family planning (e.g., funding, rights-based family planning, youth engagement, donor coordination, data availability and use, etc.).**

The purpose of assessing and documenting these processes is not to attribute particular outcomes to functions but rather to further inform the governance structure for the future, including identifying the risks and benefits of particular structural choices.

Thank you for taking the time for this interview. FP2020 is transitioning to a future entity, and the FP2020 Secretariat and the Core Conveners want to ensure that the best of FP2020 is carried forward to this future entity. Your responses below will help in understanding the varied engagement FP2020 stakeholders had, and hope to have with the future entity. Your responses will help to shape a robust framework for the future entity, to ensure that the future entity fulfils its mission to the best of its capacity in **“Creating an enabling environment and supporting countries to realize their family planning commitments.”**

You are a valuable resource to see transition and drive success. In this questionnaire we are looking forward towards the future Regional Hubs, complemented and supported by a central body we will label the Global Secretariat for the purposes of this questionnaire. We aim to work towards identifying functions, dependencies and processes at the Regional Hub and Global Secretariat levels that will see this new family planning partnership set up for success.

1. Did you have any comments on the hub structure before we work with that assumption? Do you have any comments on the Global Secretariat role?
2. Take a hub that would be your favorite example. What would be the functions of this hub (what would the hub do)?
3. Tell us a little bit about how success will look for Regional Hubs?

We now turn to questions relating to the specific functions of the Regional Hubs and Global Secretariat.

As a starting list, we have some of FP2020's functions here.

- Expand donor support.
- Establish the systems and infrastructure necessary to monitor the impact of FP programs
- Develop a transformative framework to measure and report on the autonomy, equity, and human rights–based dimensions of family planning programs.
- Strengthen accountability for implementing financial, policy, and programming commitments.
- Rallying commitments from countries to address supply and demand barriers to accessing family planning

1. Can you add to this list of functions?
2. What functions will be important for the post-2020 entity?
3. Which functions are particularly important for which Regional Hubs?
4. And what about the Global Secretariat? What will their functions be?

FP2020 partnered with many global organizations to realize their mission. In the next set of questions, we think through which partnerships will be most valuable in serving the future mission of the future family planning entity from now to 2030.

Some of the main global partnerships with FP2020 were Track20, PMA2020 (now PMA), Reproductive Health Supplies Coalition, and the Advance Family Planning project.

1. Are there other partners we have not listed here but should be?
2. To your knowledge, what made the partnership between FP2020 and each of these partners successful?
3. Moving forward to the post-2020 entity, which partnerships must be retained?
4. How do you imagine key partnerships, including Track20, PMA, RHSC and AFP, working within this hub structure?

We now address key processes (e.g. hosting regular webinars and workshops) and functions (e.g. promoting cross-country learning) that connect global expertise and engagement to the country-level priorities, with our eyes to the future Regional Hub structure.

1. As we move to the post-2020 entity, we want to think about the future entity. What are the key processes and functions that connect global expertise and engagement to the country-level priorities?
2. How will this work in the Hub structure, and where do the different parts that connect global expertise and engagement fit in this Hub structure?
3. Do you think the post-2020 entity will provide technical assistance, say in youth and adolescents or postpartum family planning? And if so, where would this technical expert sit, and how would they interact with and across the Regional Hubs?

We now turn to the topic of the Reference Group.

1. Tell me a little bit about your impressions of the FP2020 Reference Group.
2. In what ways was the Reference Group effective in what they did?
3. What should a Reference Group do moving forward to the post-2020 entity?
4. What kind of influence or decision-making power should the future RG have?
5. How would the RG members stay in communication with each other, and with the hubs?

Data, both for the annual progress report and for the Performance, Monitoring and Evaluation Working Group, was viewed as a cornerstone of FP2020. To generate, analyze, and communicate the data is a key consideration within the Regional Hub Structure. Who does what and for whom are all questions that need to be addressed.

1. In your opinion, where does “data” fit into the Regional Hub Structure?
2. How does the Global Secretariat fit in the Hub structure for family planning data leadership?
3. What will data management look like under the Hub structure? And how will Track20 fit into that system? And PMA?
4. In the post-2020 entity hub structure, how will data analysis for, and then reporting to, donor, country focal points, Regional Hub offices, and the global secretariat, work efficiently in the new hub structure?
5. Do you think the post-2020 entity brings with it the opportunity to move with data innovations for the family planning field?

We now ask about what lessons can be learned from other organizations, and how we can look to other organizations to ensure we set up a governance structure that is sustainable.

1. Given your experience in working at or with other organizations like FP2020, what can we learn from the governance structure of these other organizations to strengthen the plan for the post-2020 entity?
2. How do you see countries interacting in the Hubs in five or so years?
3. Do you see Hubs having a central role in their own donor relations and financing?

We now think of the immediate future, and considerations that must be made for how functions are moved out to the Regional Hubs.

1. The next 18 months will see a transition to the hub structure. What are the key considerations for this transition?
2. What activities must be retained in the central office during the transition? And what can be immediately handed out to the Hubs?

We now want to ask about the Rapid Response Mechanism (RRM).

1. How effective has the Rapid Response Mechanism (RRM) been to the current partnership?
2. Should the future partnership have a small grant mechanism like the RRM for FP2020?
3. If so, what are the recommendations for that mechanism and how it would be attached to the Regional Hubs?
4. If the Regional Hubs had some flexible small funds to support the post-2020 entity vision, what would that be used for?
5. How would the RRM be funded? Would funds be raised at the local Hub level?

Appendix F. Deloitte and PLA Comparisons of the Proposed Functions

Deloitte: Roles & Responsibilities of the Executive Directorate

Administrative Roles + Responsibilities	Convening Roles + Responsibilities	Communications Roles + Responsibilities
<ol style="list-style-type: none"> Review and sign off on each region's annual work plan Develop a broader Secretariat annual strategic plan 	<ol style="list-style-type: none"> Convene the Regional Hubs' Managing Directors as the Executive Leadership team Organize & prepare for meetings of the Governing Board & FMC Attend select regional meetings in tandem with or independently of Regional Hubs 	<ol style="list-style-type: none"> Act as public face of the Secretariat Manage global communications & public relations
		<p>Note: areas shaded in grey highlight functions that are the same in both the Deloitte and PLA recommendations.</p>

PLA: Roles & Responsibilities of the Executive Directorate

Administrative Roles + Responsibilities	Convening Roles + Responsibilities	Communications Roles + Responsibilities
<ol style="list-style-type: none"> Review and sign off on each region's annual work plan Develop a broad annual strategic plan for the Support Structure 	<ol style="list-style-type: none"> Convene the Regional Hubs' Managing Directors as the Executive Leadership team Organize & prepare for meetings of the Governing Board & FMC Attend select regional meetings in tandem with or independently of Regional Hubs 	<ol style="list-style-type: none"> Act as public face of Support Structure Create framing for global messaging for communications, advocacy, & public relations

Deloitte: Roles & Responsibilities of the North America & Europe Hub

Administrative Roles + Responsibilities	Convening Roles + Responsibilities	Data Roles + Responsibilities	Communications Roles + Responsibilities
<ol style="list-style-type: none"> 1. Develop annual NA&E work plan 2. Set global administrative standards (IT, HR, etc.) 3. Engage with global north donors 	<ol style="list-style-type: none"> 4. Facilitate global knowledge sharing and exchange 5. Organize conferences and side-events to support global knowledge sharing 6. Broker technical assistance for global stakeholders 7. Provide technical assistance to regional and/or global stakeholders, <i>depending on areas of expertise and staffing model</i> 	<ol style="list-style-type: none"> 8. Compile and globally report on data from all commitment makers 	<ol style="list-style-type: none"> 9. Communicate with and advance advocacy with global north stakeholders

PLA: Roles & Responsibilities of the North America & Europe Hub

Administrative Roles + Responsibilities	Convening Roles + Responsibilities	Data Roles + Responsibilities	Communications Roles + Responsibilities	Advocacy and Accountability
<ol style="list-style-type: none"> 1. Develop annual NA&E work plan 2. Engage with donors, active fundraising* and mentoring the Regional Hub for capacity building in donor engagement. 	<ol style="list-style-type: none"> 3. Assist Regional Hubs with knowledge sharing and exchange, branding, translation, platform 4. Assist the designated Regional Hub to organize conferences and side events to support global knowledge sharing 5. Technical assistance to help Regional Hubs with Adolescent and Youth, Rights Based Approach 	<ol style="list-style-type: none"> 6. Compile and report on aggregate and country-level data from all commitment makers 7. Manage PME Working Group, Track20 relationship* 8. Staff a Help Desk portal to direct data queries from countries and Regional Hubs to Track20 or NA/E 	<ol style="list-style-type: none"> 9. Communicate with and advance advocacy with global north stakeholders* 10. Develop materials for global messaging for communications, advocacy, & public relations 	<ol style="list-style-type: none"> 11. Work with countries and Regional Hubs to enable countries to develop realistic commitments 12. Work with Regional Hubs to best support countries in accountability process

*Note that it is practical in the short term to keep these functions in the NA/E Hub. It should be recognized that each of these activities coming from the NA/E Hub do not promote leadership balance with the Regional Hubs. These functions give authority to the NA/E Hub exclusive of the Regional Hubs. The best would be that all NA/E Hub functions are in service of the Regional Hubs.

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Deloitte: Roles & Responsibilities of the Regional Hubs

Administrative Roles + Responsibilities	Regional Support Roles + Responsibilities	Data Roles + Responsibilities	Communications Roles + Responsibilities
<ol style="list-style-type: none"> 1. Develop annual regional work plan 2. Operate own administrative functions (e.g., IT, HR, etc.) 3. Engage with regional donors 	<ol style="list-style-type: none"> 4. Convene regional focal points and facilitate regional exchange 5. Attend regional conferences & events, representing the broader Secretariat 6. Support regional commitment-making countries and CSOs 7. Broker technical assistance among regional stakeholders 8. Provide technical assistance to regional and/or global stakeholders, <i>depending on areas of expertise and staffing model</i> 	<ol style="list-style-type: none"> 9. Collate relevant data from regional commitment makers 10. Report on relevant data from regional commitment makers 	<ol style="list-style-type: none"> 11. Communicate with and advance advocacy across regional stakeholders

† At the Regional Hub level, staff are focused on assisting countries, country focal points, and CSOs. Although they could represent the post-2020 partnership at global conferences, the Hubs devote most of their time serving their region's countries. The Regional Hubs should prioritize conferences and workshops in their own regions.

*The Governing Board will play a role in the accountability process, amplifying successes, and assisting countries that identify gaps in their achievements.

PLA: Roles & Responsibilities of the Africa, Asia and Latin America Regional Hubs

Administrative Roles + Responsibilities	Regional Support Roles + Responsibilities	Data Roles + Responsibilities	Communications Roles + Responsibilities	Advocacy and Accountability
<ol style="list-style-type: none"> 1. Develop annual regional work plan 2. Operate own administrative functions (e.g., IT, HR, etc.) 3. Build capacity in donor engagement 	<ol style="list-style-type: none"> 4. Convene country focal points in their region and facilitate regional exchange 5. Support regional commitment-making countries and CSOs, including attending regional conferences & events† 6. Broker technical assistance among regional stakeholders 	<ol style="list-style-type: none"> 7. Monitor data from countries in own region to assist in meeting country's own commitments and identifying TA gaps 	<ol style="list-style-type: none"> 8. Communicate with and advance advocacy across regional stakeholders 9. Adapt global materials for regional messaging for communications, advocacy, & public relations 	<ol style="list-style-type: none"> 9. Fund CSOs and youth-serving organizations to highlight the rights of individual women and girls in their communities 10. Country ally helping governments build realistic commitments and develop plans to work toward their goals ‡

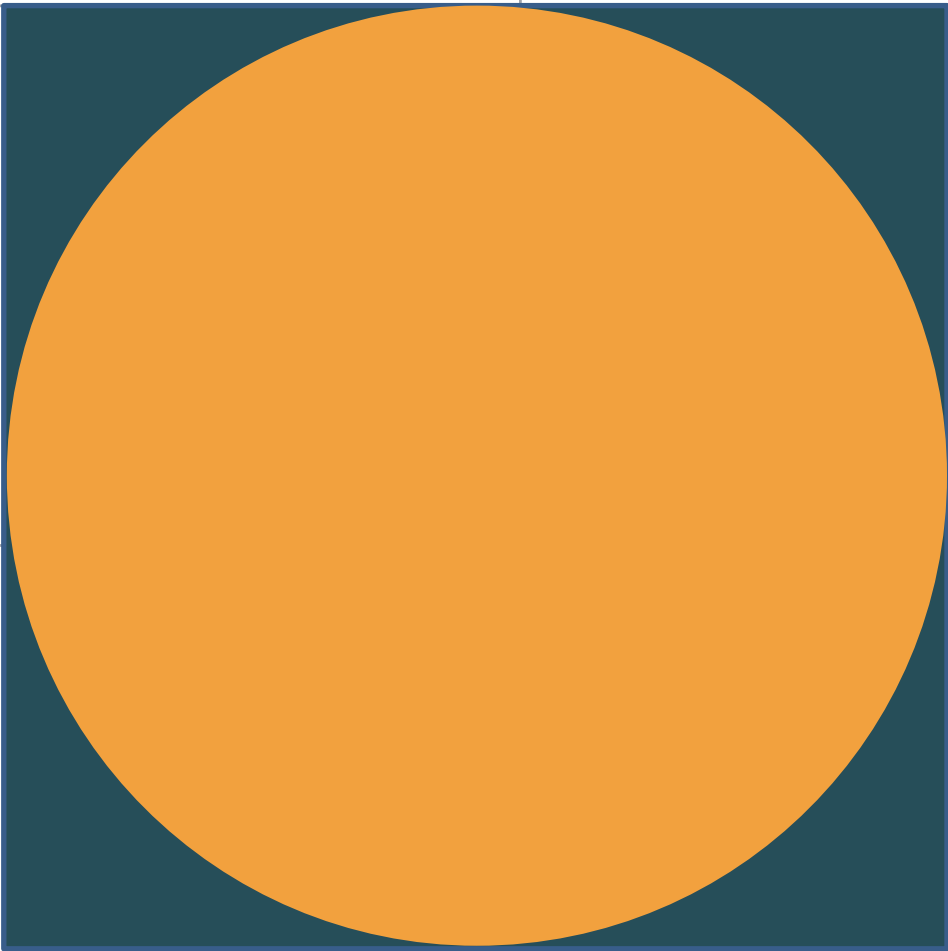
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This publication was produced with the support of the United States Agency for International Development (USAID) under the terms of the Data for Impact (D4I) associate award 7200AA18LA00008, which is implemented by the Carolina Population Center at the University of North Carolina at Chapel Hill, in partnership with Palladium International, LLC; ICF Macro, Inc.; John Snow, Inc.; and Tulane University. The views expressed in this publication do not necessarily reflect the views of USAID or the United States government.

TR-20-427 D4I

