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STRONG ALLIANCES, FURTHER TOGETHER

COUNTRY ENGAGEMENT AT FP2020, 2012-2020



WHAT IS FP2020?

Family Planning 2020 is a global community of partners working together to advance rights-based family planning. The FP2020 partnership was launched at the 2012 London Summit on Family Planning, with the goal of enabling 120 million additional women and girls in 69 of the world's poorest countries to use voluntary modern contraception by 2020.

In the FP2020 approach, countries lead the way. They set the agenda for progress with formal commitments to develop, support, and strengthen their family planning programs. Each country's commitment functions as a blueprint for collaboration, providing partners with a shared agenda and measurable goals.



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Cover photo: The Anglophone Regional Focal Point Workshop, 2017. Photo credit: FP2020.

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This report is dedicated to the memories of Valerie DeFilippo, Babatunde Osotimehin, and Jennifer Schlecht, indefatigable defenders of human rights, whose indomitable spirit to fight for women's health and well-being lives on through FP2020 in all of us.

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Acronyms

AIDS	Acquired immune deficiency syndrome
AYSRHR	Adolescent and youth sexual and reproductive health and rights
AY	Adolescents and youth
BMGF	Bill & Melinda Gates Foundation
CE	Country Engagement Working Group (FP2020)
CHAI	Clinton Health Access Initiative
CIP	Costed Implementation Plan
CSO	Civil society organization
DFID	UK Department for International Development, now reorganized into the Foreign, Commonwealth and Development Office
DMPA	Depot medroxyprogesterone acetate
ECHO	Evidence for Contraceptive Options and HIV Outcomes
FP	Family planning
FP2020	Family Planning 2020
FCDO	UK Foreign, Commonwealth and Development Office
GFF	Global Financing Facility
HIP	High Impact Practice
HIV	Human immunodeficiency virus
IBP NETWORK	Implementing Best Practices Network
IUD	Intrauterine device
IYAFP	International Youth Alliance for Family Planning
KFF	Kaiser Family Foundation
LARC	Long-acting reversible contraceptives
MCPR	Modern contraceptive prevalence rate
MD WG	Market Dynamics Working Group (FP2020)
M&E	Monitoring and Evaluation
MYE	Meaningful youth engagement
NGO	Non-governmental organization
OP	Ouagadougou Partnership
OPCU	Ouagadougou Partnership Coordination Unit
PME WG	Performance Monitoring & Evidence Working Group (FP2020)
PMNCH	Partnership for Maternal, Newborn and Child Health
PPFP	Postpartum family planning
PPFP/PAFP	Postpartum and post-abortion family planning
RE WG	Rights & Empowerment Working Group (FP2020)
RHSC	Reproductive Health Supplies Coalition
RMNCAH	Reproductive, maternal, newborn, child, and adolescent health
RRM	Rapid Response Mechanism
SDG	Sustainable Development Goals
SRHR	Sexual and reproductive health and rights
SRMNCAH	Sexual, reproductive, maternal, newborn, child, and adolescent health
UN	United Nations
UNFPA	United Nations Population Fund
USAID	United States Agency for International Development
WHO	World Health Organization

INTRODUCTION

Family Planning 2020 is a global community of partners working together to advance rights-based family planning. The FP2020 partnership was launched at the 2012 London Summit on Family Planning, with the goal of enabling 120 million additional women and girls in the world's lowest-income countries to use voluntary modern contraception. In preparation for the next phase of the partnership, expected to launch in 2021, FP2020 commissioned a series of papers to explore the successes and challenges of the past eight years. This report focuses on FP2020's country engagement strategy: activities specifically undertaken to engage and support commitment-making countries.

As a unique collaborative platform, FP2020 sits at the nexus of global, regional, and national efforts to expand rights-based family planning. In the FP2020 approach, countries set the agenda for progress with formal commitments to develop, support, and strengthen their family planning programs. Joining FP2020 links countries with a network of partners that includes multilateral development agencies, government donors and private foundations, civil society organizations at the frontlines of reproductive health, technical experts and implementing partners, and dozens of other countries from around the world that are also committed to delivering voluntary rights-based family planning to their citizens. The result is a global enabling environment that spurs and supports country progress.

The FP2020 Secretariat is responsible for the day-to-day administration of the initiative. The Secretariat works with global and country partners to identify gaps and bottlenecks, collaborate on data and performance management, advocate for the rights of women and girls, respond to the needs of the young and the marginalized, share and expand best practices, promote accountability, align messaging and communications strategies, and build and maintain momentum within the global family planning movement.

This report traces the evolution of FP2020's country engagement strategy from the 2012 London Summit to the present day, as led first by the Country Engagement Working Group and subsequently by the Secretariat's Country Support team. It chronicles the successes, challenges, and lessons learned along the way, and concludes with a set of recommendations to inform the next iteration of the family planning partnership and the movement toward the global 2030 vision.



When we joined FP2020, we found ourselves connected to the world. We are actively representing Afghanistan in the global fora and sharing our successes and challenges with others, learning and replicating best practices considering our country context. And at the country level, our key partners' roles have been streamlined and our partnerships have been strengthened.

Dr. Zelaikha Anwari, Ministry of Public Health, Afghanistan, at the FP2020 Asia Regional Focal Point Workshop in 2017

Part 01

**FP2020 Country
Engagement 2012–2015**

The premise is simple: the life-changing benefits of voluntary modern contraception should be available everywhere in the world, to every woman and girl.

Rights-based family planning is a powerful intervention with ripple effects across the whole of society. When women are able to decide for themselves whether and when to have a child, they and their families have a better chance to thrive and prosper. When countries ensure that rights-based family planning is available to all, the result is a cascade of benefits across multiple sectors.

Yet despite these well-known facts, by 2012 global progress on family planning had stalled. After a high point at the 1994 International Conference on Population and Development in Cairo — when the world pledged to achieve universal access to reproductive health — enthusiasm had given way to competing health priorities, donor fatigue, and political controversy.

The 2012 London Summit on Family Planning aimed to reignite the global commitment to meeting women's unmet need for contraception. An ambitious new goal was announced: to deliver voluntary modern contraception to an additional 120 million women and girls in the world's 69 lowest income countries by 2020. Organized by the Bill & Melinda Gates Foundation (BMGF) and the UK Department for International Development (now reorganized into the Foreign, Commonwealth and Development Office, or FCDO) in partnership with the United Nations Population Fund (UNFPA) and the U.S. Agency for International Development (USAID), the London Summit invited governments and development partners from around the world to join forces in a new era of collaboration and progress for family planning. All commitments would count toward the UN Secretary General's *Every Woman Every Child* Global Strategy for Women's and Children's Health, launched just two years before.

The response was enormous. More than 70 governments, civil society organizations, implementing partners, and private sector entities made commitments at the Summit, and donors pledged billions of dollars.

Two dozen countries¹ announced ambitious pledges to expand their family planning programs and reach millions of women and girls with modern contraception.

In the months following the London Summit, the four organizers — now referred to as the Core Conveners — created Family Planning 2020 (FP2020) to carry forward the momentum. A Reference Group, co-chaired by UNFPA and BMGF, was formed to provide oversight and direction. Four working groups were established to drive progress on major aspects of the FP2020 agenda: the Country Engagement Working Group (CE WG), the Market Dynamics Working Group (MD WG), the Rights and Empowerment Working Group (RE WG), and the Performance Monitoring and Accountability Working Group, later renamed the Performance Monitoring and Evidence Working Group (PME WG). A small Task Team, later renamed the Secretariat, was created to support the Reference Group and Working Groups.

What started as a pledging conference in London had evolved into a genuine global partnership.

The FP2020 Country Engagement Working Group

FP2020's structure was designed to be light-touch. The idea was to leverage existing global health and development architecture and processes as much as possible. FP2020 was also designed to function as a central, neutral platform where a wide range of donors, governments, and partners could collaborate. FP2020 was not equipped with a financing mechanism nor empowered to broker the resources that were pledged at the Summit. Instead, its role was to be catalytic: to influence, support, advise, and connect, as well as to monitor and report for global accountability.

¹ This includes South Africa, which made a commitment at the London Summit but is not one of the 69 focus countries. South Africa's GNI does not qualify it as one of the world's poorest countries, based on the World Bank 2010 classification using the Atlas Method.

“FP2020 is not a new NGO, nor is it a vertical fund. Instead, it is a different way of working together: a creative network of cooperation that revolves around a hub to promote knowledge sharing and emergent thinking.

FP2020: Partnership in Action 2012-2013

While the other three working groups concentrated on thematic areas, the mandate of the CE WG was to ensure that countries received the support they needed to develop, implement, and monitor their family planning programs. The working group was co-led by UNFPA and USAID: initially by Dr. Kechi Ogbuagu of UNFPA and Dr. Scott Radloff of USAID, and subsequently by Jagdish Upadhyay of UNFPA and Ellen Starbird of USAID.

The 19-member group was rounded out by representatives from country governments, donor agencies, USAID contracting partners, international NGOs, and existing family planning alliances (such as the Ouagadougou Partnership). The government representatives were drawn from five FP2020 countries, chosen to provide important context and regional perspective: Ethiopia, India, Indonesia, Nigeria, and Senegal.

The CE WG recognized that a tailored approach to engagement was needed, given that countries vary enormously in their technical capacity, social environments, and history with family planning. It was assumed that UNFPA and USAID, the world's two leading family planning agencies with country offices and technical partnerships all over the globe, would serve as the main

“FP2020 is a global partnership with country level objectives. Progress has to happen at the country level.

Dr. Kechi Ogbuagu, co-lead of the FP2020 Country Engagement Working Group from 2013 to 2014

representatives of FP2020 in countries. In the words of Jagdish Upadhyay, “UNFPA and USAID were the arms and legs of FP2020.”

The CE WG initially planned to serve as a clearinghouse for technical and financial assistance, identifying gaps in implementation and matching countries with donors and other partners. In practice, the all-volunteer group quickly found itself out of bandwidth. The CE WG's great success was in laying the groundwork for the future, establishing the basic structure and coordinating platform for engagement. The building blocks created in those first few years are still the mainstays of FP2020 country support.

Establishing the Focal Point Structure

One of the CE WG's first concerns was to identify lead partners in each commitment-making country who would serve as the primary points of contact (“focal points”) for FP2020. It was decided to appoint small focal point teams in each country, with one representative from the government (typically chosen by the Ministry of Health), one representative from the UNFPA country office, and one representative from the USAID mission. In many countries the focal points were already working together, and the FP2020 structure provided a new way for them to collaborate and link up with global partners.

The decision to include focal points from *both* USAID and UNFPA on each team turned out to be fortuitous.² Although the two agencies had always enjoyed a strong technical relationship, they had rarely coordinated at the country level. Julia Bunting, who served as the UK government's lead in organizing the London Summit, believes that “UNFPA and USAID working together in countries, using their comparative strengths in support of national plans, was one of the biggest successes of the early FP2020 years.”

Aligning with the Ouagadougou Partnership

The Ouagadougou Partnership (OP) was launched in February 2011 to accelerate progress on family planning in nine countries of Francophone West Africa: Benin, Burkina Faso, Côte d'Ivoire, Guinea, Mali, Mauritania,

² Although USAID and UNFPA are the two donor focal points in the great majority of FP2020 countries, there are exceptions. FCDO, BMGF, Global Affairs Canada, and Agence Française de Développement serve as donor focal points in a handful of countries.



The fact that I'm a part of the Country Engagement Working Group is a very good opportunity to consolidate the collaboration between FP2020 and the Ouagadougou Partnership. I think we're already doing some excellent things together — the same action plan, using the same focal points, calling meetings that advance the family planning agenda in Francophone West Africa.

Fatimata Sy, then Director of the Coordination Unit for the Ouagadougou Partnership, in a 2014 interview with the FP2020 Secretariat

Niger, Senegal, and Togo. At the London Summit in 2012, three of the OP member countries also made commitments to FP2020, and eventually all OP countries followed suit. In the spirit of keeping processes streamlined and reporting requirements minimal, FP2020 and OP agreed to share the same focal points and use the same action plan in each country, and in 2016 adopted a Memorandum of Understanding to further align their efforts across the region.

Investing in Costed Implementation Plans

A costed implementation plan (CIP) is a multi-year roadmap for a country's (or subnational region's) family planning strategy, with measurable goals and costed budgets. A well-constructed CIP defines clearly what is feasible, what goals are attainable, and what resources will be required to achieve those goals. Family planning CIPs were pioneered by Tanzania in 2009 and Kenya in 2011, and subsequently adopted and promoted as an essential tool by the Ouagadougou Partnership and FP2020.

Adopting High-Impact Practices

From the start, the CE WG worked closely with the Secretariat to map country commitments to Family Planning High-Impact Practices (HIPs), a set of evidence-based practices vetted by global experts. HIPs are identified based on their demonstrated magnitude of impact and potential application in a wide

range of settings. Evidence of replicability, scalability, sustainability, and cost-effectiveness is also vital. USAID and UNFPA used their regional and country offices to promote the HIPs widely, working to ensure that policymakers in FP2020 countries were informed of best practices and equipped to invest in proven strategies.

Expanding Access to Postpartum Family Planning

A new approach to postpartum family planning (PPFP) emerged in early 2015, as the World Health Organization (WHO) prepared to issue new Medical Eligibility Criteria for Contraceptive Use. In February FP2020 joined the Steering Committee led by Jhpiego to plan and launch a multilateral effort to fast-track country progress on PPFP. At the subsequent 2015 PPFP Global Meeting, convened in June in Chiang Mai, Thailand, 16 FP2020 countries developed action plans to implement the new PPFP guidance within their family planning programs.

Convening the First Focal Point Workshop

The first FP2020 Focal Point Workshop, held in Istanbul in March 2015, was the undoubted high point of the CE WG era of country support, and represented the culmination of all the essential ground-laying work that had gone before. The workshop drew more than 135 participants, bringing together the UNFPA, USAID, and government focal points from all commitment-making countries (now up to 32) for the first time. They were joined by representatives from FP2020's core conveners, the co-leads from each of the FP2020's Working Groups, USAID and UNFPA regional representatives, and a wide range of technical partners.

The workshop was a unique opportunity for members of the global FP2020 movement to expand their technical knowledge, compare notes, and take stock of progress to date. The programming was designed to be practical and action-oriented: all of the country teams developed detailed action plans to implement on their return home. After the workshop the dialogue continued, as FP2020, USAID, and UNFPA followed up with country teams to discuss their specific needs and challenges. Countries that had made requests at the workshop for technical assistance were matched with expert partners by the FP2020 Secretariat. The Secretariat itself developed a post-Workshop action plan with the CE WG in response to the feedback received.

The Focal Point Workshop marked the launch of FP2020's new website, an integrated knowledge-sharing and accountability platform designed to connect people, ideas, and evidence. Users could now read official self-reports from FP2020 partners on the status of commitments, share perspectives and submit updates on family planning progress, view country-specific family planning news and data, and access Core Indicator estimates for FP2020 focus countries and regions.

The Focal Point Workshop also saw the unveiling of the new CIP Resource Kit, developed by the Health Policy Project and K4Health with support from FP2020, USAID, and UNFPA. The kit contained budgeting and costing tools, a policy checklist, rights and empowerment principles, advocacy resources, tools for stakeholder engagement, technical information, financing guides, and real-world examples of CIPs from FP2020 commitment-making countries.



With FP2020, UNFPA and USAID are finally speaking with one voice.

Jagdish Upadhyay, co-lead of the FP2020 Country Engagement Working Group from 2014 to 2015, at the FP2020 Focal Point Workshop in Istanbul in March 2015

The 2015 Strategic Review

In 2015 the FP2020 Secretariat conducted an intense strategic review of the work, structure, and effectiveness of the partnership to date. The resulting revised strategy for 2016–2020 called for a sharply increased level of direct country support to accelerate progress in the remaining years of the initiative.

Four cross-cutting areas of work were identified as priorities: country support; data and performance management; global advocacy, rights, and youth; and knowledge and evidence. The emphasis was to be on “supporting and reinforcing country-level activities,” combined with a continuing focus on global efforts.³ The Secretariat as a whole was directed by the Reference Group to spend relatively less time seeking new country commitments to the partnership (though these were still welcome) and more time supporting countries to deliver on the commitments already made.

To implement the new strategy, FP2020 shifted from the working group model to a complement of permanent full-time staff. The CE WG, RE WG, and MD WG were dissolved at the end of 2015, leaving only the PME WG, which continued on in an expert advisory role. In place of the working groups, the Secretariat hired a senior rights advisor, an in-house demographer, and a seven-person country support team. The new structure debuted in 2016, marking the beginning of FP2020's second phase of country engagement — the subject of the next section.

³ FP2020, “Accelerating Progress: Strategy for 2016–2020, Executive Summary,” January 2016, https://www.familyplanning2020.org/sites/default/files/1590F_FP2020_R4_Theory_of_Change_01.18.16_pages_0.pdf.

Part 02

FP2020 Country Engagement 2016-2020

THE 2017 FAMILY PLANNING SUMMIT

The [Family Planning Summit for Safer, Healthier and Empowered Futures](#) convened in London on July 11, 2017, the fifth anniversary of the 2012 London Summit that launched FP2020. The event marked a significant enrichment of FP2020's agenda, with new and revitalized commitments organized around six major themes:

1. Adolescents and Youth
2. Humanitarian Settings
3. Contraceptive Method Choice
4. Supply Chain Strengthening
5. Financing Solutions
6. Private Sector Networks

Three additional countries joined the FP2020 partnership, and 33 countries chose to revitalize their existing commitments with renewed and expanded pledges: outlining new objectives, dedicating larger budget allocations, delivering more resources, and reaching more women and girls.

FP2020's revised strategy and updated structure called for a complete reorganization of country engagement. All FP2020 commitment-making countries were grouped into three regional portfolios: Asia, Anglophone Africa, and Francophone Africa (later adjusted to Francophone Countries when Haiti joined the FP2020 partnership). A Country Support director was added to the FP2020 Secretariat, along with a manager (and eventually an associate) for each of the regional portfolios. FP2020's Rapid Response Mechanism, a small grant-making fund launched in 2014, was also moved to the Country Support team as part of the reorganization.

The regional portfolio managers began a regular program of engaging with the focal points in their regions, reaching out to cultivate effective working relationships and a keen grasp of the situation in-country. Building on the success of the first focal point workshop in Istanbul, the Country Support team planned a series of regional workshops for each of the three portfolios, allowing for increased learning, technical expertise, and South-South exchange. This quickly evolved into a regular cycle, with each region holding a focal point workshop approximately every 18 months.

The focal point teams also evolved. Beginning in 2017, civil society focal points were added in each commitment-making country, taking their seats alongside the donor and government focal points. Youth representatives were introduced in 2018, beginning the transition to full-fledged focal point status in 2019 (a process that is still incomplete in Asia).

Over time, FP2020's thematic portfolios expanded to embrace a wider set of issues. The PFPF/PAFP portfolio was established in 2017 as part of the Country Support team, building on the highly successful PFPF Global Meeting co-hosted by Jhpiego and FP2020 in 2015. Other new and expanded workstreams (rights, adolescents and youth, global advocacy, and FP in humanitarian settings) are housed within the Secretariat's global cross-cutting portfolios, with staff providing technical assistance to the Country Support team as needed.

This section provides an overview of FP2020's existing Country Support program, reviews how the cross-cutting portfolios interact with that support, and concludes with a discussion of two other elements that involve the Secretariat as a whole and are closely linked with country engagement: accountability and high-level advocacy.

FP2020 REGIONAL FOCAL POINT WORKSHOPS

The regional focal point workshops serve as key venues for the FP2020 community to gather, learn from each other, tackle new challenges, and strategize about the road ahead. Each multi-day workshop is filled with technical sessions, panels, and hands-on exercises. The agendas are designed with input from the focal points themselves, and topics cover the gamut of pressing issues for family planning stakeholders: understanding and operationalizing the rights-based approach, responding to the needs of adolescents and youth, enlisting faith-based partners,

incorporating PFP/PAPF in service delivery, developing sustainable domestic resources, making the investment case for family planning to the Global Financing Facility, meeting the needs of crisis-affected populations, understanding and planning for the ECHO trial results, and more. All Secretariat staff contribute to the workshops, with the cross-cutting portfolio teams participating in and leading technical panels and other staff providing extensive logistical support. See Annex 2 for a summary of each workshop:

ASIA REGIONAL WORKSHOPS

JANUARY 2016

Asia
Nusa Dua, Indonesia

MAY 2017

Asia
Manila, Philippines

OCTOBER 2018

Asia
Kathmandu, Nepal

ANGLOPHONE AFRICA REGIONAL WORKSHOPS

APRIL 2016

Anglophone Africa
Kampala, Uganda

NOVEMBER 2017

Anglophone Africa
Lilongwe, Malawi

MAY 2019

Anglophone Africa
Addis Ababa, Ethiopia

FRANCOPHONE AFRICA REGIONAL WORKSHOPS

MAY 2016

Francophone Africa
Abidjan, Côte d'Ivoire

MARCH 2018

Francophone Countries
Yaoundé, Cameroon

MARCH 2020

Francophone Countries
Dakar, Senegal

VIRTUAL WORKSHOPS

JUNE 2020

Anglophone Africa, Asia
Virtual workshop

NOVEMBER 2020

All Countries
Virtual workshop

The Cadence of Country Support

By July of 2017, FP2020's revised country support system had largely assumed its current shape. The FP2020 Progress Report that year featured an early version of the "How FP2020 Works" diagram (below), which proved to be a useful tool for communicating FP2020's approach to country engagement.

1 COMMITMENT



The FP2020 process begins when a country makes a commitment. The FP2020 partnership connects countries with the FP2020 Secretariat and a global network of partners, donors, and experts.

The commitment is a specific statement of intent, outlining the country's strategic goals and its plans to develop, support, and strengthen its family planning program. FP2020's commitment-making process has strengthened considerably over the course of the initiative, and the Secretariat works with countries to develop commitments that are detailed, targeted, actionable, and measurable. A new country commitment to FP2020 today is typically the product of extensive discussion and political engagement, as the Secretariat liaises with government ministers to shape objectives that are rights-based and in keeping with FP2020 principles.

2 FOCAL POINTS



A team of focal points representing the government, donors, civil society, and youth work with the FP2020 Secretariat and stakeholders to drive progress on the country's FP2020 goals.

With the expansion of the focal point system, each country team is now typically a five-person group: one representative from the government, two from donor agencies (usually UNFPA and USAID, with FCDO, BMGF, Global Affairs Canada, or Agence Française de Développement fulfilling this role in some countries), one representing civil society organizations, and one representing the country's youth.

3 DATA CONSENSUS WORKSHOPS



FP2020 and Track 20 work with the government to translate data into information for decision making. Annual data consensus meetings provide a platform to review data and assess progress toward the country's FP2020 goals.

Accurate data provide a solid foundation for a country's family planning program, from setting goals and developing the costed implementation plan through monitoring annual performance. Avenir Health's Track20 Project trains and supports Monitoring & Evaluation (M&E) Officers in each commitment-making country to produce estimates of the FP2020 Core Indicators, which are then reviewed at data consensus meetings by the government, its partners, and in-country stakeholders.

4 COSTED IMPLEMENTATION PLAN



FP2020 support is aligned with the country's costed implementation plan (CIP) for its family planning program. The government collaborates with stakeholders and FP2020 partners to develop and implement the plan.

FP2020 has led a global effort to develop a standardized approach to crafting CIPs, working in close collaboration with the technical partners who have shaped the field since 2009. An updated version of the CIP Resource Kit was rolled out in 2018, featuring a toolkit on rights-based family planning, guidance on fostering multi-sectoral coordination, and a resource tracking guide.

The FP2020 Secretariat also commissioned a Performance Monitoring Tool, designed to enable policymakers and program managers to monitor, review, and adjust their country's family planning program over time. The tool includes a CIP Priority Map, a Priority Results Achievement Chart, and a CIP Dashboard.

5 REGIONAL FOCAL POINT WORKSHOPS



Every 18 months the focal points attend FP2020 regional focal point workshops with partners, the FP2020 Secretariat, and other country focal point teams. Each team develops a Country Worksheet with a joint set of prioritized actions.

The focal point workshops are at the heart of what FP2020 does, providing the space and technical assistance for countries to refine and assess their family planning strategies. The workshops are attended by global and regional partners, technical staff from WHO and other agencies, representatives from the FP2020 core conveners, and focal point teams from all the commitment-making FP2020 countries in the region.

Each workshop is designed to enable focal points to analyze their country progress to date, identify gaps and challenges, learn from other countries and draw from the global evidence base, and prioritize key actions and interventions for the next 18 months.

6 ACTIONS FOR ACCELERATION



The Country Worksheet is a short-term agenda of immediate next steps in alignment with the costed implementation plan. The focal points develop a new one at each workshop.

The Country Worksheet (commonly referred to as the action plan) functions as a shared working agenda for the FP2020 focal points, their partners and stakeholders in-country, and the FP2020 Secretariat. Because the action plan is a short-term document, with a new one developed approximately every 18 months, it is flexible enough to address changing conditions and emerging priorities.

The Country Support team analyzes all action plans through the lenses of rights-based family planning, meaningful youth engagement, adolescent-responsive services, postpartum and post-abortion FP, advocacy and CSO engagement, adoption of HIPs, and FP service delivery in humanitarian settings.

Rapid Response Mechanism

The [Rapid Response Mechanism](#) (RRM) is an important element of FP2020's country support efforts, providing catalytic resources to meet urgent, time-bound needs. Launched in 2014 with funds from Bloomberg Philanthropies (subsequently joined by BMGF, FCDO, and an anonymous donor), the RRM disburses short-term, high-impact grants in FP2020 focus countries.

As part of the Secretariat's reorganization in 2016, the RRM was housed within the Country Support team. The fund is strategically managed to advance country

priorities, awarding grants for projects that are closely aligned with country commitments, CIPs, or action plans. The Country Support team works to inform partners of the RRM and the scope for strategic opportunities; answer questions about guidelines; review proposals and provide feedback to strengthen proposal submissions; apprise country focal points of RRM requests from UNFPA, international NGOs, and CSOs to ensure alignment with ongoing activities; and conduct site visits with the RRM team to scope for new grant-making opportunities and monitor ongoing investments.

RAPID RESPONSE MECHANISM GRANTS IN NIGERIA

Nigeria's 2012 London Summit commitment included adopting a task-shifting policy and training frontline health workers to deliver a range of contraceptives. When Nigeria launched its Nigeria Family Planning Blueprint for 2014–2018, the training of community health workers was highlighted as a priority. But the first rounds of training were delayed due to resistance from nurses' unions, who felt their profession could be threatened.

In 2015 Nigeria approved a task-shifting policy that would authorize trained community health workers to provide long-acting reversible contraceptives (LARCs). To jumpstart the process, FP2020 awarded an RRM grant to the Clinton Health Access Initiative (CHAI) for a pilot project. CHAI trained 290 community health workers on LARCs in three states, and successfully demonstrated to national stakeholders that task-shifting had no negative impact on the role of traditional providers such as nurses and doctors. A year later FP2020 awarded a second grant, this time to Marie Stopes Nigeria, to train 60 health extension workers on LARCs and build a pool of competent master trainers in five states. In 2017 the FP2020 focal points in Nigeria confirmed that the task-shifting policy had been deemed a success, and that the government was following through on its 2012 commitment to invest additional resources in training.



Postpartum Family Planning/ Post-Abortion Family Planning

The 2015 PPF Global Meeting in Chiang Mai inspired strong interest from countries and pointed the way toward greater integration between the family planning and maternal health communities. In November 2016, eight more FP2020 countries (all from the Ouagadougou Partnership) announced their intention to incorporate PPF/PAFP priorities into their existing action plans.

In 2017 FP2020 assumed the chair of the global PPF/PAFP Steering Committee, led to that point by Jhpiego. A dedicated PPF/PAFP manager and associate were hired as part of the Country Support team, and FP2020 began building PPF/PAFP support, advocacy, and tracking into the existing country engagement structure. The [PPF/PAFP webpage](#) was created as a resource, with a special emphasis on the three most relevant High Impact Practices (*Immediate Postpartum Family Planning in Facilities, Postabortion Family Planning, and Family Planning and Immunization Integration*). Dedicated PPF/PAFP sessions were included at the regional focal point workshops, using tools such as the HIPs Implementation Readiness Checklists to stimulate discussion. A new quarterly PPF/PAFP webinar series was launched, and a portion of Rapid Response Mechanism funds was earmarked for PPF/PAFP projects.

FP2020 has been a key member of the PPF Measurement Subcommittee (led by Jhpiego) and played a lead role in promoting consensus on recommended indicators for immediate PPF. Most recently, those indicators have been added to the terms of reference for the new Integrated PPF Community of Practice being formed in Francophone West Africa. When focal points express interest in advancing PPF/PAFP, additional opportunities for engagement are pursued, such as supporting mini-country delegations from South Sudan and Sierra Leone to the International Confederation of Midwives Regional Africa Conference in Namibia in 2019 to strengthen relationships across governments, UNFPA focal points, WHO, and midwifery associations.



FP2020 is a strong advocate at the highest level globally and in countries. We believe that FP2020's continued leadership in this arena can pave the way for innovative partnerships and programming for postpartum and postabortion family planning in DRC and elsewhere in Africa to reduce maternal and newborn deaths.

Virgile Kikaya, Democratic Republic of Congo Country Director, Jhpiego, quoted in *FP2020: The Way Ahead 2017-2018*

INTEGRATING FAMILY PLANNING WITH MIDWIFERY IN SIERRA LEONE AND SOUTH SUDAN

FP2020 supports the integration of family planning and maternal health at the country, regional, and global levels, and is committed to growing the partnership between the family planning and midwifery communities. This is an area of increasing focus for many FP2020 countries, particularly those that have identified postpartum and post-abortion family planning as priorities.

At the International Confederation of Midwives Africa Regional Conference in Namibia in September 2019, the FP2020 Secretariat teamed up with the World Health Organization to sponsor a high-level plenary, a session on implementing WHO guidelines, and a follow-up discussion panel featuring midwives and government ministers from Sierra Leone and South Sudan — both countries that are emphasizing midwives in their FP2020 commitments and action plans.

The Sierra Leone delegation emerged from the Namibia conference with a set of SMART goals (specific, measurable, achievable, relevant, time-bound) to strengthen the country's midwifery program, including incorporating family planning into the pre-service midwifery curriculum. The curriculum is currently (2020) being revised and upgraded as part of a move toward greater professionalization of the field. A postgraduate program in midwifery is also being developed.

The South Sudan representatives who participated in the conference also came away with a list of key objectives to implement. These include strengthening the field of midwifery through improved training and WHO guidelines dissemination, bolstering the cadre of community midwives to ease pressure on the health workforce, and improving quality of care, particularly around infection control. The country has already made good progress on several of these objectives, despite the disruption caused by the COVID-19 pandemic. The government of South Sudan sees a key role for midwives in supporting the Boma Health Initiative, which is the nationwide strategy to improve access to essential health services.

Cross-Cutting Portfolios

The Secretariat's cross-cutting portfolios are independent of the Country Support team, and operate with a dual focus. On the global level, these portfolios work with a wide range of partners to advance progress

across the entire family planning community. On the country level, staff members collaborate with the Country Support team to ensure that countries receive the technical information, resources, and assistance they need.

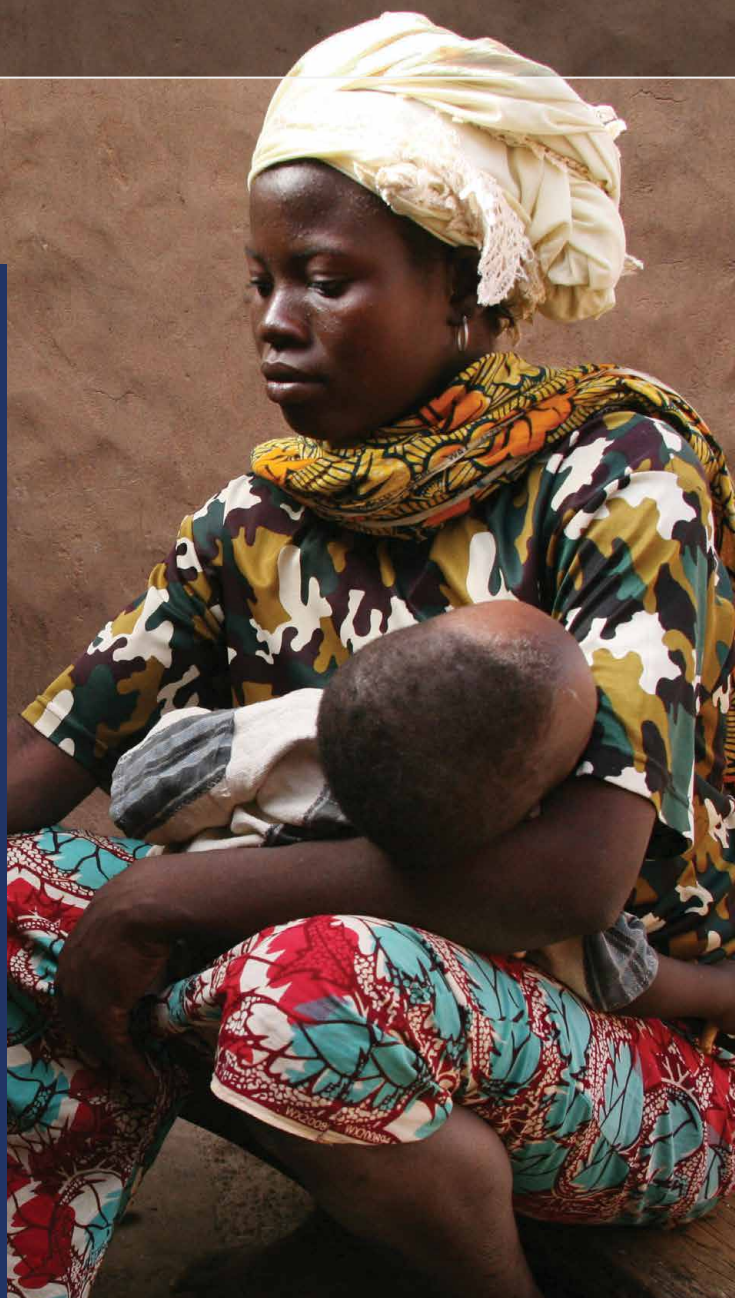
THE POWER OF PARTNERSHIP: BURKINA FASO

Burkina Faso has one of the highest modern contraceptive prevalence rates (MCPR) in West Africa, the result of long-term collaboration between the government, donors, and implementing partners as part of the Ouagadougou Partnership and FP2020. The country was one of the first to develop a CIP, and from 2012 to 2016 its MCPR rose from 16% to 23% for all women and from 18% to 25% for married women.

To prepare for its second CIP in 2016, the Burkinabé government worked with Track20's data projection model to explore the potential impact of various investments. The resulting CIP for 2017-2020 aimed to achieve a MCPR for married women of 32% by 2020. (Although FP2020 reports MCPR for all women, Burkina Faso sets goals for MCPR among married women only.) The plan called for a strong focus on addressing gender norms and behavioral barriers, and allocated 28% of the total budget to programs and services for adolescents and youth. The plan also called for scaling up high-quality service delivery of injectables, implants, and postpartum IUDs.

Professor Nicolas Meda, then the Minister of Health for Burkina Faso (and a member of the FP2020 Reference Group), announced Burkina Faso's updated FP2020 commitment at the 2017 Family Planning Summit. He also announced that expanding access to family planning would be one of the Ministry's four primary objectives, and pledged to deliver universal access under a UHC scheme by 2030.

This led to a groundswell of donor support, with Burkina Faso also doubling its domestic family planning budget from 2016 to 2018. By June of 2020, the country had achieved an MCPR for all women of 27.6% and an MCPR for married women of 30.5% — right on track to reach the goal outlined in the CIP.



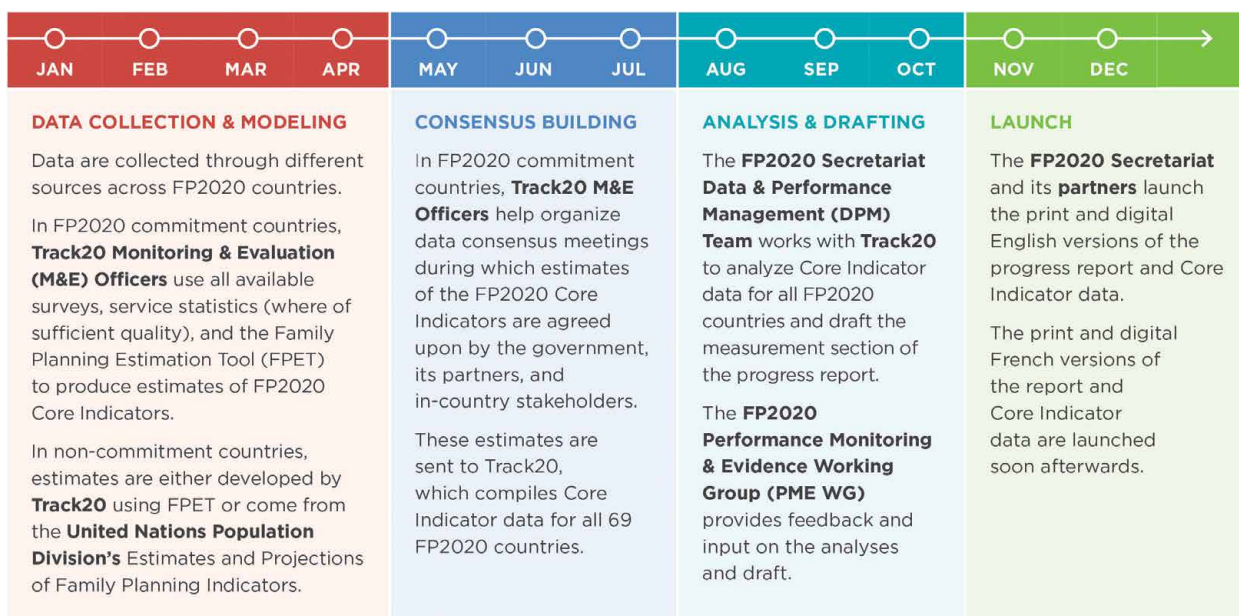
Data and Performance Management

A full discussion of FP2020’s measurement agenda is beyond the scope of this report, but its impact underlies every element of the initiative. Over the past eight years, FP2020 and its measurement partners have worked to harmonize and align reporting, improve indicators and methodologies, and enhance the infrastructure and capacity to generate and use robust data. FP2020 uses a suite of quantitative metrics — Core Indicators — to monitor progress annually across 69 focus countries, as described on the [FP2020 Data Hub](#).

Estimates for the Core Indicators are produced by commitment countries through a network of country-based Track20 M&E officers housed in government institutions, and published in FP2020’s annual Progress Report.

The Secretariat’s Data & Performance Management Team leads this work along with the Track20 Project and the PME WG. The Country Support team engages in the process as needed, examining the interpretations of the data and providing up-to-date country context.

FP2020 ANNUAL MEASUREMENT AND REPORTING PROCESS



Family Planning High Impact Practices (HIPs)

A dedicated HIPs advisor was seconded by USAID to the Secretariat's Communications team in 2017, working closely with Country Support to determine which HIPs were being implemented in FP2020 country action plans and analyze how they map to commitments and CIPs. This information is used to customize the presentation of HIPs in the regional focal point workshops, with the HIPs advisor and the Country Support team collaborating to develop sessions and materials that are relevant for workshop participants. Checklists and

scorecards have been developed for some of the HIPs, enabling country teams to readily determine what's already in place in their family planning programs, what's missing, and what needs to happen next.

To strengthen collaboration at the country level, the Country Support team works to connect country focal points with implementing partners in the IBP Network. Country Support staff have also contributed to two of the most recent HIP publications: [Task Sharing](#), [Family Planning Services to Increase Health Workforce Efficiency and Expand Access](#) and [Family Planning in Humanitarian Settings: A Strategic Planning Guide](#).

HIGH IMPACT PRACTICES IN BURUNDI

FP2020's HIPs advisor analyzes each commitment-making country's key strategic documents (the commitment, the CIP, and the current action plan) to identify any high impact practices that are planned or already being implemented. This analysis is intended to help countries start a conversation about their investments and priorities — which is exactly what happened with the Burundi focal point team at the March 2018 Francophone Regional Focal Point Workshop.

The HIPs analysis allowed the Burundi team to see clearly which HIPs were already part of their plans and where it would be realistic to add others. Drug Shops and Pharmacies, for example, is a promising HIP that was not already on the team's radar, so they added it to their country action plan. For adolescent and youth services, the HIPs analysis helped underscore that married and unmarried youth are different audiences and require different interventions.

The focal points also recognized that some activities that had already been piloted in Burundi were, in fact, HIPs — such as Mobile Outreach Services. The HIPs documentation gave the focal points the evidence they needed to lobby successfully for these pilot programs to be brought to scale.



Photo credit: Ton Koene/Alamy Stock Photo, Burundi

FORGING A NEW PATH IN VIET NAM

Viet Nam's decision to join FP2020 in 2016 created a unique window of opportunity to reframe the country's approach to family planning. While Viet Nam had traditionally viewed family planning in terms of population control, the government was beginning to shift toward a rights-based framework. With its commitment to FP2020, Viet Nam made a high-profile pledge to "improve rights-based approaches in providing family planning services."

The next step was to develop a costed implementation plan (CIP) to achieve the country's FP2020 objectives. In close consultation with the FP2020 Secretariat and with funding from the Rapid Response Mechanism, Pathfinder International worked with the Vietnamese government and a broad range of family planning stakeholders over several months in 2017 to develop a CIP that would operationalize the country's new approach to family planning. While the CIP was still in development, the Central Committee of the Vietnamese Communist Party issued Resolution 21, effectively ending Viet Nam's longstanding two-child policy. Resolution 21 mapped out a future direction for population and family planning strategies that would align Viet Nam with the 2030 Agenda for Sustainable Development.

This critical policy change was reinforced by the family planning CIP, finalized and launched in 2018 (Costed Implementation Plan for Family Planning Viet Nam 2018-2020). The CIP expands the family planning paradigm beyond married couples to accommodate the rights and needs of all people, including adolescents and youth, migrant workers, ethnic minorities, and other marginalized groups. The emphasis is on rights-based approaches in programming, with a focus on rights principles, enhanced choices, improved quality of care, and convenient access to contraceptive commodities and services. The CIP also establishes the legal framework for provincial-level family planning programs, and lays the groundwork for a diversified program with partners from the public, private, and civil society sectors — essential elements for long-term sustainability.

While there is still much work to be done, Viet Nam's first family planning CIP stands as a major milestone on the country's path toward rights-based family planning for all.

Rights-Based Family Planning

When the Rights and Empowerment Working Group was dissolved in 2015, FP2020 hired a Senior Advisor for Rights to carry on the work of articulating and operationalizing the rights-based approach to family planning. Today, the Country Support team continues to amplify rights messages during high-level meetings, regional focal point workshops, and action planning.

As FP2020 countries design, prioritize, implement, and monitor their FP programs, the question of how to operationalize rights and measure the extent to which they are being fulfilled is an ongoing concern. The Country Support team draws on key resources developed or curated by FP2020 and partners. FP2020's [*Rights and Empowerment Principles for Family Planning*](#), developed by the working group, remains a foundational document. FP2020's [*Rights-Sizing Family Planning: A Toolkit for Designing Programs to Respect, Protect, and Fulfill the Rights of Girls and Women*](#) offers practical guidance on incorporating rights principles into every aspect of a country's family planning program, and is included as part of the CIP Resource Kit. Additional resources are featured on FP2020's [Rights-based Family Planning webpage](#).



Photo credit: CHIP, a Rapid Response Mechanism Grantee, 2017, Viet Nam

Civil Society Engagement

FP2020 began strengthening its engagement with civil society organizations in 2016, convening CSO meetings alongside the regional focal point workshops to discuss the critical importance of rights-based family planning and in-country advocacy efforts. The civil society presence was formalized in 2017, when the FP2020 focal point structure was expanded to include a CSO representative on each country team. The Country Support staff played a key role in supporting the in-country process of identifying and nominating these new focal points. FP2020 also established the practice of holding one-day CSO forums after each focal point workshop, with representatives from CSOs in the host country gathering for in-depth learning and advocacy planning.

An [Advocacy and CSO Engagement](#) portfolio manager joined the Secretariat in 2017 to support FP2020's civil

society engagement at both the global and country levels. This portfolio involves building and strengthening strategic alliances with global and in-country advocacy coalitions and other non-governmental partners and stakeholders, such as faith-based groups. (FP2020's recently launched [Faith & Family Planning webpage](#) features resources on the intersection of family planning programs and faith organizations, including the brief [Faith and Family Planning: Working Together to Drive Progress Post-2020](#), commissioned by the Secretariat.) In collaboration with the Country Support team, the portfolio manager works to strengthen the engagement of civil society and maximize their contributions, accelerate local action and impact through the civil society focal point structure, strengthen the technical capacity of civil society partners to advance FP2020 goals, and enhance the role of civil society in accountability and monitoring and monitoring of FP2020 commitments.

LAUNCHING A CSO COALITION IN CAMEROON

In March 2018, the FP2020 Secretariat hosted a one-day meeting for CSOs in Yaoundé, Cameroon, in connection with the second Francophone Regional Focal Point Workshop. The meeting was attended by 60 representatives from CSOs, youth networks, faith-based organizations, and media, who were inspired to begin planning for the creation of a national family planning coalition.

The Secretariat followed up with technical and financial support to help the coalition get off the ground, working closely with Cameroon's civil society focal point. The Advocacy and Civil Society Engagement Manager and the Francophone portfolio team developed a step-by-step guide to establishing effective CSO coalitions, drawing on the experiences of other Francophone countries.

The new coalition was formally launched in June 2019: the Coalition des Organisations de la Société Civile pour la promotion de la Planification Familiale au Cameroun (COSCPF Cameroun). With more than 40 CSO, youth, and media partners, the coalition aims to advocate for strengthened financial, technical, and material resource allocations to family planning in Cameroon, build the capacity of members in advocacy, and develop alternative solutions for greater access to reproductive health products.

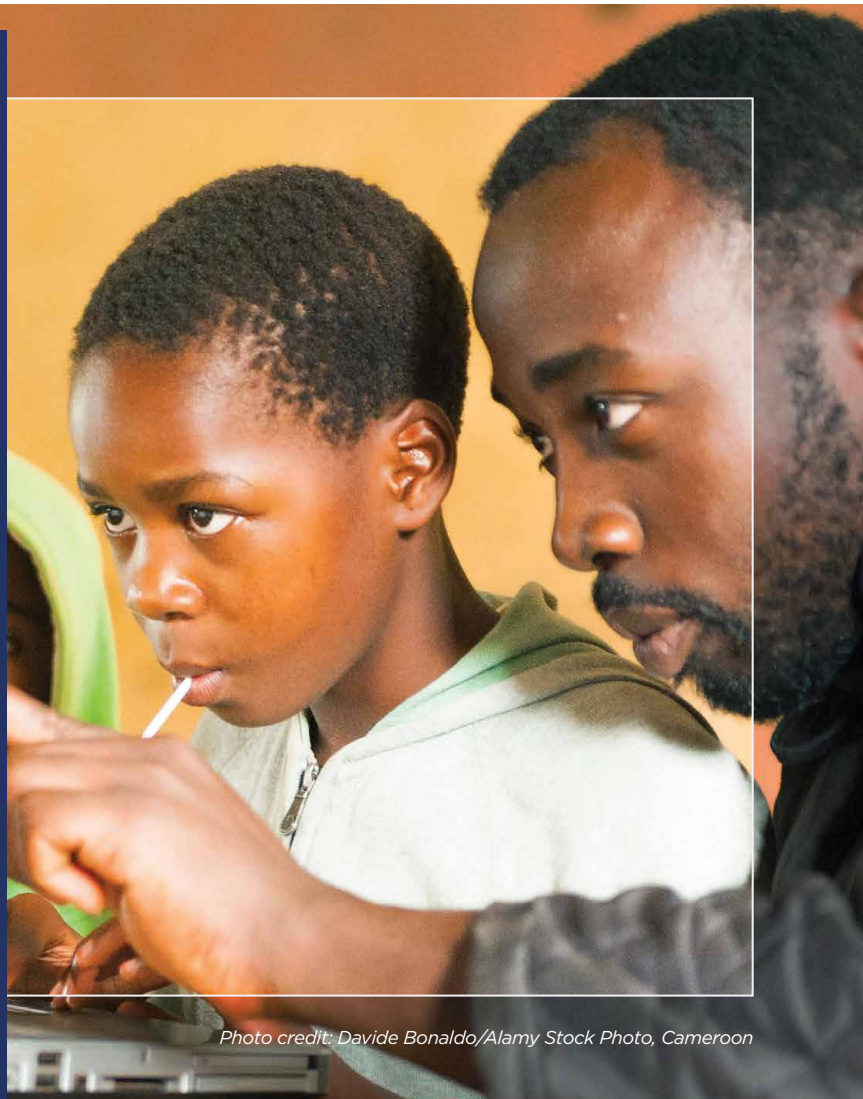


Photo credit: Davide Bonaldo/Alamy Stock Photo, Cameroon



Photo credit: Jonathan Torgovnik/Getty Images/Images of Empowerment, Senegal

Adolescents and Youth

The Adolescent and Youth team is staffed by two technical and engagement advisors, ensuring that the Secretariat has robust support to promote evidence-informed practice and new thinking on contraception for adolescents and youth (AY). AY is a consistent theme in focal point workshops, and FP2020's [Adolescents, Youth & Family Planning webpage](#) provides easy access to key AY resources. Beyond the website, a series of AY-themed workshops, side meetings, and webinars have been conducted to address critical AY challenges and opportunities.

As for efforts around meaningful youth engagement (MYE), young people have been fully integrated in the country support model as commitment makers, RRM grantees, and as focal points. To influence the broader community, the [Consensus for Meaningful Adolescent and Youth Engagement](#) was launched in 2017, spearheaded by the Partnership for Maternal, Newborn and Child Health (PMNCH), the International Youth Alliance for Family Planning (IYAFFP), and FP2020. The principles laid out within fostered many discussions at the country level about how to continue engaging local youth organizations through the efforts of the youth focal points.

FP2020 is actively taking steps to operationalize its commitment to MYE, based on its own experiences as well as an assessment conducted by Restless

Development.⁴ To support youth focal points and build their overall professional and leadership capabilities, FP2020 launched an online year-long mentoring program in 2019 for youth focal points in the six non-OP Francophone countries, with the aim of expanding this to the other nine OP countries and ultimately (funds permitting) to all youth focal points. In addition, FP2020 has mobilized honorarium funds for youth focal points to recognize and compensate young people for their efforts and is in the process of establishing an online learning and skills development series to build technical knowledge, advocacy skills, and management capabilities.

FP2020 recently joined forces with the World Health Organization to establish the Adolescent and Youth Sexual and Reproductive Health and Rights (AYSRHR) Technical Assistance Coordination Mechanism, funded by the Bill & Melinda Gates Foundation. The objective is to deliver technical support to countries for designing, implementing, monitoring, reviewing and documenting their AYSRHR programs, with an initial priority focus on improving young people's access to and use of contraception. Country focal points have been oriented to the mechanism during focal point workshops, and FP2020 has conducted webinars on the mechanism in French and English. To date, Sierra Leone, Afghanistan, Malawi, Liberia, and Cameroon have applied for assistance.

⁴ Restless Development and FP2020, *Walking the Talk: FP2020's Approaches to MYE – an external assessment conducted by Restless Development, Executive Summary* (New York: Restless Development, 2019).

THE POWER OF YOUTH: ZAMBIA

Young people have a critical role to play in the family planning movement: as users of services, as political leaders, as advocates, as peer educators — and as implementing partners helping countries deliver on their family planning commitments.

When Zambia revitalized its FP2020 commitment at the 2017 London Summit, with a newly sharpened focus on serving adolescents and youth, Copper Rose Zambia took note. Copper Rose is a youth-led organization dedicated to empowering young people and prioritizing adolescent sexual and reproductive health. With funding from an FP2020 Rapid Response Mechanism grant, Copper Rose launched a 12-month project to support and track the government's work.

Over the next year, Copper Rose fostered a close relationship with the Ministry of Health, and was entrusted to run the youth-friendly spaces at the health center in the country's biggest market. Copper Rose also secured a seat on the national Technical Working Group, thus gaining access to first-hand information on the state of family planning services and commodities throughout the country. Membership in the Technical Working Group enabled Copper Rose to form alliances with other organizations, such as the AIDS Healthcare Foundation, to improve young people's access to contraception by mobilizing the distribution of commodities.

To communicate Zambia's new policies and goals for adolescent and youth SRHR, Copper Rose developed a toolkit to be used in training workshops for healthcare providers and government officials. These workshops also helped uncover critical weak spots in the country's health program — such as a lack of support for adolescents living with disabilities — which then became action items for Copper Rose and government officials to pursue.

In 2018 Copper Rose made its own FP2020 commitment, becoming the sixth youth-led organization to officially join the FP2020 partnership. When FP2020 expanded its focal point structure in 2019 to include young people, Dr. Natasha Kaoma, the co-founder and CEO of Copper Rose, became the first youth focal point for Zambia. In 2020 Dr. Kaoma joined the FP2020 Reference Group as one of two youth representatives.



Emergency Preparedness and Response

Family planning in humanitarian settings emerged as an urgent issue at the 2017 Family Planning Summit, which mobilized global attention to the family planning needs of crisis-affected women and girls. In an era in which millions of women and girls are living in refugee camps and crisis zones, it is essential that the humanitarian community and development sectors come together to ensure that family planning programs are prepared and resilient in the face of disasters, epidemics, and man-made crises.



FP2020 has added incredible value in the humanitarian space. [Jenn Schlecht] was so good at convening the right people from the humanitarian and development side.

Alex Todd, Senior Technical Advisor, Office of Population and Reproductive Health, USAID

To move forward on this agenda and the humanitarian commitments made at the 2017 Summit, the Secretariat added a Senior Advisor on Emergency Preparedness and Response in 2018 (initially through a fellowship funded by CARE, then as part of the permanent staff).

The focus of this portfolio is on building strong, resilient systems that will enable countries to respond effectively to crises and reach the hardest to reach. The Secretariat works with stakeholders in commitment-making countries to better understand their unique risks and identify the preparedness and/or response actions that would increase access to family planning during times of instability. Focal points are briefed on available preparedness and response best practices at each FP2020 regional focal point workshop, and ongoing support is then identified based on expressed interest and need. To date, 27 FP2020 commitment-making countries have adopted policies or measures to help ensure access to FP in crisis. The Secretariat will launch an SRHR Preparedness Toolkit in October 2020 to share learning and guidance on steps that country-level stakeholders can take to prepare for emergencies.

Knowledge and Evidence

FP2020 promotes the use of knowledge, evidence, and shared learning to accelerate progress on family planning, and is committed to ensuring that countries have access to the ever-expanding global knowledge base. In addition to the FP2020 website and the annual Progress Report, the Secretariat disseminates information through webinars, publications, newsletters, and social media campaigns.

Webinars have been particularly effective for engaging with in-country stakeholders, enabling a global audience to participate in real time as well as to review recorded webinars after the fact. Country participants who cannot attend live sessions due to time differences are able to submit questions in advance.

A list of FP2020 webinars and publications is included in Annex 3.

FAMILY PLANNING IN LATIN AMERICA AND THE CARIBBEAN

The Latin American and Caribbean region has some of the highest modern contraceptive prevalence rates among low and middle-income countries, yet there are still significant social and geographic inequalities in access to contraception. The first Latin America and Caribbean Conference to Reduce Inequalities in Sexual and Reproductive Health, held in Cartagena in September 2016, marked the start of a new movement to address these issues. FP2020 joined a coalition of partners in organizing the event, including ForoLAC, Profamilia, USAID, UNFPA, the Reproductive Health Supplies Coalition, Management Sciences for Health, Jhpiego, the Inter-American Development Bank, John Snow, Inc., and Population Action International.

Representatives from 22 governments and civil society organizations convened for three days of political and technical dialogue, centered on generating commitments and identifying implementation strategies to tackle the region's most significant barriers to reaching marginalized populations. For several participants, it was their first chance to learn about FP2020 and the work underway in Africa and Asia. One of the concrete outcomes of this conference was the FP2020 commitment made by Haiti in 2017.

High Level Advocacy

FP2020 serves as a thriving hub for global collaboration, where partners from a broad range of countries, sectors, and disciplines can pool knowledge and share ideas. This “community of practice” effect is perhaps most evident in the regional focal point workshops. But it also occurs at higher levels of political engagement. Senior staff at the Secretariat, together with members of the Reference Group, work closely with government ministers to cultivate effective relationships, build networks of trust, share and promote global norms, and encourage meaningful political commitment to rights-based family planning. This form of country engagement is in some respects a continuation of the high-profile politics of the London Summit, and is critical to maintaining and expanding the global movement for family planning.

For national stakeholders working to advance family planning, the FP2020 Secretariat can play an invaluable role as sounding board, advocate, and diplomat. At the request of government ministers, senior Secretariat staff have made numerous in-person country visits, met with elected officials to discuss policy and urge progress on family planning, conducted high-level interventions at critical political moments, and in one instance filmed a video to be shared with lawmakers about the importance of the rights-based approach to family planning.

The Secretariat also maintains an extensive network of alliances with global partners in the health and development sectors, ensuring that family planning goals remain high-profile and fully embedded in the global architecture. The Secretariat also actively cultivates

new partnerships and opportunities to align family planning goals with existing agendas, ranging from maternal health to environmental conservation. This, too, contributes to the global enabling environment in which countries are supported and encouraged to invest in family planning.

“Country level motivation has to be there. Political will in countries can be very personality driven. You need high-level engagement to get traction.

Jagdish Upadhyay, co-lead of the FP2020 Country Engagement Working Group from 2014 to 2015

NAVIGATING DEVOLUTION IN PAKISTAN

When Pakistan committed to FP2020 at the 2012 London Summit, it had just embarked on a massive overhaul of its federal system. The Ministry of Health had been abolished and responsibility for health policies, financing, and programming devolved to the four provinces — part of the shift from a centralized state to a system with significant provincial autonomy. Over the next three years Pakistan’s original FP2020 commitment was transformed into four separate provincial goals, announced at the Population Summit 2015 in Islamabad, with each province taking ownership of its FP2020 strategy. The federal Ministry of Health was reconstituted as a national coordinating body.

At the 2017 Family Planning Summit, Pakistan presented its renewed FP2020 pledge as a package commitment from the federal government and the four provinces. Since then the FP2020 Secretariat has worked closely with stakeholders in Pakistan to operationalize those commitments. The Secretariat collaborated with provincial governments, FP2020 focal points, and Pathfinder International (for technical support) on CIPs for all four provinces, and funded the Balochistan CIP through a Rapid Response Mechanism grant. Representatives from each province were invited to attend the third Asia Regional Focal Point Workshop in 2018, and Secretariat staff have conducted several in-person meetings and country visits to meet with provincial officials and explore family planning progress at the provincial level.

Secretariat staff continue to engage regularly with federal and provincial stakeholders in Pakistan, participating in the national Country Engagement Working Group as well as the working group on contraceptive commodity security. This is in addition to the Secretariat’s ongoing high-level engagement with the Government of Pakistan, which covers topics ranging from the national population strategy to the funding outlook for family planning programs. Dr. Zafar Mirza, Pakistan’s Minister of Health, joined the FP2020 Reference Group in 2019.

Accountability

Like *Every Woman Every Child*, with which it is aligned, FP2020 is an aspirational movement. The partnership is entirely voluntary. Governments and institutions make formal commitments, but there are no legal or financial mechanisms to enforce compliance. Nevertheless, the FP2020 platform provides an accountability framework for tracking and promoting progress, both globally and for each individual commitment-maker. The Country Support team and the entire Secretariat play a crucial role in collecting, analyzing, assessing, and sharing the information that feeds into this framework.

Accountability mechanisms in the FP2020 framework function on two separate but linked levels (see graphic, next page):

- › **Outcome tracking** focuses on ultimate results: are the family planning needs of women and girls being met? The FP2020 Core Indicators — estimated and compiled annually by Track20 and in-country M&E officers, as described above — provide data on various dimensions of family planning usage and availability in the 69 FP2020 focus countries. The Core Indicators thus serve to gauge whether family planning outcomes are improving, globally and in each country.
- › **Commitment tracking** focuses on the specific commitments made by FP2020 partners to support,

expand, and fund rights-based family planning. Are the programs being implemented? Are the funds being disbursed? Are the policy changes being enacted? And, importantly, do the goals and objectives need to be revised to ensure that partners are investing in the most cost-effective programs and responding to the real needs of women and girls?

Outcome tracking and **commitment tracking** both cycle through a monitor-review-act-share sequence. The two accountability levels also function together in a feedback loop. Data on outcomes guide the work on commitments; progress on commitments is in turn reflected in improved outcomes.

For outcome tracking, the cycle revolves around the annual process of developing the FP2020 Core Indicator estimates. As noted on the framework diagram, efforts are also underway to augment the existing measurement agenda with better reporting on adolescent contraceptive use, rights and quality of care in family planning services, and the needs of women and girls in humanitarian settings.

Commitment tracking is more varied, encompassing a wide range of activities undertaken to monitor, analyze, and report on the extent to which FP2020 partners are delivering on specific pledges. The framework diagram lists the chief accountability mechanisms that involve the FP2020 Secretariat, with notes indicating the areas that need strengthening.



Photo credit: Yagazie Emezi/Getty Images/Images of Empowerment, Rwanda

FP2020 ACCOUNTABILITY FRAMEWORK

SECRETARIAT ROLE: **MONITOR, REVIEW, ACT, SHARE**

- Core indicators data collection and modeling

In development:

- Adolescent data monitoring
- Rights and Quality of Care monitoring
- Humanitarian monitoring

- Data consensus workshops
- PME Working Group meetings
- Track20/FP2020 analysis

- Commitment updates
- Focal point structure
- Country action plans
- Costed implementation plans
- Rapid Response Mechanism
- Technical assistance
- Evidence-based resources
- Group initiatives
- Global sign-on statements and roadmaps
- Civil society advocacy
- Youth advocacy
- High level political engagement



This diagram highlights the elements of the FP2020 accountability framework that are tracked, undertaken, or supported by the Secretariat's efforts to advance transparency and accountability are implemented in partnership with others in the family planning community, including experts on measurement and resource tracking. The full FP2020 accountability framework also includes in-country processes, donor and partner processes, and other mechanisms not shown on this diagram.

FP2020's accountability framework is in support of the broader SRMNAH agenda and contributes to the Secretary-General's Global Strategy on Women's, Children's, and Adolescents' Health.



FP2020 AND THE ECHO TRIAL

The Evidence for Contraceptive Options and HIV Outcomes (ECHO) Study was a clinical trial to determine if there were any significant differences in the risk of HIV acquisition among women using one of three popular contraceptive methods: intramuscular injectable DMPA (the predominant contraceptive in many African countries where HIV is common), the levonorgestrel implant, and the copper IUD.

Preparation for the trial results, which were announced in June 2019, fostered unprecedented collaboration across the family planning and HIV communities. The FP2020 Secretariat worked closely with the HIV community (especially AVAC, the International Community of Women Living with HIV East Africa, the Bill & Melinda Gates Foundation, WHO, UNFPA, USAID, and other key partners such as Population Action International and the Gates Institute/Advance Family Planning) to raise awareness of the trial, explain the background and implications of the study, highlight the importance of preparedness for the results, and assist country task teams with their response plans. In the months leading up to the release of the ECHO results, data on contraceptive method mix were prepared for communications partners in order to quantify the number of injectable users in countries with high rates of HIV incidence. The Secretariat created a resource document and distributed it to focal points to ensure partners had access to the tools and information they needed to prepare for the release.

In April the Secretariat convened a meeting of FP and HIV advocates in Washington, bringing together partners from Kenya, Tanzania, South Africa, Uganda, and Malawi to share country-level perspectives, particularly those of women living with HIV/AIDS and young people. The advocates were also invited to address the FP2020 Reference Group, in a briefing session that included presentations from Mitchell Warren of AVAC and Reference Group member Ian Askew of WHO. At the Anglophone Africa Focal Point Workshop in May, considerable time was devoted to ensuring that attendees were prepared for the ECHO results. Countries with more advanced ECHO response task teams shared key learnings and best practices with other countries in the region. Following the release of the results in June, the Secretariat hosted a webinar on understanding the results that garnered more than 700 participants.

The Secretariat is continuing to foster collaboration between the FP and HIV communities in light of the ECHO results, with particular attention to improving the quality of information and counseling women receive from health care providers, expanding the mix of available contraceptive methods, and pushing for integration of services and resources.

Part 03

Successes, Challenges, and Recommendations

How do we measure success?

According to many country focal points and senior stakeholders, FP2020's greatest strengths are its convening power, its ability to draw globally on experienced program implementers and technical experts, and its deep relationships with focal points in countries. Others praised FP2020's role as an active and informed hub for FP advocacy, as the vehicle for the latest technical updates and HIPs, and as a central platform for connecting donor interests to country needs and requests. There is general agreement that the need continues for a dedicated reputable organization to promote the FP agenda with government leaders in the future.

The enormous contribution that FP2020 has made to *Every Woman Every Child* must be counted among its successes. Through commitment platforms, political leadership, community engagement, people taking off institutional hats and working more altruistically for the cause, FP2020 has built global solidarity. From the halls of the global Women Deliver conferences to the speeches of heads of states, family planning's role in meeting the SDGs is clearly articulated and the momentum of 2012 has been carried forward, despite growing opposition to broader sexual and reproductive rights.



RHSC and FP2020 are closely linked and partner very well to highlight commodity security at the country level. When FP2020 is out in the field or at the global level, high-quality and affordable products and quality assurance are part of their conversations.

Brian McKenna, Deputy Director, Reproductive Health Supplies Coalition (RHSC)

Country Engagement Successes

Countries have expressed appreciation for regional focal point workshops, the RRM, customized technical assistance, and the costed implementation plan exercise, along with other resource materials and performance monitoring tools. They particularly want to see FP2020 continue to facilitate Track20's role in supporting data generation and analysis work. High quality data means more accurate reports for development partners, and furnishes the evidence that enables country stakeholders to advocate for domestic FP resources and hold partners accountable for their commitments.

Convening power and Secretariat presence

P2020's convening power has been instrumental to country progress as well as global momentum. An important element is the Secretariat's active role as a global presence, encouraging collaboration on family planning and amplifying the work of regional entities and initiatives. For in-country partners and stakeholders around the world, the Secretariat is the face of FP2020 — the only global initiative dedicated entirely to family planning. The Secretariat is seen as a trusted source of information and data, an enabler of dialogue, a partner in collaboration, and a constant beacon for rights-based family planning and the global movement to empower women and girls.

Engagement with the Country Support team

Focal points praise the Country Support team as accessible, dedicated, and informative, providing sound guidance and following up with additional information and resource materials. The quarterly check-in calls with the Secretariat have been very helpful for focal points, and serve as an important component of the FP2020 accountability framework. Some focal points choose to connect even more frequently, especially in countries with dynamic situations.

Regional Focal Point Workshops

The Country Support team works with focal points intensively on crafting the agenda for each workshop,

and sends pre-workshop exercises to ensure that participants are fully prepared. As a result, participants have reported in post-workshop evaluations that almost all their expectations were addressed, and their inputs fully reflected in the priority areas for discussion. Participants value opportunities for greater networking and exchanges with other country teams. The workshops have been rated very well on logistics and organization. There is participation and discussion during breakout sessions with excellent and responsive facilitators. Focal points are also appreciative of the Country Support team's post-workshop efforts to keep country teams on track and update action plans when situations change dramatically.

South-South technical exchange

The regional workshops have been especially useful for promoting information exchange, dialogue, and networking among the commitment-making countries — so much so that many focal points suggested the workshops be held more frequently, despite the cost. During the most recent Anglophone workshop, for example, Nigeria gained valuable information from Mozambique about how the country is integrating FP services into its immunization program, Zambia learned about Mozambique's successful cross-ministerial youth program, The Gambia discussed resource mobilization with Kenya, and Somalia consulted Rwanda about the scale-up of its postpartum family planning program.

Coordination with the Ouagadougou Partnership

The Ouagadougou Partnership has been in the vanguard of family planning work, and FP2020 credits it with pioneering many of best practices that FP2020 subsequently adopted: regional collaboration, costed implementation plans, the focal point system, and the inclusion of civil society and youth representatives on each focal point team. The relationship between FP2020 and OPCU has flourished over the years, with the two initiatives coordinating on country level actions in Francophone West Africa through regular communications.

Combined donor platform

Having UNFPA, USAID, BMGF, FCDO, and other donors all participating in the same platform has been invaluable. Once UNFPA and USAID headquarters issued memoranda to all country representatives regarding the need for collaboration to meet FP2020 goals, there

was a palpable difference in information sharing and coordination across these two agencies. UNFPA was able to mobilize its country offices to strengthen family planning efforts, allocating 40% of its global budget to family planning. USAID worked with all of its existing family planning implementing partners to cross-fertilize with FP2020 efforts.

The Gates Foundation was also able to disseminate many of its grantees' new discoveries through the FP2020 platform, as well as to contribute Melinda Gates' continuing voice to the movement. The UK government has also stood strong on family planning, in addition to strongly supporting the broader SRHR agenda. The Canadian government, other European governments, and private foundations have been discussing actively and engaging in different ways to support FP2020.

Cross-sectoral partnerships

FP2020's steps toward cross-sectoral linkages have been well-received, particularly connections with the faith community, humanitarian response, environmental sustainability, HIV/AIDS, and cervical cancer. Given that global family planning funding is stagnating or declining, the importance of finding ways to combine family planning with other health and development priorities cannot be overstated. FP2020's partnership with the [Thriving Together](#) campaign, led by commitment maker Margaret Pyke Trust, was a very productive first step toward linking conservation organizations with family planning partners.

Rights-based family planning

One of the most successful aspects of FP2020's country engagement strategy is the work on rights: defining, promoting, and operationalizing the rights-based approach to family planning. FP2020's impact was assessed in [Contributions of FP2020 in Advancing Rights-Based Family Planning: Upholding and Advancing the Promise of Cairo](#), published in October 2019. The authors conclude:

"This assessment has shown that the concerns expressed in 2012 that the ambitious global goal would overshadow clients' rights were unfounded. Instead, the voiced concerns laid the path for programming that centered on the perspective of the client and how to meet her rights. FP2020, through the Reference Group, Core Conveners, Secretariat, and global and country

partners, took the charge of rights-based family planning seriously. In the years since, significant work has been done to define rights-based family planning and develop guidance at the global level. The concept of rights-based family planning has been socialized globally. More organizations and country action plans include rights-based family planning in their goals and programs. Many countries have realized its importance at the national policy and program level, though operationalizing it still presents challenges, an issue that FP2020 will tackle going forward. At the project level in-country, many impassioned, dedicated individuals recognize the benefits of the approach. These visionaries can be found in all FP2020 countries, developing programs that respect, protect, and fulfill the rights of women and girls, strive to reach marginalized and remote populations, and provide examples from which others can learn.”⁵

“Country engagement has now become so strong and the addition of youth and civil society organizations was very important. Now, I feel rights are in the DNA of the countries.

Poonam Muttreja, Population Foundation of India, quoted in *Contributions of FP2020 in Advancing Rights-Based Family Planning: Upholding and Advancing the Promise of Cairo*, October 2019.

Country Engagement Challenges

One size does not fit all

Most of the building blocks of FP2020’s country engagement were set up to be relatively uniform across countries: focal points, costed implementation plans, templates for planning and reporting, quarterly check-ins, and regional workshops. As the country-focused work has unfolded over the past few years, the Country Support team has seen that even these basic structures

⁵ Karen Hardee and Sandra Jordan, Contributions of FP2020 in *Advancing Rights-Based Family Planning: Upholding and Advancing the Promise of Cairo* (Washington, DC: FP2020, 2019).

need to be tailored to country needs. Some countries have highly developed family planning programs and have already diversified from the five-member focal point structure; others are still working to establish basic reproductive health services. Additionally, some countries need external funding for key family planning positions until the government budget can take over.

Limited bandwidth for country support

Each of the regional portfolio managers on FP2020’s Country Support team interacts with more than a dozen countries. These managers have multiple duties, including but not limited to coordinating technical assistance with in-house and external technical experts, organizing logistics and planning the content of regional focal points workshops with country inputs, tracking indicators and monitoring projects, and participating in U.S., global, and country events. As a result, managers are sometimes not able to check in with focal points as regularly as they would like, and there is not always enough discussion time with each country team to identify long-term solutions. Engagement is further hampered by communication difficulties — due to language, internet connectivity, and time zone differences — and the Secretariat’s limited presence in countries.

Limitations of the focal point structure

The focal points also have their limitations. Not every focal point has sufficient time — or even inclination — to fully represent the family planning movement within their countries. Government focal points are not always willing to engage with FP2020 if they are already working on family planning with other entities or initiatives. CSO focal points are not always able to take

“I hope to see youth engagement in-country move beyond tokenism to meaningful engagement, with young people included on committees and given the opportunity to contribute significantly to day-to-day decision making about the programs that affect their health and wellbeing.

Bless-me Ajani, Nigerian Urban Reproductive Health Initiative and FP2020 focal point, quoted in *FP2020: Women at the Center 2018-2019*

their institutional hats off and represent the national civil society movement for FP. Focal points representing donor agencies or NGOs from the global North are technically not “country-owned,” and political sensitivities between governments, donors, and implementing partners can prevent effective collaboration across a full range of issues.

Youth focal points were brought into the process very late, and have faced significant barriers to participation. An established working group can be intimidating for a young person just beginning their professional life, especially in societies where young people (especially young women) are expected to be silent and respectful of their elders. Some of the youth focal points are students juggling part-time jobs. Without traveling budgets, funding, training, and access to high-level meetings, they can find it extremely difficult to fulfill their FP2020 duties.

The focal point structure is also notable for who is missing. The Monitoring and Evaluation officer, who generates data to measure FP2020 progress with Track20, is not officially part of the focal point team. Women’s organizations at the forefront of the fight for sexual and reproductive health and rights have not been included on FP2020 country teams, nor have representatives from historically marginalized groups.

Confusion over country action plans

Country action plans are the short-term agendas developed at each focal point workshop, intended to represent a country team’s shared work plan for the coming months. While the action plans have proven extremely useful in many instances, they have also caused confusion. In the first round of regional workshops, focal points from countries with costed implementation plans (CIPs) were not always sure how the action plan was supposed to relate to the CIP. In the second round of regional workshops, this relationship was clarified and the action plans (renamed Actions for Acceleration) were structured more formally. This, however, led to a different set of issues, as some focal points found the Actions for Acceleration template overly long and complicated, while the formal nature of the document seemed to call for official vetting and approval. In the third round of regional workshops, the action plan was re-cast as a Country Worksheet: a flexible working document with a joint set of actions to pursue over the ensuing 18 months.

Rushed process for country commitments

The London Summit 2012 was organized with approximately six full months of lead time; the 2017 Family Planning Summit was organized on a similarly compressed schedule. Both events were orchestrated under tremendous time pressure by the existing power brokers in a relatively top-down fashion. While the political need for a compelling global moment is completely understandable, the process left insufficient time for countries to craft meaningful, measurable commitments (new or revitalized) with buy-in from a diverse community of in-country stakeholders.

Lack of donor alignment with country needs

In FP2020 countries with the greatest funding challenges, there have been expectations that the Secretariat would bring in partners to support recurring costs, such as staff salaries and training, but that has not materialized consistently. Costed implementation plans were meant to guide donors to fill gaps in a country’s family planning strategy, yet development assistance for family planning stagnated and priorities shifted to other pressing issues.⁶ Some smaller countries have never made it on the list to be the focus of any of the larger family planning donors, leaving UNFPA alone to scramble for resources.

“How do we work in priority FP2020 countries to mobilize resources? Togo’s impressive government support for emergency obstetric care and community-based family planning distribution networks have the potential to pull the country into the limelight, if more family planning funding could be mobilized.

Josiane Yaguibou, UNFPA Togo Country Representative

⁶ Felice Apter et al., *After 2020: What’s Next for Global Access to Family Planning*, CGD Note (May 31, 2019), <https://www.cgdev.org/publication/after-2020-whats-next-global-access-family-planning>.

The World Bank's Global Financing Facility (GFF) is a funding mechanism designed to support the transition to long-term sustainable domestic financing for the Global Strategy for Women's, Children's and Adolescents' Health. To date, the family planning community's expectation that the GFF would serve as an alternative channel for increased family planning funding has remained unfulfilled. Although FP2020 is supporting focal points in GFF focus countries with the specific information, tools, and data they need to include family planning in their country investment cases for the GFF, governments may prefer not to tie family planning financing to World Bank loan-funded projects.

Rapid Response Mechanism's limited financial capacity

Early on, the overwhelming number of proposals submitted to the RRM caused delays in the processing of funds. It was no easy task to prioritize so many important projects and determine how much new funding was truly necessary for those actions. Over time the Secretariat developed deeper relationships with focal points and an improved understanding of each country's political contexts, and a strategic pivot at mid-point directed the RRM toward projects designed to fulfill specific country objectives. Even so, the need for funding far exceeds what the RRM can provide, and many worthy activities are still waiting for support.

Inadequate accountability mechanisms

While FP2020's accountability framework has unfolded largely as envisioned at the time of the

London Summit,⁷ its Achilles heel remains the lack of any mechanism to enforce compliance. Moreover, some of the accountability mechanisms built into the framework have proven difficult to operationalize. The indicator for domestic government spending on family planning (Core Indicator 12) was intended to serve as a key benchmark for country commitment; in practice it remains a challenge to track accurately and consistently. Other mechanisms need strengthening, including CSO-led and youth-led accountability efforts.

Excessively process-oriented reporting

As an internal matter, the Country Support team's own reporting to donors is heavily weighted toward processes (see Annex 4): counting the number of countries contacted, counting the number of calls made, calculating the number or percentage of countries that have undertaken various actions, and so forth. While quantification is valuable, this approach places a heavy daily burden on the Country Support team to document their processes, and leaves relatively little time to reflect on lessons learned or why bigger outcomes were achieved or missed. The true test of country engagement should be whether stronger, more lasting and affordable systems have been built for data analysis, evidence-based decision making, transparent information dissemination, behavior change interventions, service delivery, and commodity procurement.

⁷ London Summit on Family Planning, "Accountability Annex," July 2012, https://www.familyplanning2020.org/sites/default/files/Accountability_Annex_Final_8_July.pdf.



Photo credit: ADRA, a Rapid Response Mechanism Grantee, 2019, Nepal

RECOMMENDATIONS

1. ADOPT A TIERED APPROACH TO COUNTRY SUPPORT.

A system of tiered and customized support to countries, in which countries are grouped into categories with a clear delineation of FP2020's offerings to each, is strongly recommended.

This approach was first discussed internally in 2015, when the Secretariat and Reference Group considered how best to support the growing number of countries joining the FP2020 partnership. One idea (which was not taken up) was to organize countries into four categories — high focus countries, targeted focus countries, newly pledging countries, and non-pledging countries — with varying levels of support for each.⁸

Another way countries might be categorized is in terms of where they are located on the “S-Curve,”⁹ which traces the growth of modern contraceptive prevalence rates (M CPR) from low to high. The S-Curve has proven to be a powerful tool for understanding where countries are in their family planning trajectory, and which investments should be prioritized.

Pre-determined levels of engagement would also provide clarity for countries in terms of the support they can expect to receive in exchange for their time and effort as FP2020 commitment-makers.

2. ESTABLISH A REGIONAL PRESENCE.

Rather than having the entire team based in Washington, D.C., the Country Support team could consider spinning out a regional presence that takes its work closer to a cluster of countries. If a devolved regional secretariat structure is too heavy of a financial burden, this presence could be in the form of a roving expert advisor or ambassador, ideally someone with gravitas in the family planning field. Names and qualifications of senior family planning consultants from around the world could be gathered on a roster to

be deployed either on an ad hoc basis or longer term, possibly embedded in other regional institutions. This would address some of the calls coming from country focal points and partners to further localize technical assistance, have more frequent face-to-face meetings, and sustain other country support functions.

3. DEPLOY TASK FORCES AS NEEDED.

One of the advantages of the Country Engagement Working Group was that it brought together a range of experts from different countries and constituencies. More recently, the ECHO Task Team demonstrated the value of assembling a temporary group to tackle a time-bound challenge. In the future, FP2020 could consider deploying fixed duration task forces which would be disbanded after tasks are accomplished. These task forces could include members of the Reference Group and technical experts, depending on the topic.

4. IMPROVE THE FOCAL POINT APPROACH.

A handful of options are recommended for consideration:

- › If a country already has a pre-existing multi-sectoral working group on family planning, consider engaging with it rather than designating a distinct FP2020 focal point team.
- › To ensure continuity of commitment and participation, consider appointing organizations rather than individuals as CSO and youth focal points.
- › For individual focal points, adjust the selection criteria to identify candidates with excellent communication skills, in-country mobilizing capacity, and strong buy-in with FP2020's aims and goals.
- › For CSO and especially youth focal points, commit to providing capacity-building support as needed.
- › Align action planning for focal points (country action plans, worksheets, etc.) as much as possible with existing processes, and avoid imposing too much rigidity.

5. STRENGTHEN THE COMMITMENT PROCESS FOR COUNTRIES.

Over the years FP2020 has placed increasing emphasis on the need for country commitments to be detailed, targeted, actionable, and measurable. The corollary is that countries must have time and space to develop

⁸ These categories and a sample “menu of offerings” were presented at the FP2020 Reference Group meeting in October 2015 for consideration.

⁹ The S Curve is described in *FP2020 Momentum at the Midpoint: 2015-2016*, <http://2015-2016progress.familyplanning2020.org/page/pace-of-progress/introduction1>.

those commitments and enlist broad multi-sectoral support from in-country stakeholders — a factor to bear in mind as the partnership prepares to invite a new round of commitments in 2021.

FP2020 should also consider designing a systematic quality assurance process for commitments. It may be appropriate to decline commitments that are sub-par or fail to meet an essential threshold.

6. ENHANCE DONOR COORDINATION AND ALIGNMENT WITH COUNTRY GOALS.

Given the changes brought about by global events even since the 2017 Summit, the next phase of the FP2020 partnership requires a thoughtful assessment of the donor landscape, domestic resource mobilization forecasts, and resource gaps for family planning financing.

- › Several prominent private foundations that have been stalwarts on family planning are in the midst of new strategy development, and could be tapped for the next phase of the partnership.
- › Partnerships that involve non-family planning sectors, such as environmental conservation and HIV/AIDS, should also be explored for funding opportunities.
- › The linkage with the GFF could be strengthened with better alignment between family planning CIPs and GFF investment cases. These have generally been developed in isolation from each other, which leads to a disjointed set of priorities.
- › Another helpful direction for family planning donors to pursue would be to better align their FP2020 commitments with the push toward universal health coverage by 2030. That would mean a greater emphasis on building sustainable systems, underpinned by citizen-led policy change and strong accountability work — a much more long-term strategy that involves a different set of risks, monitoring and evaluation methodologies, and deliverable timelines.

If the next phase of FP2020 could strengthen collaboration between donors and find alignments between donor priorities and country needs, it would be of great value to the under-resourced family planning sector. A cross-portfolio working group within the Secretariat, spearheaded by a financing adviser, could focus on identifying gaps and opportunities within countries and coordinating with donors. More of the Country Support team's time could be dedicated to mobilizing resources from new and existing donors, including facilitating

in-country dialogues and South-South learning to promote financing partnerships with the private sector.

7. EXPAND THE RAPID RESPONSE MECHANISM.

Additional funds should be earmarked for capacity-building with local CSOs, especially training in coalition management, communications, accountability advocacy, and movement building. Youth and CSO focal points would benefit from stipends and some convening funds to do their work. A little goes a long way: in 2019, for example, a small grant from FP2020 enabled the CSO communities in Zimbabwe, Sierra Leone, and Malawi to convene immediately after the Anglophone Africa Regional Focal Point Workshop to discuss work plans and clarify roles.

A technical assistance mechanism¹⁰ could also be considered to provide CSOs with rapid support to undertake situational analyses and needs assessments, engage in policy dialogues, and strategize creative ways to incorporate family planning activities for the most underserved into larger funding requests. Since partners such as Advance Family Planning and the Reproductive Health Supplies Coalition also have small grant mechanisms, it would be important to stay coordinated with those fund managers in the future to maximize complementarity. The Global Financing Facility's CSO engagement work and the ongoing coalition work on Universal Health Coverage should also be in FP2020's line of sight.

8. STRENGTHEN ACCOUNTABILITY MECHANISMS IN COUNTRIES.

Based on lessons learned from the evaluation of the *Every Woman Every Child* accountability panel,¹¹ FP2020's accountability work over the next decade might be best targeted to three areas: contraceptive access for adolescents, youth, and marginalized or hard-to-reach populations; effective integration of family planning with other health and development activities; and adherence to rights-based principles.

¹⁰ FP2020 staff suggested examining the Global Fund's Community, Rights and Gender Technical Assistance Program: <https://www.theglobalfund.org/en/funding-model/throughout-the-cycle/community-rights-gender-technical-assistance-program/>.

¹¹ Independent Accountability Panel, *Evaluation of the United Nations Secretary-General's Independent Accountability Panel (IAP) for Every Woman, Every Child, Every Adolescent* (New York: IAP, 2019).

Tools such as the “Motion Tracker[®]” have been used by family planning advocates successfully in several countries.¹² FP2020 could use the Motion Tracker and other tools to create dashboards for each country’s progress against their plans. To ensure that local partners are equipped to carry forward the accountability work beyond 2030, it will be essential to invest in CSO capacity strengthening, coalition-building with existing health and social justice movements, and grassroots organizing activities.

9. INVEST IN BUILDING AND TRANSFERRING CAPACITY TO CIVIL SOCIETY.

In the same way that FP2020 is committed to building and transferring capacity (for programming, policy, and funding) to country governments, FP2020 should consider the importance of building and transferring capacity (for advocacy and accountability) to civil society. A dedicated capacity-building support mechanism could be created to strengthen in-country CSOs, enabling them to survive and thrive in the face of political hostility, weak infrastructure, and internal challenges. Strong in-country CSOs would then be in a position to advance the family planning agenda even in the absence of powerful global advocates — an important consideration in a rapidly changing world.

10. BUILD ON FP2020’S ENGAGEMENT WITH YOUNG PEOPLE.

FP2020’s youth engagement strategy has been very well received, and the partnership should continue to use its political capital to conduct high-level advocacy for meaningful engagement of young people in global and country level policy-making. FP2020 could also foster inter-generational mentoring among family planning champions and focal points.

Young people’s inputs have been welcomed as part of the post-2020 planning process, and their active participation in the next round of commitment-making and implementation planning is extremely important. Productive ongoing partnerships with PMNCH and the various youth engagement efforts by UNFPA, the Bill & Melinda Gates Institute for Population and Reproductive Health, and the International Planned Parenthood Federation should be continued.

FP2020 should consider investing in organizational capacity building for youth groups, including advocacy skills development and leadership training. This is especially needed for youth-led organizations that are not formally registered and therefore face a challenge in accessing funding.

11. SHARE LEARNING IN HOW TO OPERATIONALIZE AND “PROGRESSIVELY REALIZE” A RIGHTS-BASED APPROACH.

FP2020 is a leading global advocate for rights-based family planning and should continue in that role and develop it further. In the next phase of the partnership, FP2020 could focus on developing and sharing detailed, operational information on how countries can gradually scale up rights-based approaches and how best to introduce stepwise, affordable upgrades to improve quality of care.

12. CONTRIBUTE TO THE LARGER HEALTH SECTOR KNOWLEDGE BASE.

FP2020 has uncovered broad health systems issues for each commitment-making country, and this information is useful for the entire health sector. It is recommended that FP2020 continue building out its role in the global architecture and explore ways to share its knowledge in a regular way with other alliances, perhaps contributing to a global database of readily accessible information.

“FP2020’s focus is family planning, but the issues that come up are broader and systemic, so having this platform has been significant. It helps to serve as a model for collaboration. Having the FP2020 focal point teams coordinated and talking to each other means more contact for other reproductive, maternal, newborn, child, and adolescent health topics as well.

Alex Todd, Senior Technical Advisor, Office of Population and Reproductive Health, USAID

¹² For more information about the Motion Tracker[®], see https://medium.com/@FP2020Global_20685/global-commitments-to-local-action-fostering-accountability-together-6da9950c70b4.

A photograph of two men in conversation outdoors. The man on the left is seen in profile, wearing glasses and a purple shirt. The man on the right is facing him, wearing a white shirt. They are standing under large, leafy trees. A black lamp post is visible between them. In the background, a person in a pink shirt is partially visible. The scene is brightly lit, suggesting a sunny day.

CONCLUSION

In the nearly eight years since its inception, FP2020 has coordinated and energized global family planning programs at the highest levels. The Secretariat has succeeded in creating a hub where the global family planning community shares lessons and challenges of implementation work within countries, advances rights-based and client-centered programming, enjoys collaboration to solve problems, and harnesses innovations to tackle long-standing bottlenecks.

The importance of FP2020 has perhaps never been clearer than now, as the COVID-19 global pandemic causes unprecedented social upheaval and disrupts family planning services all over the world. At the time of writing, it is projected that some 47 million women in low- and middle-income countries may be unable to use modern contraceptives if the lockdown and service disruptions continue for six months. The global family planning community will need to be strong, united, and innovative to recover from this extraordinary challenge.

The global family planning movement is one that requires constant prodding by motivated champions, even within RMNCAH conversations, to sustain success and prevent backsliding. What FP2020 lost going from the Country Engagement Working Group to the Country Support team structure might be the voices of seasoned family planning champions from the FP2020 priority countries who could act as ambassadors for the movement in their regions and countries, and those of funders and program managers who wield decision-making power for allocations. However, those members were deployed on a volunteer basis, and eventually the detailed tracking of progress and reporting requirements to

donors on all commitment-making countries became onerous, necessitating the creation of a dedicated Country Support team.

FP2020's current Country Support system, now in its fourth year, has proven to be robust and effective, and indeed has yet to reach its full potential. To ensure adequate attention is paid to the core business of FP2020 and to maintain the Country Support staff's high energy, the FP2020 Secretariat should focus on streamlining reporting tasks, minimizing process-heavy structures, and implementing a functional and stable organizational structure at the global level in Washington DC, while exploring some decentralization to the regional level as recommended above.

Given the importance of diversifying resources, alliances with the private sector in each priority country could be further explored as well as results-based financing strategies even to improve on service quality. A funding mechanism that FP2020 could administer that is flexible and rapid, especially for national stakeholders at all levels to convene at strategic moments, would be important to have.

With a strong foundation in place, FP2020 is well-positioned to consider the larger political and social contexts and changing influences that affect the health sector and its budget prioritization. It could now look at how ongoing changes in society make transparency, participation, and accountability work easier or harder for family planning champions, women's rights advocates, young people and other vulnerable populations. FP2020's valuable role is to keep these broader analyses in mind to direct where its intervention and that of its partners would be most welcomed, helpful, and effective.



Annex 01 Methods

This assessment includes information from four sources:

1. A review of published materials as well as internal presentations to the Core Conveners and Reference Group about the implementation of FP2020's country engagement work at various stages.
2. FP2020 documents, including annual progress reports, meeting reports, technical publications, webinars, and other materials.
3. In-depth interviews conducted with 12 key informants (listed below) who were asked to reflect on the country engagement work of FP2020 in the period 2012–2019.

Name	Title and organization at time of interview	Country
Gifty Addico	Chief, Commodity Security Branch, UNFPA	USA
Mahbub Alam	Family Planning Specialist, Shukhi Jibon Project	Bangladesh
Olusesi Aliu	Data and Performance Management Officer, FP2020	USA
Julia Bunting	President and CEO, Population Council	USA
Monica Kerrigan	Executive Director, PPFA Global	USA
Brian McKenna	Deputy Director, Reproductive Health Supplies Coalition	Belgium
Dr. Kechi Ogbuagu	President/Founder Conversations For Change (C4C) and Chairperson of UNFPA Senior Expert Advisory Board	Nigeria
Jessica Schwartzman	Former Director, Reference Group and Partner Relations, FP2020	USA
Ellen Starbird	Director, Office of Population and Reproductive Health, USAID	USA
Alex Todd	Senior Technical Advisor, Office of Population and Reproductive Health, USAID	USA
Jagdish Upadhyay	Former Head of Reproductive Health Commodity Security and Family Planning, UNFPA	USA
Josiane Yaguibou	UNFPA Togo Country Representative	Togo

4. In-depth interviews conducted with 15 FP2020 focal points in December 2019 (listed below).

Name	Title and organization at time of Interview	Country
Dr. Zelaikha Anwari	Government	Afghanistan
Dr. Yaa Asante	Government	Ghana
Fika Febriana	Youth	Indonesia
Dr. Alexander Dimiti	CSO	South Sudan
Dr. Alda Mahumana Govo	Government	Mozambique
Sonali Gunasekera	CSO	Sri Lanka
Pleasant Kargbo	Youth	Sierra Leone
George Gahenda Kasajja	CSO	Rwanda
Abebe Kebede	CSO	Ethiopia
Dr. Hnin Hnin Lwin	Government	Myanmar
Dr. Junice Melgar	CSO	Philippines
Sam Mulyanga	CSO	Kenya
Dr. Ejike Oji	CSO	Nigeria
Syed Kamal Shah	CSO	Pakistan
Abebe Shibru	CSO	Zimbabwe

Annex 02

Summaries of Focal Point Workshops

Global Focal Point Workshop

MARCH 2015

The first FP2020 Focal Point Workshop in March 2015 was a watershed event, marking FP2020's transition to more direct engagement with countries and ushering in a new era of collaboration between the major aid agencies in family planning. Held in Istanbul, Turkey, the workshop brought together focal points from USAID and UNFPA for the first time, along with government focal points from 32 commitment-making countries. They were joined by representatives from FP2020's core conveners (UNFPA, FCDO, USAID, and the Bill & Melinda Gates Foundation), the co-leads from each of FP2020's Working Groups, and a dozen technical experts who delivered relevant, hands-on information during plenary sessions and one-on-one meetings with country teams. The workshop fostered an unprecedented level of South-South knowledge exchange, facilitated technical resource matching between countries and global partners, and created a renewed sense of urgency, partnership, and commitment to action and to FP2020.



The Global Focal Point Workshop, 2015. Photo credit: FP2020.

Asia Regional Focal Point Workshop

JANUARY 2016

The first FP2020 Asia Regional Focal Point Workshop was held in Nusa Dua, Indonesia, in January 2016, immediately following the International Conference on Family Planning. Eleven countries from the Asia region participated, and FP2020 shared its new strategic direction for 2016–2020. The workshop stands out as a pivotal event in FP2020's evolution, made successful by the tremendous enthusiasm and engagement of participants. The workshop served as a forum to exchange lessons learned, a catalyst for coordinating priority actions at the country-level, and a key opportunity to identify the technical assistance needed to enhance country capacity.

Anglophone Africa Regional Focal Point Workshop

APRIL 2016

FP2020 hosted the first Anglophone Africa Regional Focal Point workshop in Kampala, Uganda, in April 2016. Delegations from 13 FP2020 commitment countries in the region attended the two-day workshop, gathering to coordinate efforts, learn from each other, and develop country-specific action plans. The workshop was preceded by an FP2020 national stakeholders' meeting, hosted at the Uganda Health Marketing Group. During the meeting, local civil society organizations, implementing partners, and Uganda's FP2020 focal points discussed Uganda's family planning progress. Following the workshop, a special seminar provided focal points with current information on the World Bank's funding mechanisms, including the Global Financing Facility, orientation on navigating the Bank's processes, and support for making the case for family planning as a key national development and SRMNCAH intervention.

Francophone Africa Regional Focal Point Workshop

MAY 2016

FP2020's first Francophone Africa Focal Point Workshop was held in Abidjan, Côte d'Ivoire, in May 2016. Delegations from 12 FP2020 commitment countries in the region attended the three-day workshop, culminating with the creation of country-specific work plans. Participants identified clear follow-up activities to advance progress on their priority action areas. The majority of the participating countries were also members of the Ouagadougou Partnership, and the Ouagadougou Partnership Coordination Unit (OPCU) was also present at the workshop. The collaboration between FP2020 and OPCU was further strengthened through information-sharing and joint planning of advocacy and other engagement activities.



The Francophone Africa Regional Focal Point Workshop, 2016. Photo credit: FP2020.

Asia Regional Focal Point Workshop

MAY 2017

The second Asia Regional Focal Point Workshop convened in Manila, the Philippines, in May 2017, with all 11 commitment-making countries in the region developing 2017–2018 action plans in alignment with existing national strategies and CIPs. This was the first FP2020 workshop to include civil society focal points in each country delegation, alongside focal points representing the government and donor agencies.

Implementing a rights-based approach to family planning was the central focus throughout the workshop, along with sessions devoted to understanding data and using it effectively to guide programming and investments; implementing evidence-based high-impact practices; designing programs that meet the needs of young people; and mobilizing resources for family planning, including domestic government investment, private sector channels, and the Global Financing Facility.

The workshop was followed by a one-day Civil Society Organization (CSO) Forum, attended by an estimated 90 representatives from Philippine civil society. The CSO Forum was co-hosted by FP2020 and the Reproductive Health Advocacy Network, a consortium of CSOs championing the reproductive health and rights of the Filipino people. The purpose was to develop a coordinated CSO plan of action to tackle obstacles to the Responsible Parenthood and Reproductive Health Law, which was at the time stymied by a temporary restraining order imposed by the Supreme Court. The day also featured a series of technical discussions (on HIPs, using data for advocacy, rights-based family planning, and how to interact with country focal points) as well as a press conference widely covered by local media.



The Asia Regional Focal Point Workshop, 2017. Photo credit: FP2020.

Anglophone Africa Regional Focal Point Workshop

NOVEMBER 2017

FP2020 hosted the second Anglophone Africa Regional Focal Point Workshop in Lilongwe, Malawi, in November 2017, bringing together approximately 100 participants, including focal points from 15 commitment-making countries and a range of other technical partners. Outcomes included the development of FP2020 country action plans specifying priorities for the coming 18 months to operationalize each country's costed implementation plan (CIP) or national family planning strategy.

Participants worked with technical experts on a range of issues, including how to apply a rights-based framework to CIPs and action plans, and shared experiences and expertise in a wide range of areas: data utilization, resource mobilization, reaching young people and adolescents, and resilience in humanitarian crises. This was the first FP2020 regional Focal Point workshop to include a day focused on postpartum/post-abortion family planning (PPFP/PAFP), enabling countries to review these high impact practices (HIPs) and determine how PPFP and PAFP might feature in their country action plans.

The Secretariat also worked in partnership with Malawi civil society to hold a successful Civil Society Forum in Lilongwe with more than 50 CSOs, including representatives from youth-led organizations and networks. The forum focused on exchanging ideas around key issues in family planning in Malawi, reflecting on the ambitious commitments made at the 2017 Summit, and strategizing how to accelerate momentum toward universal access to family planning information, services, and supplies.



The Anglophone Africa Regional Focal Point Workshop, 2017. Photo credit: FP2020.

Francophone Countries Regional Focal Point Workshop

MARCH 2018

The second Francophone Regional Focal Point Workshop was held in Yaoundé, Cameroon in March 2018. The workshop brought together approximately 120 participants, including focal points from 15 commitment-making countries, representatives from the Ouagadougou Partnership Coordination Unit, and a range of other technical partners. Outcomes included the development of FP2020 country action plans specifying priorities for the coming 18 months to operationalize each country's costed implementation plan (CIP) and/or national family planning strategy.

Participants worked with technical experts on a range of issues, including how to apply a rights-based framework to CIPs and action plans, and shared experiences and expertise in various areas such as data utilization, resource mobilization, and reaching young people and adolescents. This was the first FP2020 regional focal point workshop to include youth representatives from each country. This workshop was also the first to feature integrated content on postpartum and post-abortion family planning (PPFP/PAFP) throughout the four days of sessions.

Following the workshop, the Secretariat held a one-day meeting for CSOs in Yaoundé, Cameroon. The meeting was attended by 60 representatives from CSOs, youth networks, faith-based organizations, and media, and served as a key platform for exchanging ideas on key issues in Cameroon and planning for the creation of a national CSO coalition.



The Francophone Countries Regional Focal Point Workshop, 2018. Photo credit: FP2020.

Asia Regional Focal Point Workshop

OCTOBER 2018

FP2020 convened the third Asia Regional Focal Point Workshop in Kathmandu, Nepal, in October 2018, bringing together approximately 110 participants, including FP2020's focal points from 13 commitment-making countries (including first time participation from Sri Lanka and the Kyrgyz Republic) and a range of technical partners with expertise on family planning financing and programming for adolescents and young people. Building on several rounds of pre-workshop consultation with countries, the agenda was designed to focus on three main themes: health finance, adolescents and youth, and leadership and political will. Youth representatives participated for the first time in this region, leading presentations, spearheading break-out sessions for cross-country exchange, and promoting inclusion of a youth perspective in each country's priority actions. The Kyrgyz Republic and Sri Lanka attended for the first time after formalizing their commitments earlier in the year. For both countries, the opportunity to learn from their peers in the region who have already been working toward their commitment for months or years was invaluable.

Following the workshop, the Secretariat co-hosted a CSO partners meeting with the Family Planning Association of Nepal. The meeting aimed at supporting CSOs to identify and prioritize advocacy opportunities to accelerate progress toward country commitments, exploring the impact of federalism on family planning and the potential opportunities for CSOs within, and strengthening the capacity of CSO partners to use family planning data to advance advocacy at the national and subnational level.



The Asia Regional Focal Point Workshop, 2018. Photo credit: FP2020.

Anglophone Africa Focal Point Workshop

MAY 2019

The third Anglophone Africa Regional Focal Point Workshop was convened in Addis Ababa, Ethiopia, in May 2019, bringing together approximately 140 participants, including FP2020 focal points from 18 countries (with first-time participation from Angola, Egypt, and Gambia) and a range of technical partners including experts on family planning financing, programming for adolescents and young people, and building resilience. For the first time in this region, participants included newly appointed youth focal points. Two pre-meetings were convened, one for FP2020 civil society and youth focal points, and one for youth only. The agenda for the workshop was dictated by the focal points themselves, who opted for deep dives into three thematic areas: adolescents and youth, family planning financing, and engaging with faith leaders and the faith-based community. With the ECHO trial results scheduled to be released within weeks of the workshop, considerable time was devoted to ensuring that attendees understood the trial and the possible results so they could prepare for various scenarios.



The Anglophone Africa Regional Focal Point Workshop, 2019. Photo credit: FP2020.

Francophone Countries Regional Focal Point Workshop

MARCH 2020

FP2020 hosted the third Francophone Countries Regional Focal Point Workshop in Dakar, Senegal, in March 2020, bringing together approximately 140 participants including focal points and technical partners, including experts on family planning financing and programming for adolescents and young people. For the first time in this region, participants included newly appointed youth focal points, building on participation by youth representatives in the second workshop. The workshop's main objectives, developed in consultation with the regions' focal points, were to facilitate cross-country learning on high impact and best practices on key thematic areas prioritize catalytic actions and interventions for the remainder of 2020, and enable discussion on the next iteration of the global family planning partnership and country re-commitments. Among other topics, the workshop focused on innovative family planning financing, programming for adolescents and young people, family planning in humanitarian settings, postpartum and post-abortion family planning, data use for decision making, social and behavior change, building partnerships with faith leaders, and integrating cervical cancer screenings with family planning services. The interactive format enabled focal points to develop practical solutions through discussions with partners in each of the technical areas, as well as through cross-country learning and knowledge sharing. Outcomes included the development of FP2020 country worksheets focused on solutions-oriented approaches to clearing bottlenecks and accelerating progress toward commitments.



The Francophone Countries Regional Focal Point Workshop, 2020. Photo credit: FP2020.

Annex 03

FP2020 Webinars and Publications

The following is list of FP2020 webinars and publications geared toward sharing technical resources and building capacity in countries. Newsletters, blogs, web announcements, and internal documents are not included.

ANNUAL REPORTS

- › *FP2020: Partnership in Action 2012–2013*
- › *FP2020: Partnership in Progress 2013–2014*
- › *FP2020: Commitment to Action 2014–2015 and FP2020: Measurement Annex November 2015*
- › *FP2020: Momentum at the Midpoint 2015–2017*
- › *FP2020: The Way Ahead 2016–2017*
- › *FP2020: Catalyzing Collaboration 2017–2018*
- › *FP2020: Women at the Center 2018–2019*

WEBINARS

- › How do we synthesize and translate more than 50 years of experience and learning from family planning programming? Using High Impact Practices/HIPs (May 2015), co-sponsored with WHO/IBP
- › Accelerating Access to Postpartum Family Planning Webinar: Experiences from Kenya, Pakistan and Uganda (August 2015)
- › Accelerating Access to Postpartum Family Planning Webinar: Experiences from Afghanistan, Bangladesh and Zambia (September 2015)
- › Accelerating Access to Postpartum Family Planning Webinar: Experiences from the Democratic Republic of Congo and Madagascar (October 2015) Accelerating Access to Postpartum Family Planning Webinar: Experiences from Nigeria and the Philippines (December 2015)
- › Global Financing Facility: FP2020 Focal Points Webinar (February 2016)
- › Community Health Workers: High Impact Practices, Challenges, and Opportunities (April 2016), co-sponsored with WHO/IBP Postabortion Family Planning: A Glimpse of Global Evidence and its Impact with Country Implementation (April 2016), co-sponsored with WHO/IBP
- › Mobile Outreach Services: Addressing inequities in access to family planning services and commodities (August 2016), co-sponsored with WHO/IBP
- › FP2020: Momentum at the Midpoint 2015–2016, Focal Point Briefing / *FP2020: Élan à la Moitié du Projet 2015–2016, Briefing des points focaux* (November 2016)
- › Social Marketing: Leveraging the private sector to improve contraceptive access, choice, and use (April 2017), co-sponsored with WHO/IBP
- › Understanding Rights-Based Family Planning (May 2017)
- › Understanding Additional Users (May 2017)
- › Drug Shops and Pharmacies: Sources for family planning commodities and information (July 2017), co-sponsored with WHO/IBP
- › Family Planning and Immunization Integration: Reaching Postpartum women with family planning services (October 2017), co-sponsored with WHO/IBP

- › Vouchers: Addressing inequities in access to contraceptive services (October 2017), co-sponsored with WHO/IBP
- › FP2020: The Way Ahead 2016–2017, Anglophone Africa-focused webinar / FP2020: The Way Ahead 2016–2017, special Asia-focused webinar / *FP2020: Montrer la Voie, un webinaire spécial axé sur les pays francophones* (December 2017)
- › PFP/PAFP Priorities following the 2017 Anglophone Africa focal point workshop: Spotlight on Zambia (February 2018)
- › *La mise à l'échelle du PFP aux pays francophones, soulignant les expériences de la Guinée et du Sénégal* [PFP/PAFP Priorities following the 2018 Francophone countries focal point workshop: Spotlight on Guinea and Senegal] (May 2018)
- › *Webinaire des points focaux de la société civile sur la construction de coalitions* [Webinar for Francophone civil society focal points on coalition building] (May 2018)
- › Advancing the PFP Agenda: Building Partnerships to Meet Rwanda's FP2020 Commitments (May 2018), co-sponsored with MCSP Rwanda
- › HIP Strategic Planning Guide: Engaging Men and Boys in Family Planning (July 2018), co-sponsored with WHO/IBP
- › Digital Health for Social and Behavior Change: New Technologies, new ways to reach people (August 2018), co-sponsored with WHO/IBP
- › Social Franchising: Improving quality and expanding contraceptive choice in the private sector (August 2018), co-sponsored with WHO/IBP
- › Emergency Preparedness and Response (August 2018)
- › Social Franchising: Improving quality and expanding contraceptive choice in the private sector webinar (August 2018)
- › *Le CSC pour la PFP: Améliorer la qualité et l'acceptation des services de planification familiale postpartum* [Social and Behavior Change for PFP: Improving Quality and Acceptance of PFP services] (September 2018)
- › Family Planning's Return on Investment: What Do All the Numbers Mean? (October 2018)
- › FP2020: Catalyzing Collaboration Progress Report, webinar (November 2018) / *FP2020: Catalyser la Collaboration, webinaire* (December 2018)
- › A Closer Look at Postpartum Family Planning Data and Advocacy, Part I: PFP Opportunity Briefs and Advocacy (January 2019)
- › Understanding Data on Adolescents and Youth (February 2019)
- › *Introduction des pratiques à haut impact en planification familiale* [Introduction to Family Planning High Impact Practices] (March 2019), co-sponsored with WHO/IBP
- › A Closer Look at Postpartum Family Planning Data and Advocacy, Part II: PFP Measurement and Indicators (April 2019)
- › Adolescents and Young People High Impact Practices (HIPS): Improving sexual and reproductive health of young people (April 2019), co-sponsored with WHO/IBP
- › Hormonal Contraception and HIV Risk: Understanding the ECHO Trial (April 2019)
- › A Roadmap for Results: Supporting Countries to Plan for ECHO Trial Findings (June 2019), co-sponsored with AVAC

- › An Emerging Vision: Beyond 2020 Webinar (July 2019)
- › How to Write a Successful Grant Proposal (July 2019)
- › You Won the Grant! Now What? (August 2019)
- › Immediate Postpartum Family Planning: A key component of childbirth care (September 2019), co-sponsored with WHO/IBP
- › FP2020 Post-2020 Vision Framework (September 2019)
- › 2018–2019 Progress Report Overview Webinar (November 2019)
- › Strategic Exchange on Family Planning Budget Advocacy in Asia Region (October 2019)
- › Tackling Provider Bias in Contraceptive Service Delivery (January 2020) / *La lutte contre la partialité des prestataires à l'égard des jeunes webinaire* (April 2020)
- › COVID-19 and family planning advocacy / *Plaidoyer en faveur de la Planification Familiale dans le contexte du COVID-19* (April 2020)
- › Maintaining momentum in family planning: How can social and behavior change programs adapt to the new reality of COVID-19? / *Maintenir l'élan en PF: comment les programmes de CSC peuvent-ils s'adapter à la nouvelle réalité de COVID-19?* (April 2020), co-sponsored with BreakthroughAction
- › Securing supplies in insecure times (April 2020), co-sponsored with MSI
- › FP2020, IYAAP, and WHO Youth Q&A (May 2020) / *Webinaire de Questions et Réponses sur COVID-19 avec l'OMS, IYAAP, et les Jeunes* (May 2020)
- › Choice in her hands: Enabling safe self-care during COVID-19 (May 2020), co-sponsored with MSI
- › Family Planning in Humanitarian Settings in the context of Covid-19: A Strategic Planning Guide (June 2020), co-sponsored with WHO/IBP
- › Exploring Digital Platforms for Family Planning during COVID-19 / *Explorer les plate-formes numériques pour la planification familiale au cours de la Covid-19* (June 2020)
- › Emergency Contraception & Young People Live Q&A / *Rappel à s'inscrire: Contraception d'urgence et les jeunes question et réponses en direct* (June 2020)
- › *L'intégration de la planification familiale dans la couverture sanitaire universelle et dans l'assurance maladie* [Integrating Family Planning with Universal Health Coverage] (July 2020), co-sponsored with HP+
- › Connecting Conversations Session 1: The Critical Importance of this Life Stage (July 2020), co-sponsored with Knowledge SUCCESS
- › Connecting Conversations Session 2: A Historical Overview of AYRH (July 2020), co-sponsored with Knowledge SUCCESS
- › Where Do Women Access Contraception? Two Tools from SHOPS Plus / *Où les femmes se fournissent-elles en moyens de contraception? Deux outils de SHOPS Plus* (July 2020), co-sponsored with SHOPS Plus
- › One Year After ECHO: Integration in the time of COVID (July 2020), co-sponsored with AVAC
- › Task Sharing Family Planning Services to Increase Health Workforce Efficiency and Expand Access: A Strategic Planning Guide (August 2020), co-sponsored with WHO/IBP

PUBLICATIONS

- › Family Planning 2020: Rights and Empowerment Principles for Family Planning (October 2014)
- › CIP Resource Kit: Useful Tools for Developing a CIP Technical Strategy / *Plans d'action nationaux budgétisés: Renforcement des investissements en matière de planification familiale Outils et conseils pour développer et réaliser des plans de planification familiale pluriannuels* (March 2015), co-published with UNFPA and USAID
- › FP2020 Costed Implementation Plan Resource Kit, fact sheet (March 2015)
- › Rights-Based Contraceptive Information and Services: An Accountability Tool (December 2015)
- › Contraceptive Discontinuation: Reasons, Challenges, and Solutions (December 2015), co-published with Population Council
- › FP2020 Accelerating Progress: Strategy for 2016–2020 (January 2016) Assessing Misalignments in the Procurement of Contraceptives: Improving Procurement Practices to Achieve the Goals of FP2020 (February 2016)
- › Consultation on Realizing Sustainable Programming for Rights-Based Family Planning, London, UK, June 9–10, 2016: Meeting Report (March 2017)
- › Understanding Additional Users (June 2017) / *Comprendre le concept d'«utilisatrices supplémentaires»* (October 2017)
- › Mind the Gap: A Commentary on Data Gaps and Opportunities for Action in Meeting the Contraceptive Needs of Adolescents (December 2017)
- › Rights: The Unfinished Agenda, London, UK, Consultation July 13–14, 2017: Meeting Report (May 2018)
- › Rights-Sizing Family Planning: A Toolkit for Designing Programs to Respect, Protect, and Fulfill the Rights of Girls and Women / *Planification Familiale Adaptée aux Droits: Un kit de ressources pour concevoir des programmes visant à respecter, protéger et réaliser les droits des femmes et des jeunes filles* (January 2018)
- › CIP Execution Country Assessment Checklist (November 2018), co-published by FP2020, K4Health, UNFPA, and UNFPA
- › FP2020: Making the Numbers Work for Advocates (November 2018)
- › FP2020: Family Planning's Return on Investment (November 2018)
- › FP2020: Civil Society Plays a Critical Role in Accelerating Progress toward FP2020 Goal / *FP2020: Les Membres de la Société Civile Engagés auprès du FP2020 Permettent d'Atteindre Plus Rapidement son Objectif* (November 2018)
- › FP2020: Integrating Family Planning and HIV (March 2019)
- › Does Your Family Planning Program Pass the Test? (April 2019)
- › Women's Reproductive Health Needs Don't Stop when Disaster Strikes (May 2019)
- › Family Planning in Emergencies: Essential, Wanted, Needed, and Doable (May 2019)
- › 13 Tips for How to Write a Successful Grant Proposal (July 2019)
- › Forecasting the Future: Strategy for 2030 Pop-Health-Environment Agenda, May 6, 2019: Meeting Report (July 2019)
- › Contributions of FP2020 in Advancing Rights-Based Family Planning: Upholding and Advancing the Promise of Cairo (October 2019)

- › Faith and Family Planning: Working Together to Drive Progress Post-2020 / *La Foi et la Planification Familiale: Interagissent Afin de Favoriser des Progrès Après 2020* (October 2019)
- › Rights in Practice: What Makes a Real Difference to Programs, Kigali, Rwanda, November 10, 2018: Meeting Report (November 2019)
- › Adolescent-Friendly Contraceptive Services (AFCS) Scorecard / *Tableau de Bord des Services de Contraception Adaptés aux Adolescents* (December 2019)
- › Is Your Country Ready to Offer Post-Abortion Family Planning? / *Votre pays est-il prêt à offrir la planification familiale après avortement?* (January 2020)
- › Is your country ready to offer immediate postpartum family planning (IPFP) services in facilities? / *Votre pays est-il prêt à offrir la planification familiale du post-partum immédiat (pfppi) dans les établissements de santé?* (January 2020)
- › Is your country ready to offer integrated family planning and immunization services? / *Votre pays est-il prêt à offrir des services intégrés de planification familiale et d'immunisation?* (January 2020)
- › Family Planning in Humanitarian Settings: A Strategic Planning Guide (March 2020)
- › FP2020 Measurement Learning Series: Measuring Contraceptive Use Among All Women: Advances and Challenges (June 2020)
- › Opportunities and challenges of delivering postabortion and postpartum family planning during the COVID-19 pandemic (submitted June 2020 to *Global Health Science and Practice*)

Annex 4 Donor Reporting

FP2020's country engagement work is currently reported to donors under an output titled "Countries accelerate progress toward FP2020 goals." The indicators to measure progress, examined quarterly in-house and reported annually to donors, include:

- › Number of countries that make and/or renew commitments that are assessed and negotiated against FP2020 guiding criteria, including rights-based principles
- › Percent of commitment-making countries that meet at least 3 of the 4 criteria:
 - › At least 1 strategic exchange held between FP2020 country focal points and the Secretariat each quarter that results in progress
 - › At least 1 call or meeting held among FP2020 country focal points within a country per quarter
 - › Semi-annual meetings held with in-country stakeholders to track progress of an up-to-date, solutions-oriented set of prioritized actions aligned with a country's commitment
 - › At least 1 country-to-country exchange held per year to share lessons learned and advance the country's prioritized actions
- › Number of FP2020 partners or countries taking specific measures to promote and advance rights-based family planning principles through a variety of efforts
- › Number of national or sub-national CIPs that commitment countries develop or renew
- › Number of countries that adopt performance management practices to track CIP implementation
- › Number of commitment-making countries outlining specific measures that promote and advance preparedness and/or response to crises within their action plans
- › Number of FP2020 commitment-making countries, of which the Secretariat is aware, that request assistance or support from FP2020, the WHO Global TA Mechanism, or other sources of support

