

MINISTRY OF FOREIGN AFFAIRS OF DENMARK

DANIDA | INTERNATIONAL
DEVELOPMENT COOPERATION



**Strategy for Denmark's
Engagement with the United
Nations Population Fund (UNFPA)**

2014-2018

May 2014



Strategy for Denmark's Engagement with UNFPA 2014-2018

MINISTRY OF FOREIGN AFFAIRS OF DENMARK
DANIDA INTERNATIONAL
DEVELOPMENT COOPERATION

The work of UNFPA

UNFPA is responsible for monitoring the implementation of the action plan of the International Conference on Population and Development (ICPD). UNFPA is an influential advocate for sexual and reproductive health and rights (SRHR). UNFPA is the world's largest international source of funding for population and reproductive health programmes.

Denmark supports UNFPA because

- It works to promote SRHR as its core mission
- It is able to engage broadly with stakeholders on a normative level
- It has a special role in protecting women and youth in humanitarian action

Key challenges for UNFPA

- Controversy over part of its mandate
- Realising the full potential of institutional reforms

Denmark will expect UNFPA to

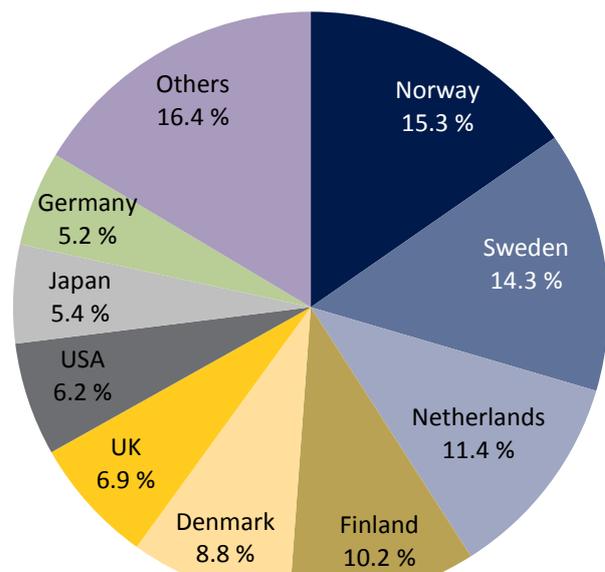
- Advance the implementation of the ICPD agenda on SRHR
- Advance the normative framework on SRHR
- Protect conflict affected populations
- Further institutional reforms
- Promote transparent budget management and fight corruption

Denmark will follow-up by

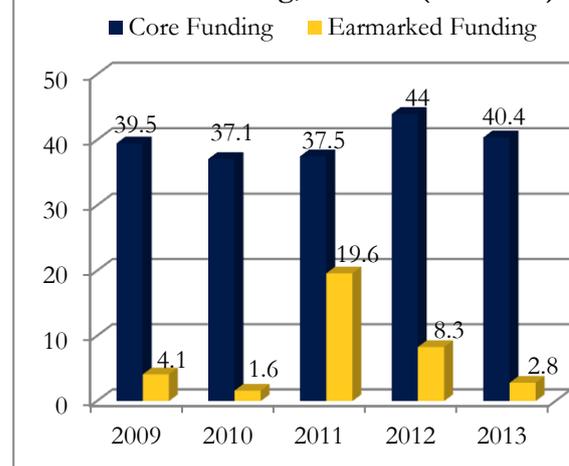
- Monitoring Danish priorities based on UNFPA's own framework
- Conducting annual consultations
- Actively participating in the Board
- Engaging with UNFPA at HQ, regional and country level
- Undertaking a midterm review of the Danish strategy

UNFPA	
Established	1969
HQ	New York
Country Offices	126
Human Resources	2,471, incl. 16 Danish employees
Financial resources, USD mil. (2013)	Core: 460 Earmarked: 504.3
Executive Director	Dr. Babatunde Osotimehin (Nigeria)
Executive Board (EB) Sessions	January/February; May/June; September
Denmark member of EB	2007-2008; 2009-2012; 2015; 2017

2013 UNFPA Core Contributors



Danish funding, UNFPA (USD mil.)



1 Objective and priorities

This Strategy for Denmark's Engagement with the [United Nations Population Fund \(UNFPA\)](#) forms the basis for the Danish contributions to UNFPA, and it is the central platform for Denmark's dialogue and partnership with UNFPA. Building on the former Danish bridge-building strategy 2012-2013, it sets up Danish priorities for UNFPA's performance in the overall framework established by UNFPA's own Strategic Plan (2014-2017). Denmark will work closely with likeminded countries towards the achievement of these priorities. The Strategy will run in parallel with UNFPA's Strategic Plan while being 6 months staggered to allow for the full implementation and evaluation of the current strategic plan and the adoption of its successor. The Strategy will thus run from July 2014 through June 2018.

The overall Strategy for Denmark's Development Cooperation, [The Right to a Better Life](#), states that "*Denmark will strengthen its cooperation with the multilateral organisations and channel more funds through the multilateral system to promote Danish development policy objectives.*" This is based on the analysis that the multilateral organisations have important comparative advantages, especially within setting norms and promoting universal human rights. [The Danish Multilateral Development Cooperation Analysis of 2013](#) outlines the following four focus areas for this strengthened cooperation: 1) Effective promotion of Danish strategic priorities, 2) Contribution to the post-2015 development agenda, 3) Support to multilateral reforms that enhance results and development impact and 4) At country level, encourage cooperation and strengthen complementarity between multilateral and bilateral efforts. The present strategy will outline how this is taken forward in the Danish cooperation with UNFPA while applying a human rights-based approach (HRBA) to development as described in *The Right to a Better Life*.

Five Danish Priority Areas for the cooperation with UNFPA 2014-2018 are identified:

- 1) Advancing the implementation of the ICPD agenda on SRHR
- 2) Advancing the normative framework on SRHR
- 3) Protecting conflict affected populations
- 4) Furthering institutional reforms
- 5) Promoting transparent budget management and fighting corruption

The two following sections will provide the background for these areas by describing UNFPA as an organisation and by analysing its strengths and challenges. Section 4 goes into more depth with each Priority Area, while the tools to follow-up are covered in Section 5. A budget for future Danish support is provided in Section 6, before the final section describes the most important factors that risks undermining UNFPA's delivery on the Danish priorities.

2 UNFPA's mandate, organisation and funding

UNFPA is responsible for monitoring the implementation of the [Programme of Action](#) (PoA) of the International Conference on Population and Development (ICPD) that took place in Cairo in 1994. UNFPA's mandate thus covers issues at the heart of the Sexual and Reproductive Health and Rights (SRHR) agenda.

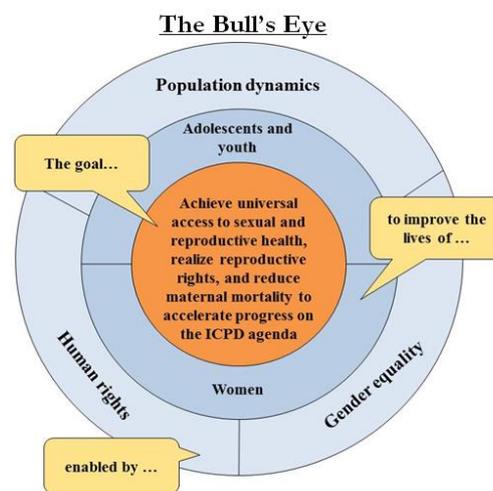
UNFPA was given a leaner and more strategic focus as a result of a mid-term review of its previous strategic plan in 2011, and reproductive health and rights now figure even more prominently in its programmes. [The Strategic Plan for 2014-2017](#) reconfirmed this focus.

As illustrated by the Bull’s Eye approach (see figure) women, adolescents and youth are the main beneficiaries of UNFPA’s work with particular attention paid to the most vulnerable and marginalised.

Reproductive rights are at the centre of the bull’s eye. Upholding human rights is intrinsic to the ICPD PoA, in particular the human rights of women and girls, as well as populations living in vulnerable situations. In the Strategic Plan, reproductive rights and gender equality is a goal in itself and identified as central to achieving success on sexual and reproductive health outcomes. Gender equality and rights are also mainstreamed throughout the Integrated Results Framework accompanying the Strategic Plan. This reflects a shift in UNFPA’s work on gender and reproductive rights which now focus more strongly on turning commitments into actual change through implementation and accountability measures.

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Since 2004, UNFPA has seen a doubling of its resource base from approx. USD 500 million/year to approx. USD 1,000 million/year. At the same time, however, the balance between core and non-core or earmarked resources has changed in that the latter now accounts for over half of total resources against a third in 2004. Although 2013 saw the share of core resources increased, the overall trend towards earmarking has been a source of some concern seen as the core resources provides the bedrock of operational activities, and UNFPA is engaging with member states and other partners to increase core funding, an effort strongly supported by Denmark.



2.2 Denmark’s support to UNFPA

UNFPA is one of the largest partners in Danish development assistance. In 2013, Denmark was UNFPA’s 5th largest donor (both overall and for core resources, see Annex 1). Danish funding is characterized by flexibility and predictability. In addition to core contributions, Denmark’s support to UNFPA has focused on capacity building in the area of humanitarian response. Denmark is also hosting UNFPA’s Procurement Branch and the Nordic Liaison Office in the UN City in Copenhagen, and by March 2014 three Danish multilateral advisors at UNFPA were seconded by Denmark. Altogether there are 16 Danish staff members at UNFPA Headquarters, Regional and Country Offices, including a Deputy Executive Director.

3 Key strategic challenges and opportunities

3.1 Relevance to the international development and humanitarian context

While maternal deaths have fallen by nearly half over the past 20 years, approximately 800 women still die every day from complications related to pregnancy or childbirth, and it is estimated that more than 220 million women still have unmet needs for modern methods of contraception. These major developments play out against a backdrop of an increasing world population, where significant population growth puts pressure on resources, and in combination with modern consumption patterns, places the issue of sustainability at the heart of the international agenda. Population dynamics¹, migration, and urbanization further complicate the lives and livelihoods of especially the most vulnerable and marginalized groups.

With the adoption of the 2014-2017 Strategic Plan, UNFPA's work will continue to address some of these major global development and humanitarian challenges with a focus on issues related to SRHR, gender equality and population dynamics. UNFPA is further scaling up its humanitarian action in this strategic plan period and is adjusting its systems to support country offices and partners at the onset and in advance of a crisis.

UNFPA is operating in a complex political context as part of its mandate touches upon normative issues that are divisive among the member states, in particular issues that are linked to the SRHR agenda such as access to modern methods of contraception, comprehensive sexuality education, access to safe abortion and sexual rights and non-discrimination against marginalised groups incl. sexual minorities. Denmark is working with partners to ensure that these difficult issues continue to be addressed in the context of population and development.

3.2 Synergy with Danish development and humanitarian priorities

The Right to a Better Life states that "*The right to sexual and reproductive health is key to women's ability to take charge of their own lives*". UNFPA's strategic focus as defined in its Strategic Plan is to "*Achieve universal access to sexual and reproductive health, realize reproductive rights, and reduce maternal mortality to accelerate progress on the ICPD agenda*". There is therefore a clear and strong link between the focus of the work of UNFPA and the

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priorities that Denmark seeks to promote. On the humanitarian agenda, UNFPA is also in a position to promote Danish priorities, including in the implementation of the [Inter Agency Standing Committee \(IASC\) Transformative Agenda](#), as UNFPA is co-lead of the humanitarian sub-cluster on gender-based violence and has coordination responsibilities under the health cluster. The [Strategy for Danish Humanitarian Action 2010-2015](#) and the Danish Humanitarian

¹ The concepts among other things describes a growing youth population in some countries and a growing population of older people in other countries

Partnership Framework Agreement with UNFPA has a strong focus on supporting these coordination efforts.

In line with the Danish development priorities, UNFPA builds capacity to implement a human rights-based approach (HRBA) to programming and policies at all levels from an ICPD perspective. Such an approach focuses on inclusion, interdependence, participation and non-discrimination in line with the [Common Understanding on HRBA among UN Agencies](#). In applying this approach, attention is focused on the most excluded and marginalized groups of society. UNFPA engages in the Inter-Agency Working Groups and supports mechanisms for the [human rights treaty body system](#) as well as [the Special Procedures](#) and [the Universal Periodic Review](#) of the Human Rights Council. These human rights mechanisms are at the core of UNFPA's work to strengthen international and national protection systems for advancing reproductive rights and gender equality. UNFPA also applies HRBA in its humanitarian actions.

UNFPA also promotes key Danish objectives by addressing some of the outstanding issues of [the Millennium Development Goals \(MDGs\)](#) including the gap in implementation of MDG 5a. While MDG 5a and 5b on maternal mortality and reproductive health respectively are the central focus of the organisation's work, UNFPA has an impact on all MDGs due to its focus on addressing fundamental inequalities. UNFPA is also advocating for maintaining a strong focus on the principles of the ICPD in [the post-2015 development agenda](#), and it works to strengthen the capacities of civil society actors, including faith-based organizations, to advocate for SRHR in this context. This converges with the preliminary Danish priorities for the post-2015 agenda that has SRHR as a focus area.

3.3 Synergies with Danish bilateral development cooperation

The multilateral system is an important norm-setter and has legitimacy at country level that allows for these norms to be accepted and implemented. In particular the part of UNFPA's mandate on sexual and reproductive health and reproductive rights is important in that context, as this issue remains controversial in a number of countries where Denmark provides assistance. With its broad membership and legitimacy, UNFPA can engage on these issues with local partners in a way that supplements Danish bilateral efforts. Adding to this partnership are civil society organisations that play a key role in the implementation of accountability mechanisms to empower rights-holders and hold duty-bearers accountable at national level. UNFPA is also working on a monitoring framework that seeks to link commitments made at the international level with accountability at the national level. For these initiatives and partnerships to work effectively, UNFPA has to engage constructively with host country authorities on the basis of the strengths and weaknesses in local law and practises.

3.4 Performance and results

Recent evaluations of UNFPA's performance include the Danish Multilateral Development Cooperation Analysis in 2013, where UNFPA was found to be highly relevant in relation to Danish priorities, as well as reviews conducted by the UK and Australia. [The British Multilateral Aid Review \(MAR\) of 2011](#) rated UNFPA adequate value for money and pointed to strengths in its policy work while also highlighting weaknesses in relation to the organisational procedures such as high administration costs and lack of transparency.

Furthermore, delivery at country level was found to be mixed. [The 2013 MAR-update](#) shows that UNFPA has improved on the reform agenda. On issues such as financial resources management, partnership behaviour, contribution to results, gender, transparency and accountability, as well as cost and value consciousness, there has been progress, but the results of these initiatives still remain to be seen throughout the organisation's work. [The 2012 Australian Multilateral Assessment \(AMA\)](#) noted a number of areas for improvement, including monitoring and delivering results; effectiveness in fragile states and the need for increased scrutiny of costs. The general conclusion of the Assessment was that the Australian Government can “have a reasonable high degree of confidence that increases in core funding to UNFPA will deliver tangible development benefits in line with Australia's development objectives, and that the investment will represent good value for money”.

UNFPA was last rated by the Multilateral Organisation Performance Assessment Network ([MOPAN](#)) in 2010. Potential areas for improvement included corporate focus on results and presenting performance information; use of country systems; performance oriented programming; and disseminating lessons learned. UNFPA will be subject to a new assessment in 2014 which Denmark is coordinating on behalf of the members of MOPAN.

As a supplement to these reviews, Danish embassies in select developing countries have been consulted in developing the present strategy to assess the perception of UNFPA's performance at country level. While UNFPA is found to be among the better performing UN agencies, some issues of concern were raised, most importantly that UNFPA in some country contexts have been hesitant to engage with local authorities on issues that are politically controversial. At the same time, UNFPA sometimes struggles in delivering and documenting results at country level.

The UNFPA [Annual Report from 2013](#) analyses the results under the former strategic plan (2008-2013), and reports on the progress in its outcome and output targets. In all, 72 % of the outcome indicators showed positive trends, while 22 of the 29 output targets were fully achieved and another six between 75-99 % fulfilled. Furthermore, it is shown that between 2010 and 2013, on average, 85 % of country offices achieved at least 3/4 of their annual work plan output indicator targets. According to the report, the main drivers of underperformance include the delayed signing of annual work plans and challenging political, fragile, crisis and security contexts. In relation to management results six of the 14 indicator targets were 100 % achieved; six were 75-99 % achieved; and the achievement for one was below 75 %. Although measurement of the Fund's results has improved in recent years, challenges remain, including: (a) weak performance metrics, especially for measuring upstream work; (b) inconsistent programme monitoring; and (c) insufficient programmatic guidance on how UNFPA should operate in different settings.

Addressing the challenges mentioned above has been a priority for UNFPA in the development of the Strategic Plan and in the ongoing efforts to become a more focused and results orientated organisation. UNFPA has amongst other things introduced quality assurance mechanisms in programming and implemented the [International Aid Transparency Initiative \(IATI\)](#) standards and increased the share of its budget devoted development programming. The

Integrated Results Framework for 2014-2017 reflects a number of changes to the organisation’s approach to results measurement with the aim of strengthening accountability and better capture the contribution of UNFPA to development results. As part of the Strategic Plan, UNFPA will also implement a new business model describing where, how and with whom it works. The model will refocus UNFPA’s work on partnerships and humanitarian programming and it specifies the type of support that UNFPA will provide in different settings with resources being focused mainly at countries with the highest need and lowest ability to finance. To achieve more business-oriented, agile and efficient human resource management, UNFPA has also developed a new human resources strategy that aligns human resources management with the objectives of the Strategic Plan and the business model. Continued roll-out of and follow-up on these activities will be central over the coming years.

4 Priority Areas and intended results of Danish support (2014-2018)

Based on the analysis above, Denmark will over the coming four year period focus its cooperation with UNFPA on the five Priority Areas detailed below. While Denmark stays fully committed to the Strategic Plan of UNFPA as a whole, these priorities are selected to highlight the most important issues from a Danish perspective. UNFPA has clear comparative advantages in these areas, which also falls squarely within Danish development priorities, including the preliminary Danish priorities for the post-2015 development agenda. With a particular focus on these areas and with the Danish human rights-based approach to development as the underlying frame of reference, Denmark will hold UNFPA accountable for delivering on its stated commitments. At the same time, Denmark will advocate for the further strengthening and prioritisation of the below priorities in the consultations with UNFPA, particularly in connection with the mid-term review of the current strategic plan and the development of its successor plan (see Section 5).

Denmark will expect UNFPA to...

- Advance the implementation of the ICPD agenda on SRHR
- Advance the normative framework on SRHR
- Protect conflict affected populations
- Further institutional reforms
- Promote transparent budget management and fight corruption

Priority Area 1: Advancing the implementation of the ICPD agenda on SRHR

This priority cuts across UNFPA’s Strategic Plan but has special relevance for Outcome 1 and 3 on sexual and reproductive health and reproductive rights respectively. The former is pursued by UNFPA at the country level through advocacy, policy dialogue/advice, and capacity development, such as by supporting national governments to develop guidelines, protocols, standards, and quality of care mechanisms. Reproductive rights is supported by monitoring compliance with human rights obligations and recommendations, fighting gender-based violence and harmful practices such as female genital mutilation/cutting and supporting civil society and faith-based organisations in promoting reproductive rights and gender equality. Special focus will be directed towards the most vulnerable and marginalised women, adolescents and youth. Denmark strongly supports this work with emphasis on increasing national capacity to deliver integrated sexual and reproductive health services and strengthening the implementation of reproductive rights obligations at country level.

Priority Area 2: Advancing the normative framework on SRHR

As mentioned, parts of UNFPA's mandate and issues connected to it remain controversial among some member states. Denmark sees a strong role for UNFPA in providing data and analyses that support and expand the evidence base on SRHR and on how to address these issues effectively. This is especially relevant in connection with the post-2015 development agenda as well as in addressing gaps in implementation of the ICPD PoA and highlighting new challenges. At the same time, UNFPA plays an important role in promoting advocacy at country level through training in the utilisation of demographic data for evidence-based advocacy for marginalized groups; working with allies and young people to remove legal restrictions on access to services within sexual and reproductive health and the fight against gender based violence; and comprehensive sexuality education in various settings and contexts. This work relates to Outcome 2 (on adolescents and youth) and 4 (on international development agendas) of the UNFPA Strategic Plan.

Priority Area 3: Protecting conflict affected populations

As a cross-cutting priority, UNFPA works with national and local counterparts and through inter-agency mechanisms to strengthen capacities to integrate sexual and reproductive health in humanitarian interventions and risk-reduction strategies. It undertakes preparedness and contingency planning and delivers life-saving sexual and reproductive health services in crises, including through institutionalising the Minimum Initial Service Packages (MISP) for Reproductive Health, and the procurement of emergency reproductive health kits. UNFPA has furthermore committed to integrating sexual and reproductive health needs into national plans and to combat gender based violence in high-risk countries. Denmark backs these efforts through the Danish Humanitarian Partnership Framework Agreement with UNFPA and supports the organisations work to mainstream gender in disaster preparedness, including through the use of gender markers and [the GenCap project](#) that promotes a gender sensitive approach in all UN humanitarian operations based on the Security Council Resolution 1325 on women, peace and security.

Priority Area 4: Furthering institutional reforms

Over the strategy period UNFPA will need to harness the results of the reform efforts started in 2011. An important part of this will be the effective roll-out and implementation of the new business model. For these comprehensive reforms to succeed, UNFPA will have to continue to strengthen its internal management and operations, which should include continued promotion of results based management and programme effectiveness, including ensuring trickle-down of corporate priorities to country offices. Another priority should be to contribute to the wider UN reform initiatives. UNFPA is committed to the [“Delivering as One” agenda](#), and is expanding joint programming efforts to ensure greater UN system wide coherence. Finally, UNFPA's Strategic Plan emphasises innovation as a means to making the organisation more efficient and effective. Denmark will support this through the creation of an innovation facility (see Section 6).

Priority Area 5: Promoting transparent budget management and fighting corruption

Denmark expects UNFPA to fight corruption and fraud within the organisation and in the implementation of its programmes. This is among other things promoted by encouraging transparency in operations and allocation of resources. Another important element is effective risk management. UNFPA is still in the early stages of establishing the systems and culture that will enable the organisation to appropriately handle risks, and this will have to be rolled-out over the strategy period. A key element of risk management will be the diversification of the funding base. UNFPA has experienced considerable growth, but remains heavily dependent on a limited pool of donors, and must therefore strengthen outreach to new partners.

5 Follow-up on Danish priorities

Denmark will over the strategy period follow-up on the priorities outlined above by building on the frequent open discussions and numerous consultations between Denmark and UNFPA at both ambassadorial and ministerial level, as well as targeted consultations in New York. This includes annual consultations with the senior management of UNFPA. Denmark will also use its strong voice in UNFPA's Executive Board in close cooperation with the Nordic and other likeminded countries. Furthermore,

to promote results at country level and ensure complementarity between Danish multilateral and bilateral development cooperation, Denmark will engage with UNFPA at country level and ensure continuous exchange of information between bilateral representations and the central coordinating units of the Ministry of Foreign Affairs. In Copenhagen, the UNFPA functions in the UN City provide an important avenue for readily exchange of information and views between the Ministry of Foreign Affairs and UNFPA.

Denmark will follow-up by...

- Monitoring Danish priorities based on UNFPA's own framework
- Conducting annual consultations
- Actively participating in the Board
- Engaging with UNFPA at HQ, regional and country level
- Undertaking a midterm review of the present strategy

Denmark will monitor progress on the Danish priorities based on the UNFPA's own results reporting as described below. A Danish results framework for this is included as Annex 3. Within this framework, the Danish UN Mission will report on the Organisation Strategy in accordance with the "[Guidelines for Management of Danish Multilateral Development Cooperation](#)" and in collaboration with relevant entities in the Ministry of Foreign Affairs in Copenhagen and at country level. Reporting will draw on UNFPA's own annual reporting to the Board and the measureable indicators therein, as well as UNFPA's own mid-term review. On the basis of this review, Denmark will undertake a separate mid-term review of the present strategy.

5.1 Monitoring and Evaluation (M&E) in UNFPA

Accountability for the results set out in the Strategic Plan is of critical importance and improving monitoring will therefore be a focus area for UNFPA in 2014-2017. The new Integrated Results Framework (IRF) includes three levels of results (see Annex 2). Firstly, the overall impact refers to changes in people's lives, which will be the result of the combined

efforts of UNFPA and partners. Secondly, the outcomes represent changes in institutional and behavioural capacities, which are more directly attributable to UNFPA but still beyond its sole control. Finally, UNFPA’s contribution to the achievement of the impact and outcomes, are captured in the outputs that are essentially its products and services for which the organisation has control and can be held directly accountable. Indicators on each of these levels will be used to track progress and enable clear accountability for results. In addition, the Strategic Plan includes theories of change that describe the link between these different result levels. In order to deliver on the Strategic Plan and organisational commitments, overall guidance and support will be provided to all levels of the organisation in developing alignment plans to ensure a harmonized and coordinated approach. UNFPA is also currently developing on a global programming system that supports the monitoring of implementing partners’ annual work plans, and a strategic information system, which includes a module of monitoring results at all levels of the organisation.

In June 2013, the Executive Board approved the [revised UNFPA evaluation policy](#). This policy provides an enhanced institutional basis for the evaluation function at UNFPA. It distinguishes between corporate evaluations undertaken by the UNFPA Evaluation Office, which reports to the Executive Director, and programme-level evaluations managed by the business unit responsible for the programme being assessed. The revised policy further clarifies the roles and responsibilities of the actors involved in evaluation. An annual evaluation plan, encompassing both corporate and programme-level evaluations, is developed by the Evaluation Office and approved by the Executive Board. The results of corporate evaluations are normally presented to the Executive Board, at its discretion.

6 Preliminary Budget Overview

Budget (mil. DKK)	2014	2015*	2016*	2017*
Core funding	230	230	230	230
Innovation	12	12	TBD	TBD
Humanitarian Partnership Framework Agreement	15	15	15	15
Earmarked funding	TBD	TBD	TBD	TBD
Total	257	257	245	245

*All figures for 2015-2017 are preliminary and subject to parliamentary approval

As a supplement to the core allocation Denmark will, as a new initiative, contribute to innovation in UNFPA with an annual contribution of DKK 12 million yearly in 2014-2015. The purpose of the contribution is to fund key pioneering and innovative activities or approaches in headquarters and/or in the field and with a special focus on the Danish priorities. In addition, UNFPA is expected to continue to receive softly earmarked and flexible contributions for its humanitarian work through the Humanitarian Partnership Framework Agreement.

7 Risks

For UNFPA to deliver on the Danish priorities it is assumed that it will experience a conducive external environment especially pertaining to the risks and challenges listed below, which it itself can help mitigate.

Insufficient funding: While UNFPA's funding has grown in recent years, the multilateral system is marked by increased competition over limited resources due to global financial constraints. This situation may over time impact negatively on UNFPA's ability to effectively and efficiently undertake long-term corporate planning and prioritization. The trend towards earmarking also poses challenges, especially with regards to key cross-cutting priorities of gender and rights. UNFPA needs to counter this through effective resource mobilisation and results documentation.

Simultaneous crises: UNFPA has limited capacity (organisational, financial, HR and material) to engage in simultaneous large-scale humanitarian crises and will be hard pressed if/when several large emergencies occur at the same time. Risk mitigation strategy in such situations has been to up-grade skills of staff (response capacity), but this may still be a challenge in the future.

Misuse of funds: UNFPA operates in part in fragile and conflict states, and extensively uses implementing partners. It also has significant procurement activities, which exposes its operations to possible fraud and corruption. UNFPA's work on its risk management approach, including fraud and corruption risks, as well as transparent risk communication and effective mitigation efforts will be crucial.

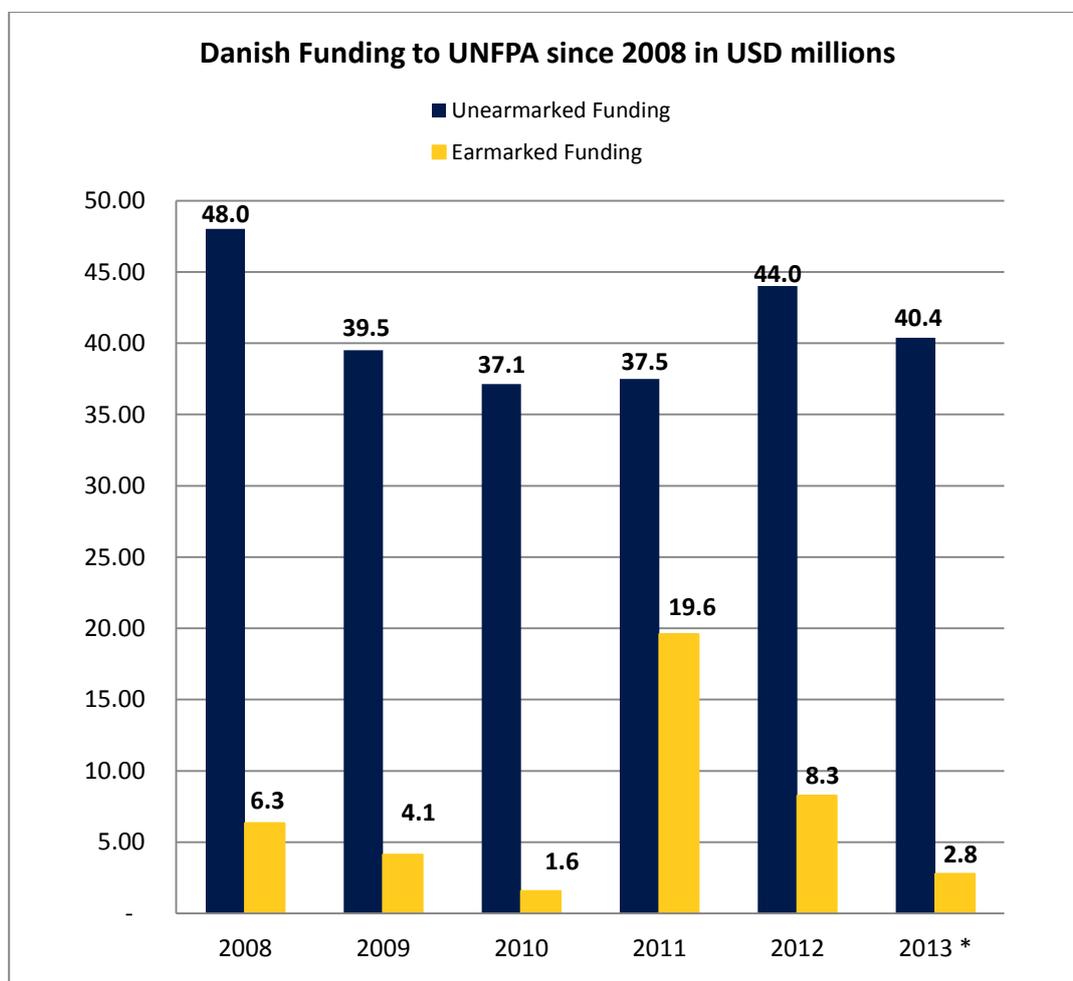
Resistance from stakeholders: Due to the controversy over parts of UNFPA's agenda there is a risk that the organisation may not be able to gain support for a forward-looking agenda, including adequate reflection of its mandate in the post-2015 development agenda. Furthermore, behavioural change might prove difficult due to increased sociocultural resistance. UNFPA must respond to this through evidence-based advocacy and constructive dialogue with national authorities and community leaders.

Annex 1: UNFPA's funding situation

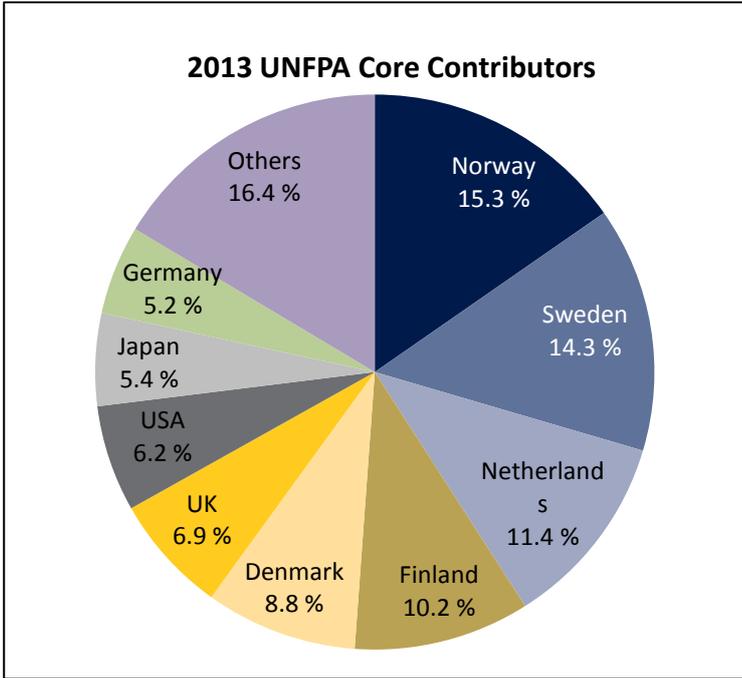
Danish contributions to UNFPA by type 2008-2013 (USD)

Year	Core Funding	Earmarked Funding	Total (Core + Earmarked funding)	Ranking as UNFPA Donor (total resources)	Ranking as UNFPA core donor
2008	48,016,701	6,339,024	54,355,725	4	3
2009	39,498,540	4,110,379	43,608,919	7	5
2010	37,124,230	1,561,809	38,686,039	7	5
2011	37,484,001	19,588,853	57,072,854	5	5
2012	44,012,955	8,263,551	52,276,506	5	4
2013 *	40,379,213	2,766,044	43,145,257	5	5

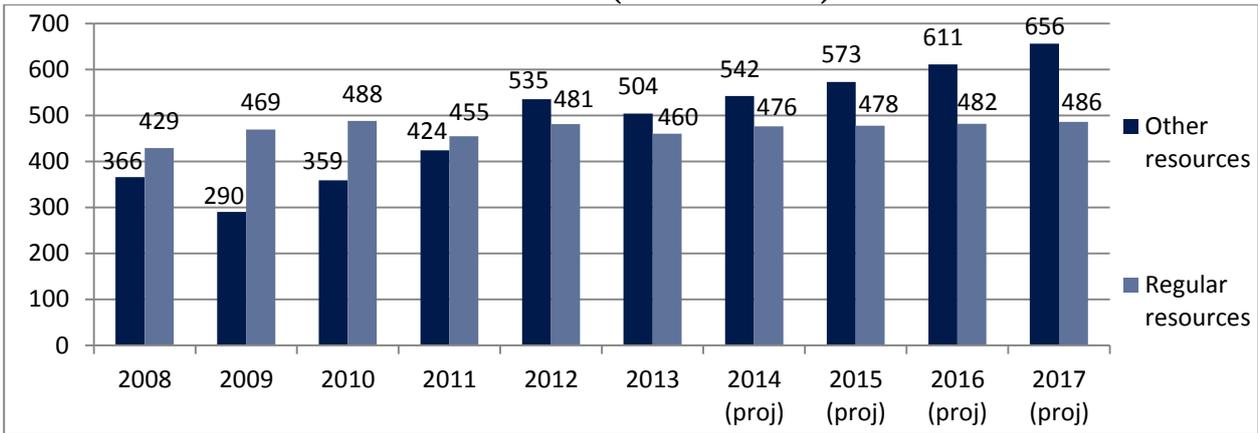
* Preliminary figures



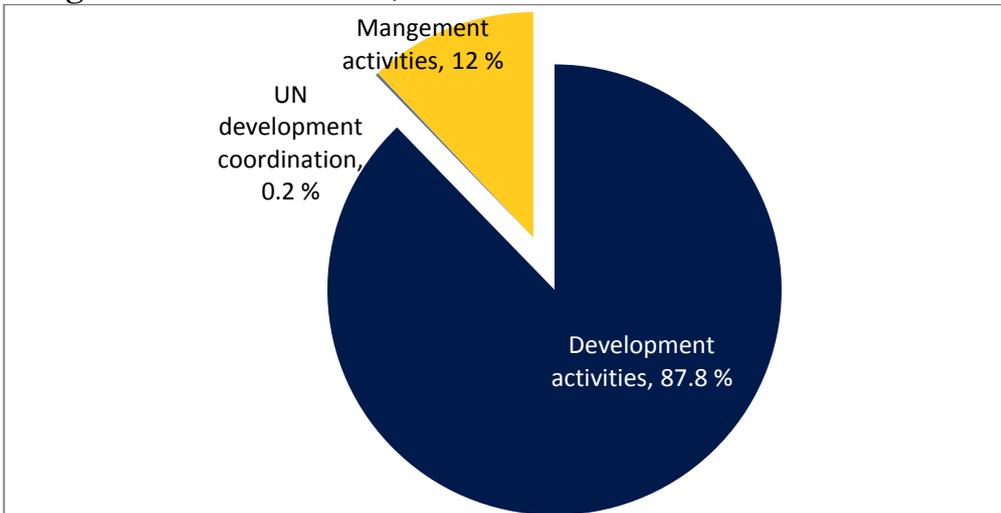
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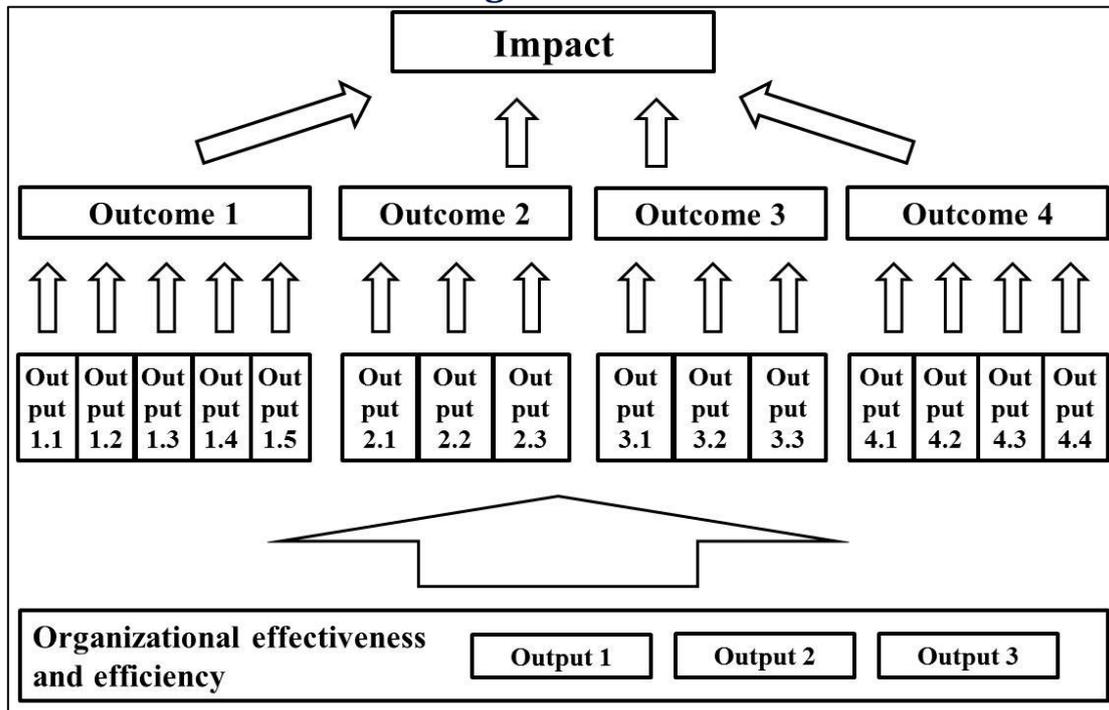
Total contributions to UNFPA 2011-2017 (USD millions)



Budgeted use of resources, 2014-2017



Annex 2: Structure of UNFPA Integrated Results Framework



Annex 3: Danish results framework

Priority Area 1: Advancing the implementation of the ICPD agenda on SRHR		
Relevant outcome drawn from the Integrated Development Results Framework (IRF) of UNFPA.	Relevant outputs drawn from the Integrated Development Results Framework (IRF) of UNFPA.	Relevant output indicators, targets and baselines drawn from the Integrated Development Results Framework (IRF) of UNFPA.
<u>Outcome 1:</u> Increased availability and use of integrated sexual and reproductive health services (including family planning, maternal health and HIV) that are gender-responsive and meet human rights standards for quality of care and equity in access	<u>Output 1:</u> Increased national capacity to deliver integrated sexual and reproductive health services	<u>Indicator 1.1:</u> Number of countries that have guidelines, protocols and standards for health care workers for the delivery of quality sexual and reproductive health services for adolescents and youth <u>Target:</u> 105 by 2015, 123 by 2017 <u>Baseline:</u> 73 (2012)
	<u>Output 2:</u> Increased national capacity to strengthen enabling environments, increase demand for and supply of modern contraceptives and improve quality family planning services that are free of coercion, discrimination and violence	<u>Indicator 2.2:</u> Number of countries that have trained all levels of personnel to implement the new family planning human rights protocol <u>Target:</u> 6 by 2016, 13 by 2017 <u>Baseline:</u> 0 (2012)
<u>Outcome 3:</u> Advanced gender equality, women's and girls' empowerment, and reproductive rights, including for the most vulnerable and marginalized women, adolescents and youth	<u>Output 9:</u> Strengthened international and national protection systems for advancing reproductive rights, promoting gender equality and non-discrimination and addressing gender-based violence	<u>Indicator 9.2:</u> Number of countries with a functioning tracking and reporting system to follow up on the implementation of reproductive rights recommendations and obligations <u>Target:</u> 66 by 2015, 88 by 2017 <u>Baseline:</u> 49 (2012)
Priority Area 2: Advancing the normative framework on SRHR		
Relevant outcome drawn from the Integrated Development Results Framework (IRF) of UNFPA.	Relevant outputs drawn from the Integrated Development Results Framework (IRF) of UNFPA.	Relevant output indicators, targets and baselines drawn from the Integrated Development Results Framework (IRF) of UNFPA.
<u>Outcome 2:</u>	<u>Output 6:</u>	<u>Indicator 6.2:</u>

Increased priority on adolescents, especially on very young adolescent girls, in national development policies and programmes, particularly increased availability of comprehensive sexuality education and sexual and reproductive health	Increased national capacity to conduct evidence-based advocacy for incorporating adolescents and youth and their human rights/needs in national laws, policies, programmes, including in humanitarian settings	Number of countries where UNFPA advocates for allowing adolescents and youth to have legal access to quality sexual and reproductive health counselling and HIV services <u>Target:</u> 23 by 2015, 19 by 2017 <u>Baseline:</u> 42 (2012)
<u>Outcome 4:</u> Strengthened national policies and international development agendas through integration of evidence-based analysis on population dynamics and their links to sustainable development, sexual and reproductive health and reproductive rights, HIV and gender equality	<u>Output 13:</u> Increased availability of evidence through cutting-edge in-depth analysis on population dynamics, sexual and reproductive health, HIV and their linkages to poverty eradication and sustainable development	<u>Indicator 13.1:</u> Proportion of reports of global and regional intergovernmental and inter-agency processes that are supported by UNFPA and address population dynamics by accounting for population trends and projections in setting development targets. <u>Target:</u> 80 % <u>Baseline:</u> Not available
Priority Area 3: Protecting conflict affected populations		
Relevant outcome drawn from the Integrated Development Results Framework (IRF) of UNFPA.	Relevant outputs drawn from the Integrated Development Results Framework (IRF) of UNFPA.	Relevant output indicators, targets and baselines drawn from the Integrated Development Results Framework (IRF) of UNFPA.
<u>Outcome 1:</u> Increased availability and use of integrated sexual and reproductive health services (including family planning, maternal health and HIV) that are gender-responsive and meet human rights standards for quality of care and equity in access	<u>Output 5:</u> Increased national capacity to provide sexual and reproductive health services in humanitarian settings	<u>Indicator 5.1:</u> Number of countries that have capacity to implement MISP at the onset of a crisis <u>Target:</u> 41 by 2015, 51 by 2017 <u>Baseline:</u> 30
		<u>Indicator 5.2:</u> Number of countries that have humanitarian contingency plans that include elements for addressing sexual and reproductive health needs of women, adolescents and youth including services for survivors of sexual violence in crises <u>Target:</u> 44 by 2015, 54 by 2017 <u>Baseline:</u> 32

Priority Area 4: Furthering institutional reforms²	
Relevant outputs drawn from the Integrated Development Results Framework (IRF) of UNFPA.	Relevant output indicators, targets and baselines drawn from the Integrated Development Results Framework (IRF) of UNFPA.
<u>Output 1:</u> Enhanced programme effectiveness by improving quality assurance, monitoring, and evaluation	<u>Indicator 1.3:</u> Percentage of country offices using common results-based management tools and principles. <u>Target:</u> To be set once common definition is agreed across relevant funds and programmes
	<u>Indicator 1.6:</u> Percentage of accepted programme evaluation recommendations for which the actions due in the year have been completed <u>Target:</u> 93% by 2015, 97% by 2017 <u>Baseline:</u> 90%
<u>Output 3:</u> Increased adaptability through innovation, partnership and communications	<u>Indicator 3.2:</u> Number of country offices that are applying the SOPs, or components of it <u>Target:</u> To be set once common approach is agreed across funds and programmes
Priority Area 5: Promoting transparent budget management and fighting corruption	
Relevant outputs drawn from the Integrated Development Results Framework (IRF) of UNFPA.	Relevant output indicators, targets and baselines drawn from the Integrated Development Results Framework (IRF) of UNFPA.
<u>Output 2:</u> Improved mobilization, management and alignment of resources through an increased focus on value for money and systematic risk management	<u>Indicator 2.1:</u> Size and trend in funding from OECD-DAC countries, non-OECD-DAC countries, and non-government partners (including international financial institutions, regional development banks, civil society, private sector) <u>Target:</u> (According to IRF)
	<u>Indicator 2.8:</u> Number of country offices implementing common services, common long-term agreements; harmonized approach to procurement, common human resources management, information and communication technology services or financial management services <u>Target:</u> To be determined <u>Baseline:</u> Not-applicable
	<u>Indicator 2.11:</u> Percentage of units that have achieved at least 90% of their alignment plans. <u>Target:</u> 100 % <u>Baseline:</u> Not-applicable

² There are no outcomes under Organizational effectiveness and efficiency in the UNFPA IRF

<u>Output 1:</u> Enhanced programme effectiveness by improving quality assurance, monitoring, and evaluation	<u>Indicator 1.12:</u> Rating in the Aid Transparency Tracker <u>Baseline:</u> Unambitious <u>Target:</u> Ambitious
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