

Ministry of Foreign Affairs – (UN Mission New York)

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| 2. Title: | Strategy for Denmark’s Engagement with United Nations Population Fund (UNFPA) 2018-2022 |
| 3. Presentation for Programme Committee: | 6 June 2018 |



MINISTRY OF FOREIGN AFFAIRS OF DENMARK

DANIDA | INTERNATIONAL
DEVELOPMENT COOPERATION

Strategy for Denmark's Engagement with
United Nations Population Fund (UNFPA)
2018-2022



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With the 2030 Agenda as its foundation, UNFPA works towards three transformative and people-centred results in the period leading up to 2030. These include an end to preventable maternal deaths; an end to the unmet need for family planning; and an end to gender-based violence and all harmful practices, including female genital mutilation and child, early and forced marriage.

Denmark supports UNFPA because:

- It works to promote sexual and reproductive health and rights (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 crisis
- It’s programming and mandate addresses key Danish priorities and interests relating to irregular migration, human rights, empowerment of women and addressing poverty

Key challenges for UNFPA:

- Controversy over its mandate related to SRHR, especially as regards issues related to sexual rights and the promotion of safe and legal abortion, as well as conservative forces uniting to push back against progressive and women-centric agendas and rights
- Decrease in (core) funding and funding gaps

Denmark will expect UNFPA to:

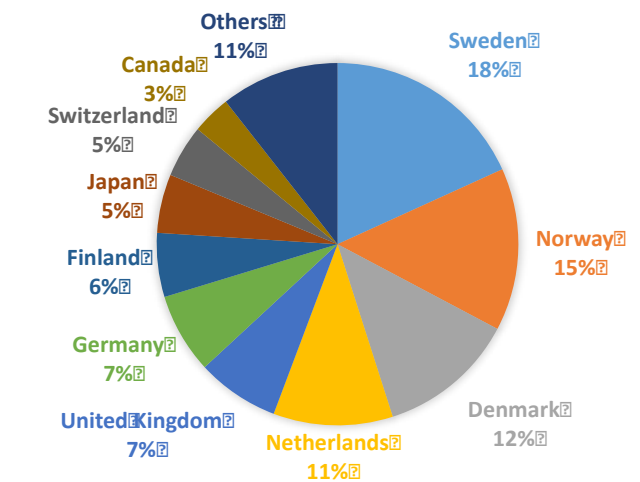
- Work to advance and ensure the sexual and reproductive health and rights of every woman, adolescent and young person everywhere, especially those furthest behind
- Ensure gender equality, the empowerment of all women and girls, and protection from sexual and gender-based violence and exploitation, including harmful practises in development and humanitarian settings
- Continuously enhance organisational effectiveness contributing to UN reform, curbing corruption and leveraging innovation

Denmark will follow-up by:

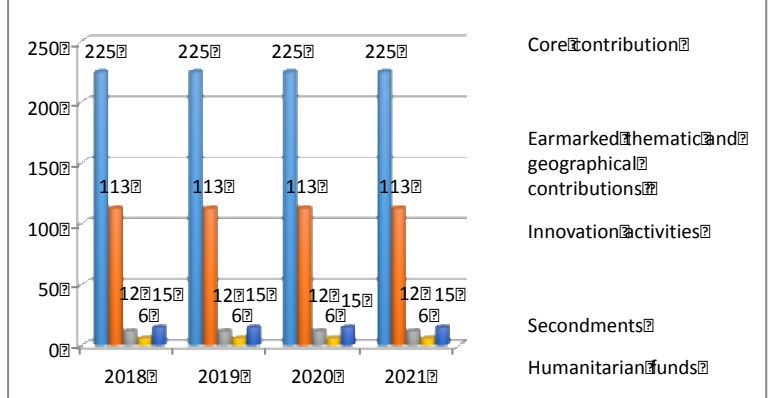
- Engaging strategically and constructively with UNFPA at HQ, regional and country level
- Monitoring and reporting Danish priorities based on UNFPA’s results framework
- Conducting annual consultations and actively participating in the Executive Board
- Undertaking a mid-term review of the Danish strategy

Established:	1969
Headquarters:	New York
Country offices:	136 (and 6 regional offices and 6 liaison offices)
Human resources:	2,649, including 11 Danish employees
Financial resources: In USD mil. (2017)	Core: 350 Earmarked: 709 Total: 1,059
Executive Director:	Dr. Natalia Kanem
Executive Board Sessions:	January/February; May/June; September
DK member of the Executive Board:	2007-2008; 2009-2012; 2015; 2017; 2018

Top ten contributors to UNFPA in 2017



Planned Danish contributions to UNFPA (2018-2021)



1. Objectives and priorities

This Strategy for Denmark's cooperation with the United Nations Population Fund (UNFPA), *from this point referred to as the Strategy*, forms the basis for the Danish contributions to UNFPA, and it is the central policy platform for Denmark's dialogue and partnership with UNFPA. It complements the Strategic Partnership Agreement between UNFPA and Denmark by outlining specific goals and results that Denmark will pursue in its cooperation with the organisation beyond what is directly funded with earmarked contributions. To this effect, the Strategy establishes the Danish priorities for UNFPA's performance within the overall framework established by UNFPA's own Strategic Plan, 2018-2021. Denmark will work closely with like-minded countries towards the achievement of results through its efforts to pursue specific goals and priorities. The Strategy will run in parallel with UNFPA's Strategic Plan while being six months staggered to allow for the full implementation and evaluation of the current Strategic Plan and the adoption of its successor. The Strategy is aligned with the Strategic Partnership Agreement, 2017-2019, between Denmark and UNFPA which entered into force in 2017 and will cover the period July 2018-June 2022.

Denmark's strategy for its partnership with UNFPA is anchored in Denmark's overall Strategy for Development Cooperation and Humanitarian Action, [The World 2030](#), which highlights that, the UN, the World Bank and the regional development banks will be key actors in achieving the Sustainable Development Goals towards 2030, and that Denmark will prioritise an active partnership with the UN organisations whose mandate covers Danish priorities in terms of interests and values and where Denmark can contribute to advancing a global agenda.

One of four key aims in "The World 2030" is the promotion of freedom and development – democracy, human rights and gender equality. This objective places sexual and reproductive health and rights (SRHR) of women and girls at the front and centre of Denmark's priorities, making UNFPA a vital partner for Denmark in achieving its developmental goals. As outlined in the Strategic Partnership Agreement for 2017-2019, Denmark is committed to providing predictable funding to UNFPA, amounting to DKK 371 million in 2018. Denmark will seek to maintain its role as a key partner of UNFPA during the period through close cooperation and dialogue on operational and normative issues.

Denmark's financial contribution to UNFPA comes in various forms. A core contribution supports UNFPA in its efforts to ensure the SRHR of all women and girls globally. An earmarked contribution for UNFPA Supplies supports UNFPA's work to help countries build stronger health systems and widen access to a reliable supply of contraceptives and life-saving medicines for maternal health. A contribution to UNFPA's Innovation Fund supports the development of innovations with the potential to improve development and humanitarian results on the ground. A targeted contribution supports UNFPA's humanitarian work, as women and girls are often disproportionately hit during humanitarian crises. In addition, Denmark provides contributions to UNFPA's work through bilateral programs at country level and for specific projects. Finally, Denmark provides funding for Cooperation in the Area of Human Resources, which includes the secondment of technical experts (e.g. JPOs and Senior Advisors) at both HQ- and field level to support the development activities of UNFPA within prioritised areas of work agreed between Denmark and UNFPA.

The following two sections will provide the background for selecting these specific priorities by outlining Denmark's view on UNFPA within the broader multilateral system, including important challenges and key comparative advantages. Section 4 subsequently covers each of the three priority areas in greater depth, while section 5-7 presents the planned budget, follow-up mechanisms and risks, risk responses and assumptions relevant to this Strategy.

Three priority areas for Danish support, spanning both earmarked and core contributions to UNFPA during the period 2018-2022, are:

1. Advance and ensure the sexual and reproductive health and rights of every woman, adolescent and young person everywhere, especially those furthest behind.
2. Ensure gender equality, the empowerment of all women and girls, and protection from sexual and gender-based violence and exploitation, including harmful practices in development and humanitarian settings.
3. Organisational effectiveness contributing to UN reform, curbing corruption and leveraging innovation.

2. UNFPA's mandate, organisation and funding

UNFPA is responsible for monitoring the implementation of the International Conference on Population and Development (ICPD) and its Programme of Action and the outcome documents of its reviews. Thus, UNFPA's mandate covers issues at the heart of the agenda on SRHR. UNFPA also supports the Commission on Population and Development (CPD) and Denmark works closely with UNFPA on ensuring that SRHR is reflected both in the zero draft for the outcome document and in the Secretary-General's reports for CPD.

UNFPA works with governments, non-governmental organisations (NGOs), foundations, the private sector, civil society organisations and in partnership with other UN agencies to bring about change in the lives of women, youth and adolescents, ensuring that their sexual and reproductive rights are fulfilled and their SRH needs met. While UNFPA's current Strategic Plan for 2018-2021 aims to “*achieve universal access to sexual and reproductive health, realize reproductive rights, and reduce maternal mortality to accelerate progress on the agenda of the Programme of Action of the International Conference on Population and Development, to improve the lives of women, adolescents and youth, enabled by population dynamics, human rights and gender equality*”, Denmark also expects UNFPA to sustain a focus on sexual rights, which is a key Danish priority.

Women, adolescents and youth are the main beneficiaries of UNFPA's work with particular attention paid to the most vulnerable and marginalized, which is illustrated by UNFPA's Bull's Eye approach (Annex 4) highlighted in its Strategic Plan, 2018-2021. UNFPA's Bull's Eye approach is aligned with the Sustainable Development Goals (SDGs) of the 2030 Agenda.

In addition to the SRHR agenda, UNFPA also works with population dynamics and realising the demographic dividend. In its current Strategic Plan (and as part of the SDGs), it is highlighted that the population data systems in humanitarian and fragile contexts will be improved to “leave no one behind” essentially through ensuring that *everybody is counted and counts*. Understanding and monitoring population dynamics is a vital enabler for effective humanitarian and development responses at the local, regional and global level. UNFPA's work within this field includes the collection and analysis of population data – also a prerequisite for effective SRHR interventions.

UNFPA is a field-focused organisation with a tripartite organisational structure consisting of its headquarters in New York, six regional offices and 136 country offices. The headquarter champions the normative work of the organisation, while the regional level adapts the normative work to regional contexts and provides support for operationalising norms and standards at the country level.

Core resources remain the bedrock of UNFPA operations, enabling the flexibility to plan effectively and respond to shifting global development challenges as well as the changing circumstances and needs of programme countries. However, core contributions have been decreasing (from USD 477 million in 2014 to USD 350 million in 2017). Non-core contributions have fluctuated and reached USD 712 million in 2017. In recognition of its challenging financial situation, UNFPA has set more conservative and realistic resource mobilization targets going forward. For the years 2018-21, the targets are USD 350 million per year for core and USD 500 million for non-core (now proposed to increase to USD 525 million) with the majority of resources to be allocated to the country programmes and any additional resources mobilised to be used for improved delivery of country programmes.

In recent years, UNFPA has also scaled up its engagement in humanitarian work and its humanitarian budget has grown from USD 23 million in 2012 to USD 165.4 million in 2017, now constituting 23% of total UNFPA non-core funding and 15.5% of total UNFPA funding. At the same time, UNFPA's need for humanitarian funding increased from USD 78 million in 2006 to USD 463 million in 2018.

Denmark has traditionally been among UNFPA's top donors and ranked fourth and eighth in the period 2014-2017 for core and earmarked resources, respectively.

According to the Strategic Plan, UNFPA will organise its work around three transformative results (Annex 4) in the period leading up to 2030 to reach its goal. These are:

1. An end to preventable maternal deaths.
2. An end to the unmet need for family planning.
3. An end to gender-based violence and all harmful practices, including female genital mutilation and child, early and forced marriage.

Denmark's contributions to UNFPA in million USD						
Year	Regular resources	DK's Regular Resources Ranking	Other Resources	DK's Other Resources Ranking	Total	DK's Total Ranking
2014	42.90	5 th	5.64	11 th	47.54	8 th
2015	39.60	4 th	6.98	8 th	46.58	7 th
2016	28.11	5 th	5.78	15 th	33.89	8 th
2017	43.16	3 rd	45.61	5 th	88.77	4 th

Numbers from UNFPA's annual reports

3. Key strategic challenges and opportunities

UNFPA's specific relevance to Danish foreign, development and humanitarian policies is outlined in the following sections as well as how Denmark sees the comparative advantages of UNFPA within the broader multilateral system and how the organisation complements other aspects of Denmark's international engagement. Denmark will actively work with UNFPA to pursue strategic opportunities and address challenges through flexible funding; advocacy and policy-oriented engagement in the Executive Board and with the donor community including like-minded donors; through broader political engagement in the multilateral system and through bilateral channels; and through secondments and technical assistance, including with Danish authorities.

3.1 Relevance in relation to the development in international development context

Denmark's support to UNFPA reflects the commitment in Denmark's to the Sustainable Development Goals (SDGs). UNFPA's mandate and its Strategic Plan are well aligned with the UN 2030 Agenda for Sustainable Development. At the outcome level, UNFPA contributes to the implementation of the 2030 Agenda through activities covering various SDGs – in particular SDG3 on health and SDG5 on gender equality. UNFPA was also an instrumental stakeholder in ensuring SRHR language in the 2030 Agenda. Engaging with Denmark and like-minded Member States in a constructive manner throughout the process, UNFPA acted as a general advocate for SRHR, supporting delegates with relevant evidence for negotiations.

While overall poverty rates, maternal mortality, AIDS-related deaths and the unmet need for family planning are declining on the global level, inequalities and gaps in many other aspects of development remain evident among and within countries. Globally, more than half of maternal deaths occur in fragile and humanitarian settings where malnutrition also undermines the health and wellbeing of women. These numbers must be seen against the backdrop of a rapidly growing world population with the highest growth rates in precisely impoverished and fragile contexts. Population dynamics, migration and urbanisation further complicate the lives and livelihoods of especially the most vulnerable and marginalised groups of which women almost universally constitute one. From a Danish perspective, these trends underline the relevance of UNFPA.

The 2014 Multilateral Organisation Performance Assessment Network (MOPAN)¹ assessment highlighted UNFPA's strong ability to be relevant by delivering results in alignment with global development trends and priorities. It also recognised UNFPA's valuable contributions to policy dialogue at both the country and global level, which illustrates the importance of its normative and upstream work in general.

Through UNFPA Supplies, UNFPA is working to mitigate some of the abovementioned issues. UNFPA Supplies is a flagship programme, which helps countries build stronger health systems and widen access to a reliable supply of modern contraceptives and life-saving medicines for maternal health. The programme focuses on 46 low-income countries with high maternal mortality, low contraceptive use and growing unmet needs for family planning. Almost half of the countries are also recipients of humanitarian assistance, demonstrating the disproportionately negative impact of crisis on women and girls. Family planning is closely linked to sustainability and the 2030 Agenda as millions of women and young people's lives are saved when contraceptives and key maternal health supplies are more widely accessed and properly used. Denmark supports this programme because family planning can secure SRHR, contribute to the empowerment of women and girls and harness the demographic dividend, which occurs when a growing number of people enter the workforce with a falling

¹ A new MOPAN is currently being planned.

number of dependents. Currently, the two greatest challenges to UNFPA Supplies are the persistent funding gap and weak supply chains in most developing countries.

UNFPA is operating in a complex political context as part of its mandate touches upon normative issues that are divisive among the Member States. This is particularly the case for issues 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. This includes sexual minorities, which are key Danish priorities and which Denmark, together with likeminded donors, will focus on. At the time of writing, there are strong conservative forces uniting to push back against progressive and women-centric advances in the realm of SRHR. While some countries have indeed made progress in these areas, the global discussion is increasingly polarised. Some argue that other avenues, such as working more directly with regional and national actors, must be explored in order to find innovative modalities for discussing these issues with new partners in different formats.

The recent refugee and migration crisis has increased global attention towards UNFPA's work on population dynamics and realising the demographic dividend. As an example, Denmark has supported a project within this area implemented by UNFPA and a Danish partner on young migrants. The goal of the project was to map drivers and patterns of migration.

3.2 Relevance and effectiveness of the organisation in relation to the international development and humanitarian agenda, and the UN reform process to stay relevant and efficient

UNFPA's Strategic Plan works across the humanitarian-development-peace nexus and the key Agenda 2030 principles of "leaving no one behind" and "reaching the furthest behind" both permeate the Strategic Plan and its objectives.

UNFPA is committed to the "Delivering as one" approach and the system-wide coherence principles contained in the Standard Operating Procedures. UNFPA is one of three UN organisations, which chairs the largest number of UN country team inter-agency groups and participates in the largest number of joint programmes. As such, it is uniquely positioned to further advance coherence in analysis, planning and programme delivery. Building partnerships with other humanitarian actors is essential for UNFPA to access beneficiaries and ensure an overall comprehensive humanitarian response. Denmark would like to see this further advanced by UNFPA. One example is the Danish funded project in Ethiopia, where UNFPA in cooperation with WFP's food distribution can access internally displaced women, not otherwise reached with family planning services.

In accordance with the New Way of Working (NWOW) and the Grand Bargain, UNFPA has committed to working across traditional silos, for collective outcomes, bridging the divides between the humanitarian and the development system. Short-term relief must be combined with longer-term development interventions and Denmark expects UNFPA to facilitate vulnerability-focused development efforts that deliver preparedness and early action as well as recovery from crises. UNFPA must help deliver development programmes that are adaptable to high-risk environments in fragile contexts, thereby helping to stem instability and displacement. UNFPA is also committed to the Grand Bargain and its current Strategic Plan is i.e. aligned with the agreement through its commitment to improve its population data system in humanitarian and fragile settings to "improve joint and impartial needs assessments". In line with the Grand Bargain, UNFPA is expected to facilitate joint context and risk analysis, joint needs assessments, multi-year planning (including alignment of UN Development Assistance Frameworks (UNDAFs) and Humanitarian Response Plans) and programming in crises and building the capacity of local actors to help localization of aid and to promote sustainability in preparedness and response. Generally, Denmark will support UNFPA's efforts to further strengthen its operational capacity for humanitarian response - including through partnerships with other humanitarian actors to ensure access and optimise logistics.

The 2014 MOPAN assessment found that UNFPA delivered on its mandate and ensured alignment of its previous strategic plan to the Quadrennial Comprehensive Policy Review (QCPR). The MOPAN also found that financial management was UNFPA's strongest area of performance in operational management. UNFPA was found to have transparent systems in place for the allocation of its regular resources to countries. To further strengthen its organisational performance, UNFPA has included outputs regarding organisational effectiveness and efficiency in its current Strategic Plan. Furthermore, UNFPA is currently conducting its Comprehensive Resources Review (CRR). The goal of the CRR is to ensure optimal alignment between the strategic plan, resource allocation and organisational structures through analysis of and recommendations on improved programmatic and operational efficiency and effectiveness at HQ, regional and country level.

3.3 The relevance of the organisation in relation to Denmark's priorities in development policy and humanitarian action

As outlined in Denmark's Strategy for Development Cooperation and Humanitarian Action, Denmark works actively across the humanitarian-development nexus, which aligns well with UNFPA's overall approach to delivering on its mandate in all settings and contexts. Further, Denmark's human rights-based development policy (HRBA) entails the realisation of SRHR globally.

Denmark provides broad support of SRHR in bilateral and multilateral contexts, including the EU and the World Bank, which will help reinforce UNFPA's mandate and work globally. It also places particular focus on the most marginalised and vulnerable, which links directly with UNFPA's particular attention on the most vulnerable and marginalised among its main beneficiaries (women, adolescents and youth in vulnerable situations) by leaving no one behind and reaching those furthest behind first.

Gender equality is mainstreamed in Danish development policy, as highlighted in the *Strategic Framework for Gender Equality, Rights and Diversity in Danish Development Cooperation*, which underlines the importance of UNFPA's mandate in relation to Danish development priorities.

Under the current Strategic Plan 2018-2021, UNFPA will also try to eliminate harmful practices, including child, early and forced marriage; female genital mutilation; and son preference, which are also Danish priorities. UNFPA is the leading United Nations entity working on such harmful practices, which affect women and girls worldwide.

Global youth is another key priority in Danish development cooperation policy as three out of four of an estimated 1.8 billion young people now live in a developing country. Youth is also a main priority when it comes to humanitarian crises, which Denmark has committed as a signatory to the Compact on Youth in Humanitarian Action. Denmark will assist UNFPA in ensuring that this key constituency receives the focus and support it needs to leverage its potential as a positive change agent vis-à-vis the 2030 Agenda. This includes testing and developing new models for youth inclusion in program formulation, delivery and monitoring to ensure that activities are *for, with and by* youth and differentiating programmatically between how the challenges of young girls and boys are addressed with regards to SRHR.

Another focus area for UNFPA is for both humanitarian action and peace and security interventions to be gender sensitive and responsive. UNFPA conducts a range of research in this area, for example, on the impact of conflict on reproductive health and sexual and gender-based violence (SGBV). This data feeds into and contributes to the entire UN system's data pool, where UNFPA plays a unique role by addressing population and development issues with an emphasis on reproductive health and gender equality, within the context of the ICPD PoA and other global frameworks including the SDGs. This corresponds well with the focus on gender in Denmark's Strategy for Development Cooperation and Humanitarian Action, as well as Denmark's support to humanitarian action and some peacekeeping operations. UNFPA is now global co-lead of the humanitarian sub-cluster on GBV and is leading or co-leading 93% of the cases at country level, where the cluster is activated. UNFPA has further provided strong support for the development of new and improved *Guidelines for Integrating GBV Interventions in Humanitarian Action* for the Inter Agency Standing Committee.

There are also on-going discussions on how to create a more flexible humanitarian funding instrument. In the mid-term review, Denmark was encouraged to support UNFPA in its efforts to become a bigger stakeholder in the global humanitarian policy community with regards to strengthening the case for SRHR and GBV as key components of humanitarian responses. This crosscutting approach is also in line with Denmark's approach of working across the humanitarian-development nexus. The 2014 MOPAN assessment also found UNFPA to be working successfully across its different priorities, ranging from gender equality, HIV/AIDS and human rights-based approaches. The development in terms of UNFPA's humanitarian activities and the planned Danish support of DKK 15 million annually in 2018, 2019 and 2020 aligns well with the recommendations from the 2016 Danish mid-term review.

As a UN entity, UNFPA enjoys global legitimacy and recognition, which often complements and adds value to Danish bilateral cooperation. Denmark's bilateral cooperation is also guided by a strong focus on SRHR, but UNFPA's platform is often more effective than bilateral campaigning and adds significant value to Denmark's bilateral programmatic activities.

4. Priority areas and results to be achieved

The 2018 adoption of resolution 72/279 on the repositioning of the United Nations Development System represents a milestone achievement. The aim of the reform is to strengthen the UN system's collective capability to support Member States realise the 2030 Agenda through greater efficiency, effectiveness, coherence and synergy. Denmark expects all parts of the UN Development System to support the adopted reform by implementing the provisions of resolution 72/279, loyally and in close and constructive cooperation with their sister agencies.

Based on the analysis above, during the next four-year period, Denmark will focus its cooperation with UNFPA on the three thematic priority areas detailed below. While Denmark is fully committed to the Strategic Plan of UNFPA as a whole, these priority areas are selected to highlight the most important UNFPA outcomes from a Danish perspective. With a particular focus on these areas, and with HRBA and working across the humanitarian-development nexus as the underlying frame of reference, Denmark will hold UNFPA accountable for delivering on its stated commitments. This will be done in alignment with UNFPA's own Strategic Plan and utilizing its accompanying Integrated Results and Resources Framework (IRRF). The IRRF consists of two separate results frameworks: the Development Results Framework and the results framework for Organizational Effectiveness and Efficiency (OEE). A number of outcomes and indicators from UNFPA's IRRF relating to the Danish priorities have been selected and are included in Annex 1. Denmark will advocate for the further strengthening and prioritisation of the below areas in consultations with UNFPA and its partners, particularly in connection with the mid-term review of the current Strategic Plan and the development of its successor plan.

Denmark expects UNFPA (and the UN System as a whole) to stand firm on its principle of zero tolerance towards sexual exploitation and abuse and sexual harassment and to implement the required institutional and cultural changes in a coherent and system-wide matter. As part of this, Denmark expects UNFPA to have appropriate mechanisms and procedures in place to allow for complaints, reporting and investigation and to ensure adequate support and protection for victims.

Priority Area 1: Work to advance and ensure the sexual and reproductive health and rights of every woman, adolescent and youth everywhere, especially those furthest behind

This priority area supports the objectives outlined in Denmark's Strategy for Development Cooperation and Humanitarian Action on SRHR and Denmark's focus on UNFPA as a critical organisation in this context. This is a particularly important priority area because *if* every woman, adolescent and youth everywhere have integrated sexual and reproductive rights protected and are free of coercion, discrimination and violence, *then* they are able to contribute to and benefit from development as they are capable of planning their own future and live free of fear. This is *because* it places sexual and reproductive health services in the context of health systems strengthening and integrated people-centred care systems, focusing on human rights, social protection and equity in access to sexual and reproductive health information and services, as well as quality and integration of services and accountability mechanisms to monitor and address gaps in access and quality.

In Denmark's view, UNFPA is the leading organisation in the work towards securing sexual and reproductive rights globally and this priority area feeds into the heart of UNFPA's mandate and mission. Under the current Strategic Plan, UNFPA will focus on reaching the SRHR targets that were not achieved under the Millennium Development Goals. This priority area will also directly contribute to achieving SDG3, focusing on maternal mortality, skilled birth attendance, unmet needs for family planning, adolescent birth rates and HIV incidences. This priority area will leverage the opportunities provided by the 2030 Agenda to promote SRHR within multiple platforms, including through coordination and partnerships in the health sector and in sectors such as gender and education. The ability of UNFPA to engage in partnerships at all levels, including with UN partners such as UNICEF, WHO and UNESCO, will be key to the success of this priority area both in development and humanitarian contexts.

Within this priority area, UNFPA should also focus on protecting sexual rights and ensure increased utilization of integrated sexual and reproductive health services and rights for those who are furthest behind. UNFPA should enhance national capacities to: (a) develop and implement policies that provide integrated sexual and reproductive health services that benefit adolescents and youth; (b) design and effectively implement national-level programmes that prioritise access to information and services by women, adolescents and youth who are furthest behind, including in humanitarian settings, and c) ensure that sexual rights are protected for men and women.

In recognition of the importance of this area, Denmark also supports UNFPA Supplies directly, and Denmark expects that UNFPA delivers measurable results within this area as per its work plan increasing contraceptive prevalence and use as well decreasing the unmet need for family planning, which can help harness the demographic dividend which is particularly relevant in low- and middle-income countries. Family planning also creates cost-savings and economic benefits for families and societies, contributes to the empowerment of women and girls and fosters girls' access to education.

Priority Area 2: Ensure gender equality, the empowerment of all women and girls, and protection from sexual and gender-based violence and exploitation, including harmful practises in development and humanitarian settings

This priority area supports the objectives outlined in Denmark's Strategy for Development Cooperation and Humanitarian Action on gender equality and the empowerment of women and girls as well as SRHR and Denmark's focus on UNFPA as a critical organisation in this context. This is a particularly important priority area because *if* gender equality, the empowerment of all women and girls, and sexual and reproductive rights are advanced in development and humanitarian settings, *then* women and girls will be able to exercise their rights on an equal footing with men and boys and equally contribute to and benefit from development and recovery efforts. This is *because* it eliminates all forms of discrimination and violence against women and girls and vulnerable groups, including discriminatory social and gender norms and legal barriers, violence by intimate partners, sexual violence, and harmful practices such as child, early and forced marriage and female genital mutilation.

In Denmark's view, UNFPA is the leading UN entity working to counter/mitigate the abovementioned harmful practises, which affect women and girls worldwide and remains a key political priority in Denmark's international engagement. Work in this area will continue to build on the joint programmes with the United Nations Children's Fund (UNICEF) to address female genital mutilation in 17 priority countries and child marriage in 12 priority countries. The recently launched UNFPA global programme on son preference and the undervaluation of girls, under way in six countries in the Asia-Pacific, Central Asia and Eastern Europe regions, will expand work to eliminate this harmful practice.

This priority area aligns with the 2016 Danish mid-term review, which recommended that Denmark should support and encourage UNFPA to become a large stakeholder in the global humanitarian policy community. Humanitarian settings require high-level accountability, the prioritisation of SRHR in the overall humanitarian response and the prevention of and response to SGBV. Despite efforts, gaps exist in accessing comprehensive sexual and reproductive health services, including emergency contraception, comprehensive clinical and psychosocial care for rape survivors, family planning, and adolescent sexual and reproductive health services. UNFPA should continue to strengthen its important role of supporting a holistic approach through coordination of and support to appropriate services in humanitarian settings.

During the previous strategic period, the world witnessed an escalation of humanitarian crises and the largest displaced population since the Second World War. This development eroded some of the accomplishments previously achieved and changed the global operational picture for UNFPA. UNFPA had to reorganise itself to scale up its response to the massive needs for basic sexual and reproductive health services, particularly in humanitarian crises. This involved a number of institutional and operational challenges, not least in the context of the Middle East, where UNFPA has traditionally been engaged in upstream advocacy and technical advisory work, rather than in service delivery, as is the current need. The 2016 mid-term review found that UNFPA was able to expand its normative role vis-à-vis impacting the global humanitarian policy discourse in spite of operating in a difficult political environment. As such, Denmark expects these positive trends to continue. The increase in UNFPA's humanitarian budget and efforts require a consistent focus on building humanitarian capacities at HQ and in the field.

UNFPA should continue to base its strategic approach to gender equality and the empowerment of women on the collaborative advantage of the UN organisations, through complementarity with their work on legislative frameworks. Ensuring women's participation and including women's groups in development and humanitarian action should be considered as a central element. UNFPA focuses on strengthening multi-sectorial capacity and responses to eliminate harmful practices and to prevent and respond to GBV, including sexual violence and sexual exploitation and abuse. This focus also extends to humanitarian settings. These areas of involvement require the creation of an enabling legislative and policy environment along with the elimination of discriminatory gender and sociocultural norms that affect women and girls, including at community level.

Priority Area 3: Continuously enhance organisational effectiveness contributing to UN reform, curbing corruption and leveraging innovation

As the Danish expectations relating to reporting and audit; monitoring & evaluation; and fraud, corruption-related mismanagement and counter-terrorism are all outlined in the Strategic Partnership Agreement, this section will focus on other efforts aimed at enhancing organisational effectiveness and efficiency. This is because *if* the UN system remains committed to continuously enhancing organisational effectiveness; engages in joint action spanning analysis, planning, delivery and documenting results; curbs all forms of corruption; leverages the potential of innovation; and ensures that the UN System continuously reforms to be fit for purpose and to reflect emerging challenges, *then* the system as a whole will be able to deliver results across a broad range of mandates and in a variety of contexts. This is *because* the world is changing and the UN must adapt accordingly, seizing new opportunities and addressing new challenges.

During the previous strategic period, 2014-2017, UNFPA went through a process of institutional reform, which improved programming practices, harmonisation and accountability across the organisation, including through rolling out a new business model and a financial resource allocation system, which allowed for tighter linkages between resources and results. According to the Danish 2016 mid-term review, the implementation of a global programming system and a strategic information system has enabled a more systematic management of work plans and budgets. In addition, an internal Programme Review Committee ensures that Country Programme Documents and Global and Regional Programmes are robust and thematically aligned to the Strategic Plan. The 2016 Danish mid-term review found UNFPA to be on the right track in implementing efforts to instil a results-oriented culture, including by adopting a robust IRRF. The IRRF has been a solid assessment tool and UNFPA has been able to maintain and work towards most of the baselines and targets established at its adoption.

Under the current Strategic Plan 2018-2021, UNFPA will build on its progress in programming; the management of resources; system-wide results, coordination and coherence; and communication, resource mobilisation and partnerships to further strengthen its organisational effectiveness and efficiency. It will also ensure accountability through rigorous and timely oversight and follow-up of the implementation of external and internal audit recommendations. In accordance with the QCPR, UNFPA will seek better integration, coordination, accountability and transparency with other UN entities. UNFPA will also employ the Enterprise Risk Management system to annually assess all offices and to prepare and implement risk-mitigation plans.

Cost-recovery efforts will also focus on the more effective, transparent and simplified use of the direct project cost approach. Various modalities through which program countries contribute to UNFPA will also be reviewed and optimized, which is in line with Danish priorities. Denmark expects UNFPA to continue to seek efficiencies in its operations as informed by performance metrics, business intelligence and other quantitative and qualitative measures. The focus should be on delivering as effectively and as appropriately as possible to recipients through the streamlining of processes also retaining transparency and accountability.

In UNFPA's Strategic Plan, innovation is highlighted as crucial for achieving UNFPA's three transformative results and in 2014, UNFPA established an Innovation Fund, with Denmark as its main stable financial supporter. The objective of the Innovation Facility is to scan the horizon for new ways to address development challenges; award seed funding to initiatives that test or scale innovation; foster networks of innovation champions for knowledge sharing; and create new norms within UNFPA to shift away from business as usual. This is central to the Danish partnership with UNFPA and in complete alignment with Denmark's broader TechVeloPMENT initiative with a focus on mainstreaming innovation across the organisation. Furthermore, there is strong potential and mutual interest for technical collaboration and joint thought leadership around emerging technologies. Engagement with Denmark's Tech Ambassador presents an opportunity for joint advocacy and engagement.

An evaluation of the first phase of UNFPA's Innovation fund was completed in 2017. Building on this evaluation and lessons learned, UNFPA is now moving into the second phase of the Innovation Fund, which will focus on sourcing innovative solutions; moving from pilots to scaling up; promoting and sustaining a culture of innovation; building innovative partnerships for resource mobilization; establishing an innovation-specific M&E framework; and strengthening innovation capacity.

With Denmark as its main financial supporter in terms of innovation efforts, Denmark expects UNFPA to document its achievements and to significantly strengthen its communication about Denmark's role in supporting the Fund. Going forward and supported by its dedicated funding, Denmark will continue to

encourage the promotion of innovation in the work of UNFPA, whether through the testing of new approaches, operational delivery or other ways of challenging business-as-usual approaches. Funds should be prioritised to projects that have an aim of confronting perceived risks and based on lessons learned either be taken to scale or closed down. Specific indicators for this priority area are referenced in Annex 1.

5. Follow-up on Danish priorities

As one of its top donors, Denmark maintains a continuous and constructive dialogue with UNFPA, which will be used to hold UNFPA accountable and follow-up on Danish priorities. Denmark will support UNFPA in further strengthening and prioritising the Danish priority areas, including in the context of the current Strategic Plan's mid-term review and in relation to the development of its successor plan. Denmark will engage in regular dialogue on the progress made, particularly in connection with the Annual High-Level Consultations between Denmark and UNFPA as agreed among the parties. These consultations will be used to follow-up on cooperation over the past year and discuss the way ahead. Another platform for dialogue is the Executive Board meetings, where Denmark engages actively, even in years when it is not a formal member. As a large core donor and a recognised front-runner for gender equality and women's rights, Denmark has a strong voice in Board discussions.

Denmark will also continue to cooperate closely with the Nordic and other like-minded countries regarding issues related to UNFPA, including through regular coordination meetings prior to important discussions and decision-making. Finally, to promote results at country level and to ensure complementarity between Danish multilateral and bilateral development cooperation, Denmark will continue to engage with UNFPA's regional and country offices and ensure the exchange of information between the Danish UN Mission in New York, bilateral representations and the central coordinating units within the Ministry of Foreign Affairs (MFA). In Copenhagen, the MFA maintains close contact with UNFPA through its Nordic Liaison Office in the UN City.

Denmark will rely on UNFPA's own reporting, monitoring and evaluation systems for reporting on the usage of core contributions, contributions to UNFPA Supplies and contributions to the Innovation Fund as outlined in the Strategic Partnership Agreement, drawing on UNFPA's Annual Report as well as UNFPA's own mid-term review of its Strategic Plan and other relevant documentation. The Danish UN Mission will report on progress against these outcomes in accordance with the Strategic Partnership Agreement from 2017 and by liaising with relevant entities in the MFA in Copenhagen and at country level. Based on this, Denmark will undertake a separate mid-term review of the present Strategy.

6. Budget

Denmark remains a committed partner of UNFPA and will provide reliable and predictable funding for its activities and programmes.

According to the 2018 Finance Act, the projected Danish contributions for 2018, 2019, 2020 and 2021 are foreseen to amount to a total of DKK 371 million annually. DKK 225 million of the total amount will be granted as core resources, whereas DKK 113 million will be thematically and geographically earmarked contributions; DKK 12 million will be earmarked towards UNFPA's Innovation Fund; DKK 15 million will go towards humanitarian funds and DKK 6 million will go towards secondments.

Please consult annex 2 "Funding and key financial data" as well as the Strategic Partnership Agreement for additional information.

7. Risks, responses and assumptions

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.

Resistance from stakeholders: Due to the controversy over parts of UNFPA's agenda and a political landscape with growing opposition towards sexual and reproductive health and rights, 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. 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. There is also a risk that UNFPA gives into this growing opposition, in particular to engage new donors, which Denmark will seek to assist UNFPA in preventing.

Insufficient funding: UNFPA has experienced a general fall in resources since 2014 in particular due to decreasing core contributions. This decline increases the risk of UNFPA not being able to fully implement its 2018-2021 Strategic Plan. Over time, insufficient funding may have a negative impact on UNFPA's ability to effectively and efficiently undertake long-term corporate planning and prioritisation. The trend towards earmarking also poses challenges, especially with regards to key cross-cutting priorities of gender and rights as well as effective corporate management. UNFPA needs to counter this through effective resource mobilisation, new types of partnerships and results documentation, including through the Structured Funding Dialogue. While prioritising programming is a decision that should be commended, an erosion of the core budget may increase institutional risks and lower quality of integrated field support functions and programming. If institutional resources are not sufficient to provide backbone support needed at the operational level, a potential consequence is increasing risks of misuse of funds, in particular as UNFPA is spending an increasing share of resources in fragile areas. The capacity to pursue the Danish priorities of upstream and normative work in the form of capacity building and advocacy to governments may be eroded as a result of the increasing share of humanitarian assistance in the overall budget. Denmark will advocate for a suitable budgetary balance to sustain a focus on accountability and upstream and normative work.

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 several humanitarian and crisis situations occur at the same time. UNFPA's risk mitigation strategy in such situations has been to upgrade skills of staff (response capacity), but this may still be a challenge in the future, which Denmark will support plans to mitigate.

Misuse of funds: UNFPA partially operates 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 and transparent risk communication and effective mitigation efforts, will be crucial and continuously supported by Denmark.

Annex 1: Danish priorities and monitoring

In full alignment with UNFPA's own IRRF, Denmark will pay particular attention to the delivery of the outcomes listed in the table below according to the indicators selected and presented in the table.

Priority Indicators from the Common Chapter in the strategic plans of UNDP, UNFPA, UNICEF and UN Women and indicators relating to UN Reform	
Relevant outcome indicators drawn from the annex to the Common chapter in the respective strategic plans, 2018-2021	
<u>QCPR 11.d:</u>	<p>% of UNCTs with Joint Work Plans (of Results Groups) that are aligned with the UNDAF and signed by all involved entities.</p> <p><i>Reflecting the renewed focus on, and the revision of, the UNDAF as the key strategic and operational document at the country level and with the new reporting mechanisms outlined in the General Assembly Resolution on the repositioning of the United Nations development system in the context of the QCPR.</i></p>
<u>QCPR 61.a:</u>	<p>Fraction of UNDG entities paying their full contribution of the UNDG Resident Coordinator (RC) system cost-sharing arrangement.</p> <p><i>Reflecting the new financing commitments outlined in the General Assembly Resolution on the repositioning of the United Nations development system in the context of the QCPR.</i></p>
<u>Indicator on contribution to UNDS reform:</u>	<p>Implement and comply with the mandates related to the entities of the UN development system contained in General Assembly resolution 72/XXX of 2018 on the repositioning of the United Nations development system, in the context of the QCPR.</p>

Priority Area 1: Work to advance and ensure the sexual and reproductive health and rights of every woman, adolescent and young person everywhere, especially those furthest behind

Relevant output indicators drawn from UNFPA's Integrated Results and Resources Framework		
<p><u>Output 1:</u> Enhanced capacities to develop and implement policies, including financial protection mechanisms, that prioritize access to information and services for sexual and reproductive health and reproductive rights for those furthest behind, including in humanitarian settings</p>	<p><u>Indicator 1.1:</u> Number of countries that have a costed integrated national sexual and reproductive health plan prioritizing access to a comprehensive package of sexual and reproductive health information and services for adolescents, key populations and marginalized groups.</p> <p><i>Note: This indicator is a good proxy for UNFPA's important upstream and advocacy work to ensure national action on sexual and reproductive health with a focus on adolescents, key populations and marginalized groups and the ambitious doubling of costed national action plans is well aligned with Danish priorities.</i></p>	<p>Baseline 2018: 50 Target 2021: 103</p>
<p><u>Output 2:</u> Strengthened capacities to provide high-quality, integrated information and services for family planning, comprehensive maternal health, sexually transmitted infections and HIV, as well as information and services that are responsive to emergencies and fragile contexts</p>	<p><u>Indicator 2.1:</u> Number of countries meeting coverage of emergency obstetric and new-born care, as per the international recommended minimum standards</p> <p><i>Note: It is assumed that if this output is achieved then UNFPA has successfully provided support through numerous entry points and through a variety of support mechanisms to ensure emergency obstetric and new-born care as per the international recommended minimum standards, which is a Danish priority as it is a prerequisite for a healthy life why is also why the ambitious increase in the target number is appreciated.</i></p>	<p>Baseline 2018: 17 Target 2021: 56</p>

<p>Output 4: Strengthened capacities to effectively forecast, procure, distribute and track the delivery of sexual and reproductive health commodities, ensuring resilient supply chains</p>	<p>Indicator 4.1: Number of countries where a costed supply chain management strategy is in place and that take into account recommended actions of the UNFPA/WHO implementation guide on ensuring rights-based contraceptive delivery.</p> <p><i>Note: This indicator relates to the critical need for family planning and contraceptives in a large number of countries with alarming population growth rates and the ambitious more than doubling of the number of countries where a costed supply chain management strategy is in place aligns well with Danish priorities.</i></p>	<p>Baseline 2018: 26 Target 2021: 76</p>
<p>Output 5: Improved domestic accountability mechanisms for sexual and reproductive health and reproductive rights through the involvement of communities and health-system stakeholders at all levels</p>	<p>Indicator 5.1: Number of countries in which sexual and reproductive health indicators, disaggregated at least by age and sex, are periodically collected as part of the national health information system, and made publicly available.</p> <p><i>Note: This indicator relates to the critical role of data to inform policy-making and advocacy for sexual and reproductive health and rights, which is a Danish priority, including through highlighting issues in the public domain.</i></p> <p>Indicator 5.4: Proportion of countries affected by a humanitarian crisis that have a functioning inter-agency sexual and reproductive health coordination body as a result of UNFPA guidance and leadership.</p> <p><i>Note: This indicator relates to the role of UNFPA in ensuring collective UN System analysis, action and coordination on sexual and reproductive health issues in humanitarian settings.</i></p>	<p>Baseline 2018: 15 Target 2021: 76</p> <p>Baseline 2018: 44% Target 2021: 61%</p>

Priority Area 2: Ensure gender equality, the empowerment of all women and girls, and protection from sexual and gender-based violence and exploitation, including harmful practises in development and humanitarian settings

Relevant output indicators drawn from UNFPA's Integrated Results and Resources Framework

<p>Output 9: Strengthened policy, legal and accountability frameworks to advance gender equality and empower women and girls to exercise their reproductive rights and to be protected from violence and harmful practices</p>	<p>Indicator 9.1: Number of countries using strategies to align their laws, policies and regulations on reproductive rights with international human rights standards.</p> <p><i>Note: This indicator is a good proxy for UNFPA's success with its upstream advocacy work and support vis-à-vis national governments to ensure national ownership and action on reproductive rights in alignment with international human rights standards, which is a Danish priority, reaching an ambitious 100 countries.</i></p>	<p>Baseline 2018: 59 Target 2021: 100</p>
	<p>Indicator 9.4: Number of countries that, as part of their engagement with international human rights mechanisms, have established platforms for dialogue on reproductive rights, with support</p>	<p>Baseline 2018: 72 Target 2021: 95</p>

	<p>from UNFPA, fully engaging civil society, including faith-based and state actors.</p> <p><i>Note: Following from the indicator above, this indicator aims to raise the number of countries to 95, which have established platforms for dialogue on reproductive rights, with support from UNFPA, with full engagement of civil society, including faith-based and state actors, which are critical actors to achieve progress at the national level.</i></p>	
<p>Output 10: Strengthened civil society and community mobilization to eliminate discriminatory gender and sociocultural norms affecting women and girls</p>	<p>Indicator 10.3: Number of communities that developed advocacy platforms, with support from UNFPA, to eliminate discriminatory gender and sociocultural norms that affect women and girls.</p> <p><i>Note: This indicator relates directly to UNFPA's work with communities to strengthen bottom up processes with advocacy aimed at eliminating discriminatory gender and sociocultural norms that affect women and girls negatively, which is a Danish priority.</i></p>	<p>Baseline 2018: 2000 Target 2021: 2500</p>
<p>Output 11: Increased multi-sectoral capacity to prevent and address gender-based violence using a continuum approach in all contexts, with a focus on advocacy, data, health and health systems, psychosocial support and coordination</p>	<p>Indicator 11.1: Number of countries that have a national mechanism to engage multiple stakeholders, including civil society, faith-based organizations, and men and boys, to prevent and address gender-based violence.</p> <p><i>Note: This indicator relates directly to UNFPA's work to strengthen national mechanism to engage multiple stakeholders, including civil society, faith-based organizations, and men and boys, to prevent and address gender-based violence. The constructive engagement of these stakeholders in an ambitiously increased number of countries is a prerequisite for reducing gender-based violence, which is a key Danish priority.</i></p>	<p>Baseline 2018: 61 Target 2021: 108</p>
<p>Output 12: Strengthened response to eliminate harmful practices, including child, early and forced marriage, female genital mutilation and son preference</p>	<p>Indicator 12.2: Number of girls who receive, with support from UNFPA, prevention and/or protection services and care related to child, early and forced marriage.</p> <p><i>Note: This indicator relates directly to UNFPA's work to address child, early and forced marriage either through prevention or through dealing with their consequences more than doubling the number of beneficiaries reached, which is a key Danish priority.</i></p>	<p>Baseline 2018: 1 million Target 2021: 2.5 million</p>

Priority Area 3: Continuously enhance organisational effectiveness contributing to UN reform, curbing corruption and leveraging innovation

Relevant output indicators drawn from UNFPA's Integrated Results and Resources Framework

<p>Output 1: Improved programming for results</p>	<p>Indicator 1.6: Proportion of expenditures with a significant gender component and with gender as a principal objective.</p> <p><i>This indicators relates to UNFPA's ambition to further expand the gender focus of its programming, which a priority for Denmark.</i></p>	<p>Baseline 2018: 65% Target 2021: 69%</p>
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	<p>Indicator 1.13: Proportion of UNFPA offices that pilot or transition to scale innovations.</p> <p><i>Note: Innovation is a Danish priority and the increase in country offices that pilot and/ or scale innovative tools and methodologies is in line with Denmark's expectations to see its support to innovation in UNFPA being taken to scale.</i></p>	<p>Baseline 2018: 49% Target 2021: 52%</p>
<p>Output 3: Increased contribution to United Nations system-wide results, coordination and coherence.</p>	<p>Indicator 3.2: Percentage of country offices that apply the standard operating procedures for United Nations country teams, or components of it.</p> <p><i>Note: The percentage of country offices that are applying the Standard Operating Procedures is a good proxy indicator for UNFPA's focus on common UN approaches more broadly and a key enabler for collaboration and joint operations.</i></p>	<p>Baseline 2018: 80% Target 2021: 90%</p>
<p>Output 4: Enhanced communication, resource mobilization and partnerships for impact.</p>	<p>Indicator 4.1: Volume of communications in traditional and social media - number of times UNFPA is mentioned in the media.</p> <p><i>Note: This indicator relates to UNFPA's visibility and public awareness impact, which is critical for sustaining broad popular support to UNFPA's work.</i></p>	<p>Baseline 2018: 7545 Target 2021: 8244</p>
	<p>Indicator 4.2: Amount contributed by donors other than the top 15 (in millions of dollars).</p> <p><i>Note: This indicator relates to UNFPA's ability to broaden its donor base, which is a key Danish priority.</i></p>	<p>Baseline 2018: 7545 Target 2021: 8244</p>

Annex 2: Funding and key financial data

On 3 April 2017, UNFPA was defunded by the US government when it determined that UNFPA was in violation of the so-called Kemp-Kasten Amendment of 1985, which states that “none of the funds made available in this Act nor any unobligated balances from prior appropriations acts may be made available to any organisation or program which, as determined by the President of the United States, supports or participates in the management of a program of coercive abortion or involuntary sterilization”. The justification provided by the US Department of State states that “while there is no evidence that UNFPA directly engages in coercive abortions or involuntary sterilizations in China, the agency continues to partner with the National Health and Family Planning Commission on family planning, and thus can be found to support or participate in the management of China’s coercive policies for purposes of the Kemp-Kasten amendment. UNFPA refutes that claim. UNFPA’s work promotes the human rights of individuals and couples to make their own decisions related to family planning and the number of their children, free of coercion or discrimination. Throughout the world, UNFPA fights to protect women from coercive family planning practices and forced abortions.

The funding gap caused by the US withdrawal of funds was entirely bridged in 2017, however, UNFPA has expressed concerns that 2017 might have been a unique ‘sympathy year’ and fears potential funding shortfalls in the future. Ensuring the continued inclusion of SRHR in the global agenda on gender equality remains a critical priority for Denmark, which is fully aligned with UNFPA’s Strategic Plan. To promote SRHR further, and as a reaction to US defunding, Denmark doubled its contribution to UNFPA in 2017 (compared to the original Finance Act for 2017).

In 2015, UNFPA developed a comprehensive resource mobilization strategy with the aim of engaging both public and private partners to support UNFPA’s work. According to the UNFPA’s annual report from 2017, private sector partnerships were leveraged globally (in 26 countries) to support women and adolescents and UNFPA managed to mobilize private sector funding and in-kind contributions valued at USD 12.8 million, a 24% increase over 2016. As a major donor, it is in Denmark’s interest that UNFPA diversifies its donor basis and enters into partnerships with, for example, the private sector to facilitate innovation and new ways of pursuing its mandate.

UNFPA is advancing the Structured Funding Dialogue, mandated by UNFPA Executive Board, and the concept of a funding compact with the Executive Board. These aim to secure predictable and adequate levels of funding over the next four years of UNFPA’s Strategic Plan, in order to focus on achieving programmatic results. UNFPA commits to excellence in programming, and to transparency and accountability in management; partners would in turn commit to adequate levels of predictable funding for the Strategic Plan, and when possible, for multi-year funding.

UNFPA implements humanitarian programmes in 56 countries and its humanitarian budget has grown from USD 23 million in 2012 to USD million 165.4, now constituting 23% of total UNFPA non-core funding and 15.5% of total UNFPA funding. At the same time, UNFPA’s need for humanitarian funding increased from USD 78 million in 2006 to USD 463 million in 2018. By 31st December 2017, UNFPA had raised USD 215.7 million for its humanitarian budget that year, meeting only 51 % of the needs leaving a funding gap of some USD 209 million. UNFPA has created an emergency data portal where potential contributors will soon be able to see country-level data on humanitarian needs, financing and results in real time.

Planned Danish funding (2018-2021)

All amounts are in million DKK	2018	2019	2020	2021
Core contribution	225	225	225	225
Earmarked thematic and geographical contributions	113	113	113	113
Innovation activities	12	12	12	12
Secondments	6	6	6	6
Humanitarian funds	15	15	15	15
Total	371	371	371	371

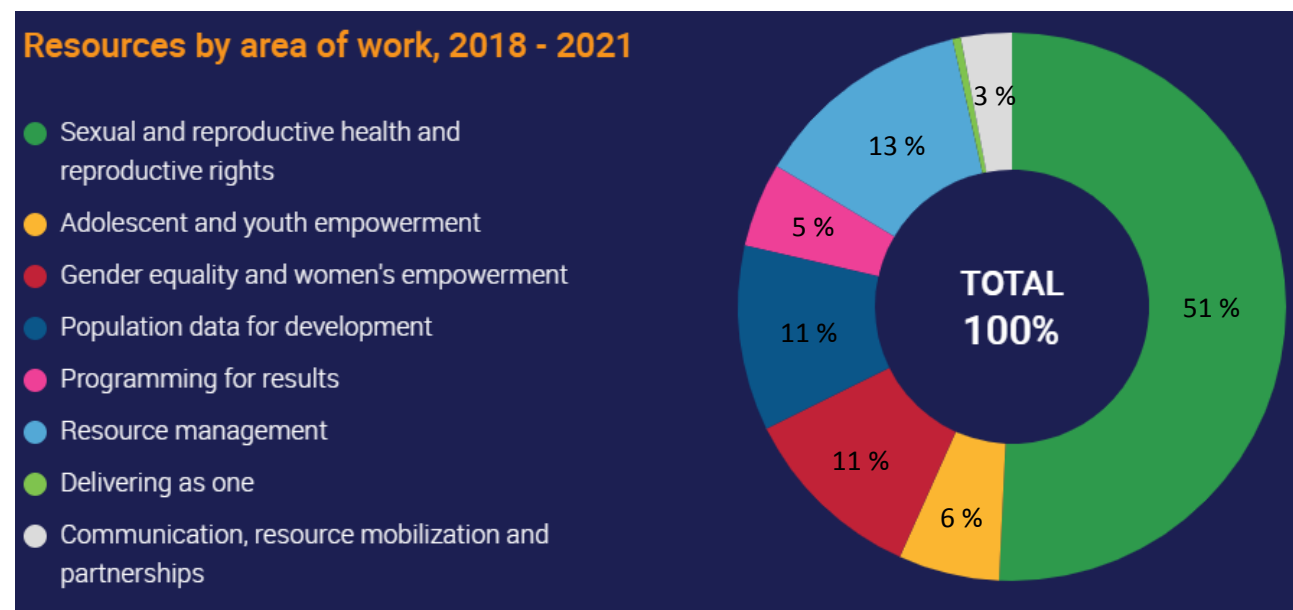
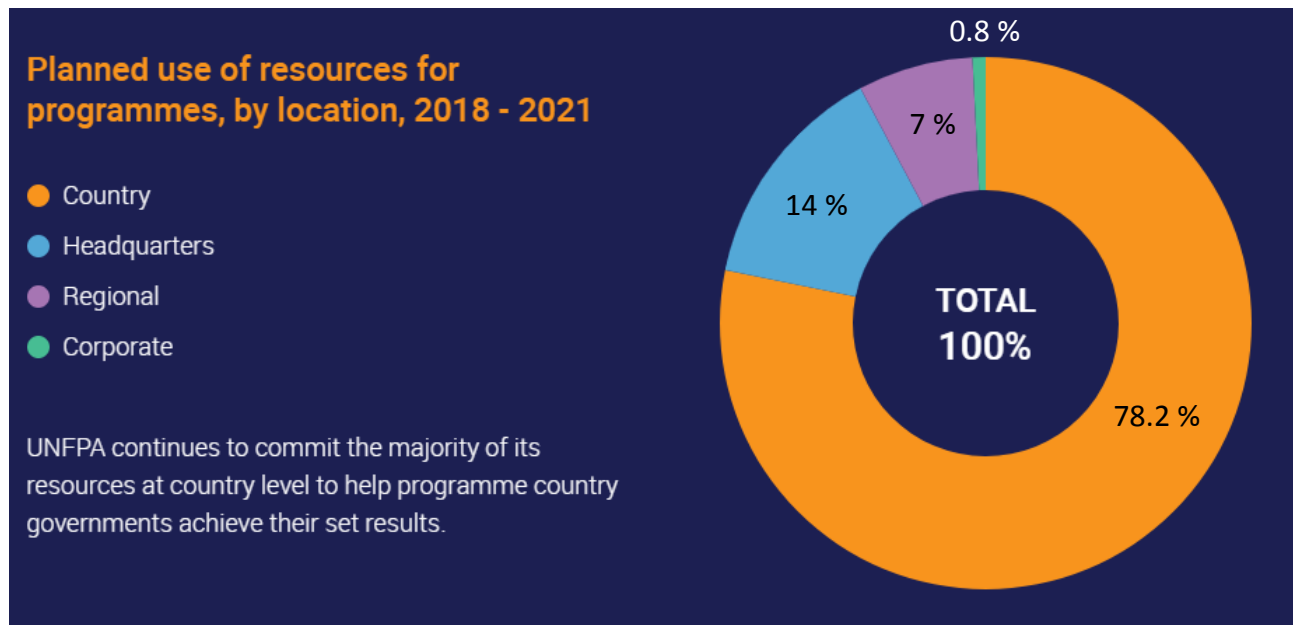
Subject to Parliamentary approval

Total contributions (2014-2017)

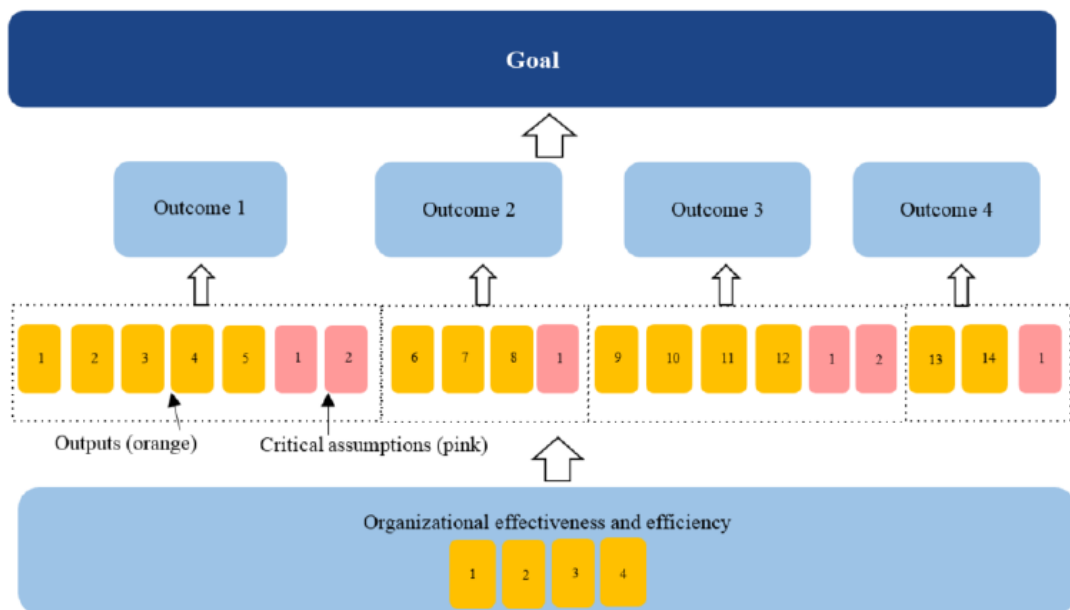
Resources (million USD)	2014		2015		2016		2017	
	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Regular Resources (Core)	476	477	478	398	482	353	486	350
Other Resources (Non-Core)	542	525	573	574	611	480	656	712
% of target raised	98 %		92 %		76 %		93 %	
Total	1,018	1,002	1,051	972	1,093	833	1,142	1,059

Budgeted use of resources

Subject to change/approval by the Executive Board.



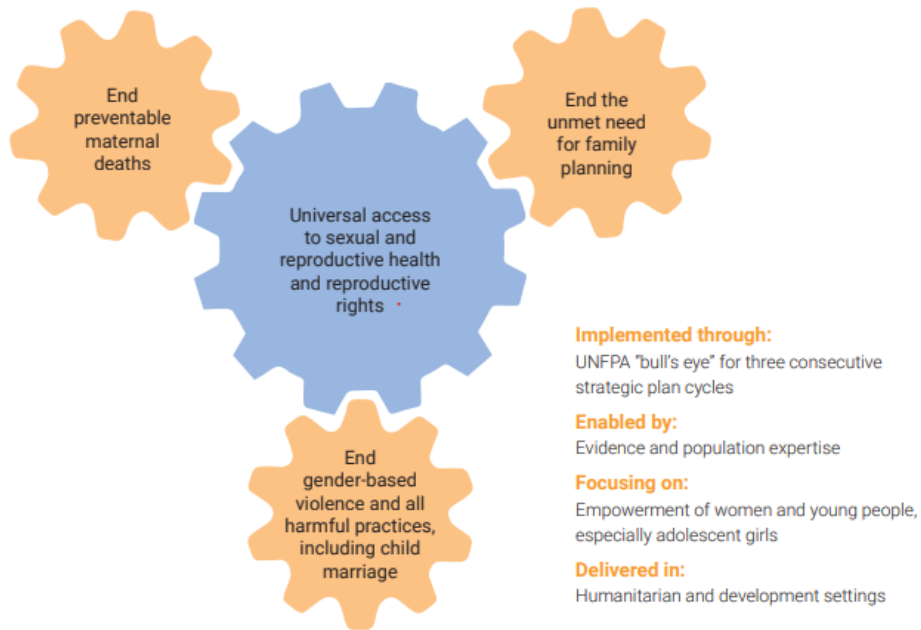
Annex 3: Visual representation of UNFPA's Integrated Results and Resources Framework (IRRF)



Annex 4: The Bull's Eye Approach alignment with the SDGs from Strategic Plan 2018-2021



Annex 5: Universal and people-centred transformative results from Strategic Plan 2018-2021



Annex 6: UNFPA's organisational structure

