



# Administrative Agent

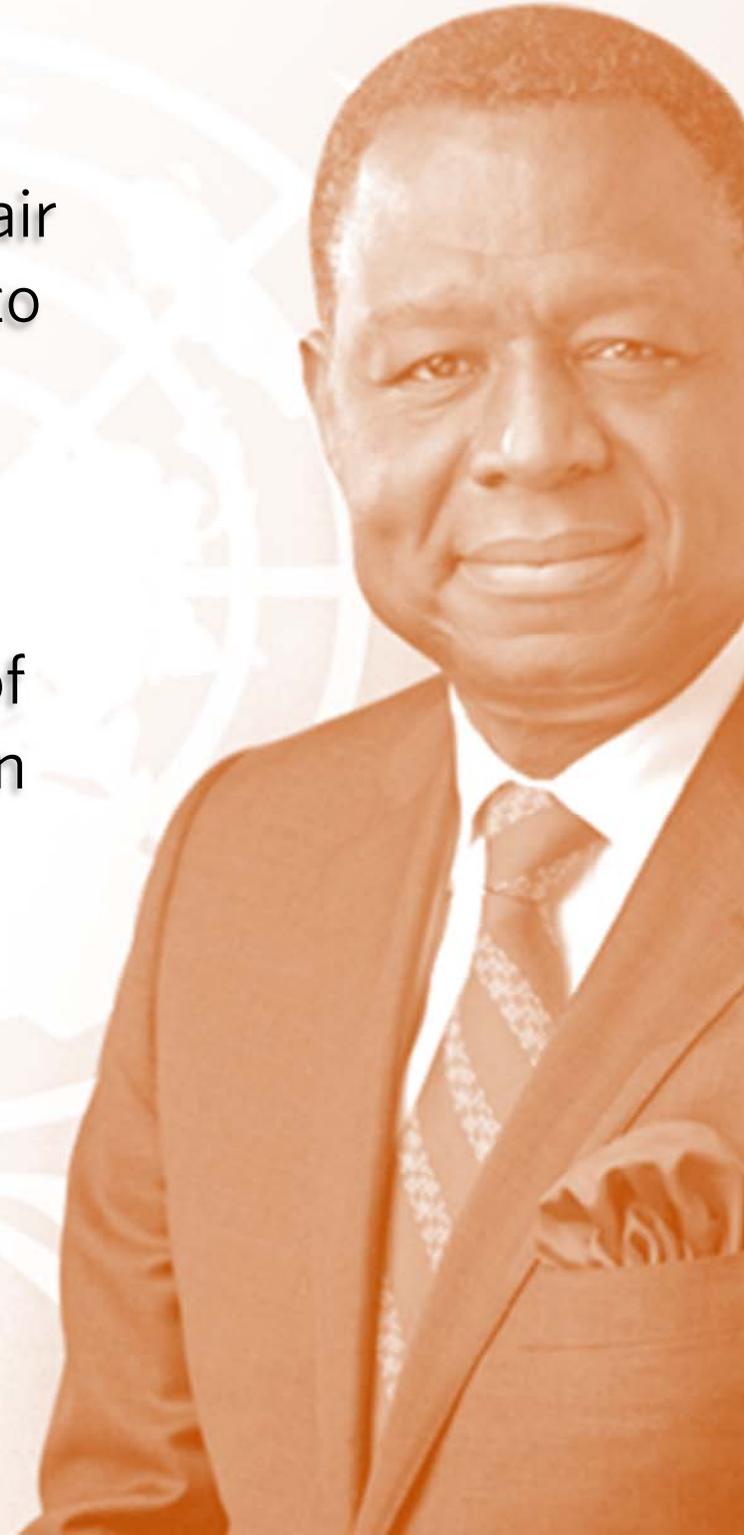
## Annual Report 2016



"I urge all of us to listen to stories of despair and defiance to understand what it's like to be systematically forgotten, to be left behind..."

These are the stark realities for millions of people, particularly for women and girls in developing countries."

In Loving Memory of Dr. Babatunde Osotimehin  
(1949 - 2017)



# UNFPA as Administrative Agent

## Annual Report 2016

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## Participating Organizations



International  
Labour  
Organization



United Nations  
Peacebuilding



UN-HABITAT



UNITED NATIONS  
HUMAN RIGHTS  
OFFICE OF THE HIGH COMMISSIONER



World Health  
Organization



Pan American  
Health  
Organization



UNOPS



UN WOMEN



IOM • OIM



Food and Agriculture  
Organization of the  
United Nations



unicef



UNAIDS



UNHCR  
The UN Refugee Agency

## Executive Summary

UNFPA plays an active role in inter-agency funding platforms, including oversight, coordination and implementation of pooled financing mechanisms. UNFPA continues to coordinate, participate in and administer strong joint programmatic and funding portfolios with United Nations entities for result areas that benefit from leveraging inter-agency synergies to maximize effectiveness as a modality that facilitates not only joined-up delivery, but is also lightly earmarked and flexible. With predictable contributions from donors, pooled and other inter-agency funding mechanisms play a complementary role to regular contributions and agency-specific thematic funds in the UNFPA financing strategy.

The Reproductive, Maternal, Newborn, Child Health (RMNCH) Fund, which UNFPA administers and implements jointly with UNICEF and WHO, is an example of a strategic pooled funding mechanism with significant capitalization to facilitate scaled-up progress. The RMNCH Fund was established in response to the United Nations Secretary-General's Global Strategy for Women's and Children's Health and the Every Woman Every Child movement to increase access to life-saving services, including essential medicines and medical devices that effectively address leading avoidable causes of death during pregnancy, childbirth and childhood in priority countries. Since its launch in late 2013, the fund mobilized total contributions of \$186.2 million and is expected to close in 2017 after successfully providing the programmatic springboard for the development of the Global Financing Facility for Every Woman Every Child, a multi-stakeholder partnerships which aims to leverage significant additional financing for RMNCAH.

UNFPA's Administrative Agent function (The AA) witnessed two periods of considerable growth, one in 2012 and another during the launch of the RMNCH Fund in 2014. In 2016 donor contributions dropped to \$18.4 Million largely due to a transition period with multiple closing funds and others in design phase. In 2017, UNFPA is investing in its Administrative Agent function, bringing together thematic and operations experts to enhance the quality of the design of new funds, improve efficiencies in the existing portfolio and update information, accounting and web systems that will lead to increased transparency, coordination and value-for-money for fund stakeholders.

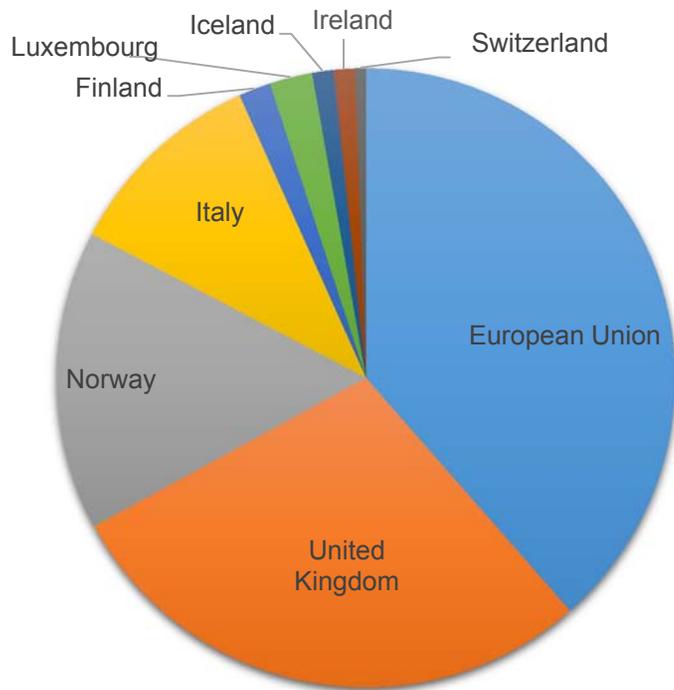
UNFPA continues to strengthen systems, building capacity to support quality design and administration of a critical mass of new relevant global, regional and country-level joint thematic programmes, empowering UN entities and partners to work together to accelerate progress on key transformative results and to ensure that no one is left behind. Through its AA portfolio UNFPA will focus on contributing to 5 key areas in the next 5 years: (i) improving aid coordination and coherence; (ii) promoting better risk management; (iii) broadening the donor base for the UN system; (iv) facilitating transformative results and approaches promoting no one left behind; and (v) bridging humanitarian, peace and security, and development assistance.

## Administrative Agent Activity in 2016

The AA portfolio experienced rapid growth between 2012 and 2014 with total deposits in the three-year period reaching USD \$433 Million and allowing the AA function to expand and be able to service a growing portfolio of local and global funds. With the growth and increased capacity, UNFPA is able to rely on the 1% AA fee to operate the AA function as a distinct firewalled entity with a separate accountability framework.

### 2016 Donor Contributions

The AA experienced significant reductions in contributions in 2015 and 2016, leading to the first annual AA operating budget deficit.



In response to the changing funding environment and capitalizing on the opportunity of multiple transitioning Joint Programmes, The AA focused on ensuring successful end-of-programme cycle administrative duties and evaluations for multiple joint programmes, while helping in the design of next phases or new joint programmes to start in 2017. UNFPA also launched an initial web data portal and streamlined accounting processes and systems to be able to respond to stakeholder requirements more effectively. In 2017, UNFPA is continuing to invest in strengthening its Administrative Agent function, bringing together thematic and operations experts to enhance the design of new funds, improve efficiencies and consolidation in the existing portfolio and continue to update information, accounting and web systems in a way that will lead to increased transparency, coordination and value-for-money for stakeholders over time.

### Fund Activity Over the Past 5 Years

	2012	2013	2014	2015	2016
<i>Number of Active Funds in Portfolio*</i>	13	16	18	18	14
<i>Donor Contributions (USD)</i>	\$165 Million	\$70 Million	\$197 Million	\$61 Million	\$18 Million
<i>AA Operating Income (USD)</i>	\$1.6 Million	\$700K	\$1.9 Million	\$610K	\$180K
<i>AA Operating Balance (USD)</i>	\$1.8 Million	\$2.3 Million	\$3.9 Million	\$3.4 Million	\$2.6 Million

\*Active Funds do not include expired funds that are awaiting closure

## Active Portfolio

- Number of operationally ongoing funds: 14
- Distribution: 13 Joint Programmes and 1 Multi-Donor Trust Fund
- Number of current donors: 14
- Number of current participating organizations: 12
- Transfers to Participating Organizations in 2016: \$46.1 million

*Active portfolio includes 14 funds that are operationally ongoing.*

*The AA cumulative portfolio includes operationally closed funds that are not shown*



### Type of Fund

### Name of Fund

Global Joint Programmes	<ol style="list-style-type: none"> <li>1. Accelerating Progress in Maternal Newborn Health (H4+ Global Initiative)</li> <li>2. Reproductive, Maternal, Newborn and Child Health- Accelerating Progress in MDG 4 &amp; 5</li> <li>3. Developing Field-Level GBV Capacity for Improved Service Delivery, Information Management and Inter-Agency Coordination</li> <li>4. Abandonment of Female Genital Mutilation: Towards Social Convention Change</li> </ol>
Regional Joint Programmes	<ol style="list-style-type: none"> <li>5. Prevention of Violence against Women in Central America</li> </ol>
Country Joint Programmes	<ol style="list-style-type: none"> <li>6. Strengthening the multi sectoral approach to gender based violence prevention and response in North and North Eastern Uganda</li> <li>7. Accelerating Progress towards Maternal and Neonatal Mortality and Morbidity Reduction in Bangladesh</li> <li>8. Prevent and Respond to Sexual and Gender Based Violence in Liberia - Phase II</li> <li>9. Partnership to improve Women's and Children's Health in Kosovo</li> <li>10. Supporting the Sexual and Gender Based Violence Survivors to Access Live Saving Services- Part II (Heymati: Promoting women and girls health and wellbeing)</li> <li>11. Generating data to advance women's social and economic well-being in Pakistan</li> <li>12. Life without Violence Programme</li> <li>13. Joint UN Bridging Program on Adolescent Girls: Mangochi, Salima and Dedza Districts Proposal</li> </ol>
Multi-Donor Trust Funds	<ol style="list-style-type: none"> <li>14. Global Reproductive, Maternal, Newborn and Child Health Financing - RMNCH Fund</li> </ol>

## Progress Made and Key Results

The AA has either taken the lead on or actively participated in the design of all the pass-through funds it administers. These global, regional and country funds cover areas critical to UNFPA's mandate –reproductive, maternal, newborn and child health; gender equality and women's empowerment, ending violence against women, including harmful traditional practices, adolescent and youth, population and development.

- The National Commission on the Status of Women in Pakistan (NCSW) initiated a project to collect data on Violence Against Women. UNFPA, UNDP and UNICEF worked together to help establish a culture of data use amongst stakeholders, as well as maintaining a focus on women's rights, ensuring that relevant surveys meet international standards in sampling design and methodology and that data collected is able to provide baseline for monitoring SDG 5 and 8 at sub-national levels.
- The global joint programme to develop field-Level GBV capacity and mainstream services for the most vulnerable and remote populations successfully built social cohesion among Syrian refugees and Jordanian populations. Each safe space is linked with neighboring communities through an outreach component. Additionally, over 8000 beneficiaries took part in the following types of services at our clinics: antenatal care; postnatal care; family planning methods and counselling; syndromic approach to Sexually Transmitted Infections (STIs) diagnosis; anemia screening; reproductive health awareness sessions; referral services; clinical management of rape (CMR) and other gynecological services.
- At both the global and country level, the H6 Joint Programmes have been successful in strengthening health systems as they relate to RMNCAH. Additional efforts, especially at the subnational level, have helped improve the accessibility and quality of RMNCAH services. The programme has made particular strides in reaching geographically isolated, marginalized and underserved areas and population sub-groups.

## Stronger Together

Since 2008, UNFPA and UNICEF have worked together to implement the Joint Programme on Female Genital Mutilation/Cutting (FGM/C): Accelerating Change. The Joint Programme works with governments, civil society, communities and individuals to accelerate abandonment of female genital mutilation/cutting in 17 countries.

All of the countries supported by the Joint Programme have put in place a functional national coordination mechanism led by the government

13 country governments have a budget line to support the elimination of FGM/C

5 countries passed legislation banning FGM/C

25 million people publically declared the abandonment of FGM/C following education and social mobilization programmes.

## Lessons Learned and Way Forward

In response to the rapid evolution of the development finance landscape, UN pooled financing mechanisms are expected to play an increasingly strategic role in financing the post-2015 sustainable development agenda. The AA has been successful in coordinating interagency work in areas that are closely tied to its mandate and has proven to be a successful springboard and scalable framework for larger consolidated financing instruments such as the Global Financing Facility (World Bank). In order to continue to position UNFPA as a viable steward and manager of joint programmes and related funds, UNFPA must continue to strengthen systems, build capacity and be able to attract a critical mass of new relevant global, regional and country-level joint thematic funds that empower the UN system and partners to work together to ensure that no woman or child is left behind.

### Five Key Focus Areas for Strengthening the AA Function

- i. **Improving aid coordination and coherence** – together with other AAs in the UN system, The AA is leveraging the International Aid Transparency Initiative and working on enhancing data platforms that will support better communication and transparency between donors, steering committees, participating agencies, stakeholders and partners.
- ii. **Promoting better risk management** – The AA is looking to leverage innovative strategies in Enterprise Risk Management, working with partners to quickly assess and adapt interventions to address known challenges and improve joint programme delivery.
- iii. **Broadening the donor base for the UN system** – The AA will also begin to look to public-private partnerships as the funding landscape continues to evolve and as the private sector becomes a bigger part of the 2030 Agenda financing landscape.
- iv. **Facilitating transformative results and approaches promoting no one left behind** – The AA will start to provide better guidance on establishing strong joint programme theories of change to facilitate delivery of measurable results and optimal value for money.
- v. **Bridging humanitarian, peace and security, and development assistance** – The AA will continue to support integrated joint action bridging the development, humanitarian and peace nexus and will strive to prioritize Funds that allow for services to adapt and be delivered across a variety of contexts.

### Anticipated Fund Activity Over the Next 5 Years

	2017	2018	2019	2020	2021
<i>Proj. Number of Funds in Portfolio</i>	10	12	20	25	25
<i>Proj. Donor Contributions (USD)</i>	\$75 Million	\$100 Million	\$125 Million	\$150 Million	\$200 Million
<i>Est. AA Operating Income (USD)</i>	\$750K	\$1.0 Million	\$1.25 Million	\$1.5 Million	\$2.0 Million
<i>Est. AA Operating Balance (USD)</i>	\$1.9 Million	\$1.7 Million	\$1.8 Million	\$2 Million	\$2.8 Million

## Appendix: Performance Metrics on Services Delivered and Administrative Agent Achievements

- In 2016, UNFPA signed on to become the Administrative Agent for the Joint Program Life without Violence Programme and Joint UN Bridging Program on Adolescent Girls: Mangochi, Salima and Dedza Districts Proposal in Bolivia and Malawi respectively. The remaining active funds for which UNFPA is the Administrative Agent for, were established before 2016.
- During 2016, UNFPA operationally closed 5, and financially closed 6 Joint Programmes. With these establishments and closures, at the end of 2016, UNFPA administered 20 MPTFs (19 JPs and 1 MDTF).
- During 2016, 100% of deposit recordings, due notifications, as well as transfers to agencies were executed within 3-5 days when all required documentation was provided and adequate funds available. The start date for the former is funds received on the account and for the latter the date the request is received at central level responsible for all transfers from funds held in trust.
- In 2016, 73% of financial statements were received from PUNO's on time.

In line with the increased focus on strategic use of pooled funding mechanisms by the UN system, The AA will increasingly take a proactive role in ensuring high quality of planned Joint Programmes with pass-through fund management modality as an integral part of its business model. It will also seek to collaborate with other entities performing the AA function, most notably the Multi-Partner Trust Fund Office (MPTF-O), on (i) innovation to increase the attractiveness and relevance of UN pooled funding mechanisms, and (ii) joint coordination, monitoring and oversight to ensure overall quality, complementarity and common messaging.



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