



Strategy for Denmark's Engagement with the United Nations Children's Fund (UNICEF)

2014-2018

May 2014

The work of UNICEF

UNICEF is mandated to advocate for the protection of children's rights, to help meet their basic needs, and to expand their opportunities to reach their full potential. Human rights and child rights principles guide all of the organisation's work.

Denmark supports UNICEF because

- It has extensive experience and expertise in advancing the rights of children
- It has the scale and presence to effectively support education in humanitarian situations
- It plays a crucial role in connecting humanitarian and development work

Key challenges for UNICEF

- Organisational imbalance towards health-oriented priorities
- Cooperation with UN agencies and other partners
- Resource overstretch

Denmark will expect UNICEF to

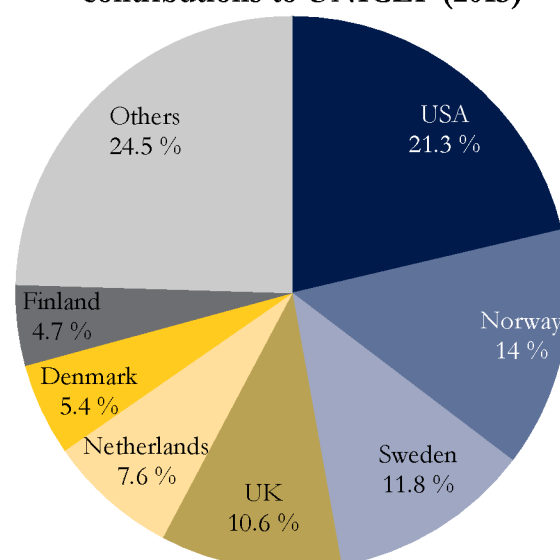
- Promote quality education for all children
- Bridge humanitarian action and development assistance
- Advance effective child protection
- Enhance organisational efficiency and effectiveness
- Fight corruption and manage risks

Denmark will follow-up by

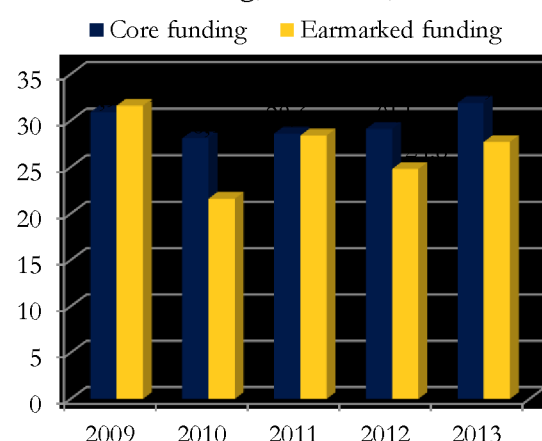
- Reporting on Danish priorities based on UNICEF's results framework
- Conducting annual consultations
- Actively participating in the Board
- Engaging with UNICEF at HQ, regional and country level
- Undertaking a midterm review of the Danish strategy

| UNICEF | |
|---------------------------------------|---|
| Established | 1946 |
| HQ | New York |
| Country Offices | 150 |
| Human Resources | 11,720, incl. 115 Danish employees |
| Financial resources, USD mil. (2013) | Core: 1,265 Earmarked: 3,588 |
| Executive Director | Anthony Lake (USA) |
| Executive Board Sessions | February, June, September |
| Denmark member of the Executive Board | 2009-2014 (vice-president in 2014), 2016-2017 |

Government and intergovernmental core contributions to UNICEF (2013)



Danish funding, UNICEF, USD mil.



1 Objective and priorities

This Strategy for Denmark's Engagement with the [United Nations Children's Fund \(UNICEF\)](#) forms the basis for the Danish contributions to UNICEF, and it is the central platform for Denmark's dialogue and partnership with UNICEF. Building on the Danish Organisational 'Bridging Strategy' 2010-2013 for UNICEF, it sets up Danish priorities for UNICEF's performance in the overall framework established by UNICEF's own Strategic Plan (2014-2017). Denmark will work closely with like-minded countries towards the achievement of these priorities. The Strategy will run in parallel with UNICEF'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 furthering universal human rights. [The Danish Multilateral Development Cooperation Analysis](#) of 2013 outlines 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 UNICEF while applying a human rights-based approach to development (HRBA) as described in the Right to a Better Life.

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

- 1) Promoting quality education for all children
- 2) Bridging humanitarian action and development assistance
- 3) Advancing effective child protection
- 4) Enhancing organisational efficiency and effectiveness
- 5) Fighting corruption and managing risks

The two following sections will provide the background for these priorities by describing UNICEF 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 risk undermining UNICEF's delivery on Danish priorities.

2 UNICEF's mandate organisation and funding

UNICEF is mandated to advocate for the protection of children's rights; to help meet their basic needs; and to expand their opportunities. All of the organisation's work is guided by human rights and child rights principles such as universality, non-discrimination, the best interests of the child, the right to survival and development, accountability, and respect for the voice of the child. UNICEF develops the capacity of actors with obligations to respect, protect and fulfil rights while also supporting those with rights to develop their capacity to claim them.

In 2013, the member states through UNICEF's [Executive Board](#) adopted the [Strategic Plan 2014-2017](#) which highlights seven priority outcomes for the work of the organisation going forward within the following areas: Health; HIV and AIDS; Water, Sanitation and Hygiene; Nutrition; Education; Child Protection; and Social Inclusion. Gender equality and humanitarian action are mainstreamed throughout the strategic priorities (see Annex 1).

Total UNICEF revenue has increased by over 300 % since 2000. In 2013, UNICEF received a total of USD 4,853 million in funding (Annex 4). A rather large and increasing share of this (almost 30 % in 2013) comes from its 36 national committees that raise private funds in donor countries. While both core and earmarked contributions have increased in recent years, the ratio between the two has changed. Prior to 2000, core resources constituted about 50 % of total funding, against 26 % in 2013. This challenges UNICEF's ability to pursue its long-term objectives and deliver on its mandate and priorities due to the more restricted nature of earmarked funds.

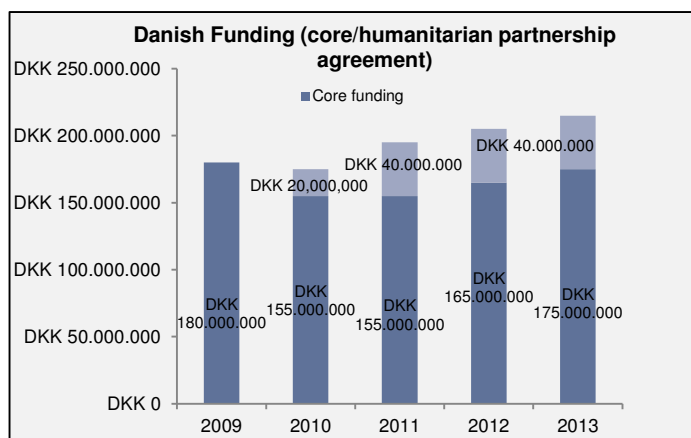
UNICEF's thematic funding is an avenue for less restrictive earmarked funding. However, this constituted only approximately 7 % of total resources in 2013.

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2.1 Denmark's support to UNICEF

Denmark is among the top donors of UNICEF (see Annex 3 for details). In 2013, Denmark provided DKK 175 million in core funding with a planned increase to DKK 180 million in 2014. Denmark contributed approximately DKK 160 million in earmarked contributions in 2013, primarily to UNICEF efforts at country level. This included DKK 40 million softly earmarked for UNICEF's humanitarian activities through the Humanitarian Partnership Framework Agreement signed between Denmark and UNICEF.

The aim of the agreement is to improve humanitarian funding predictability and operational flexibility, paired with enhanced structured dialogue on priorities, performance and results. The Danish UNICEF National Committee is also fundraising for UNICEF and doing advocacy for the rights of children in Denmark and around the world. UNICEF also has a strong presence in the UN City in Copenhagen which houses its Supply Division employing around 320 people, including 91 Danes. Besides this, around 24 Danes are currently employed in UNICEF headquarters or country offices of which four are multilateral advisors seconded by Denmark to UNICEF.



3 Key strategic challenges and opportunities

3.1 Relevance to the international development and humanitarian context

UNICEF is a key multilateral player due to its strong mandate, decentralized model and global presence. UNICEF has a cross-cutting normative mandate guided by the 1989 [Convention on the Rights of the Child \(CRC\)](#) and the [Convention on the Elimination of All forms of Discrimination against Women \(CEDAW\)](#). UNICEF has a

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direct role in the implementation of the CRC and is thus legally obliged to promote and protect child rights by supporting the work of the Committee on the Rights of the Child. UNICEF uses the CRC as a lever to help change the legal and policy framework of States Parties, while collaborating with Childwatch International, a network of NGOs, in order to involve governments and civil society in monitoring States' implementation and improve understanding of the Convention at all levels of society. In addition, UNICEF has reporting and monitoring obligations in relation to the mandates of the UN Secretary-General's special representatives on sexual violence, children in armed conflicts and violence against children.

With a twin humanitarian and development mandate, UNICEF has a comparative advantage in providing a consistent integrated response. In the humanitarian context, UNICEF has a clear set of priorities for [Core Commitments for Children in Humanitarian Action](#), and the organisation is cluster/sector lead or co-lead in water, sanitation and hygiene; nutrition; education; child protection and gender-based violence. UNICEF is working to fulfil these cluster responsibilities by deploying capacity to support humanitarian coordination, assessing needs, addressing capacity gaps, and monitoring collective performance. UNICEF cooperates closely with NGOs on this, in particular with Save the Children, the other co-lead in the Education Cluster.

UNICEF is also engaged in the elaboration of [the post-2015 development agenda](#), as part of the [UN System Task Team](#). To ensure that children remain at the centre of this agenda, UNICEF has developed three key messages: 1) Sustainable development starts with safe, healthy and well-educated children. Children as drivers. 2) Safe and sustainable societies are, in turn, essential for children. Children as stakeholders. 3) Children's voices, choices and participation are critical for the sustainable future we want. Children as contributors.

3.2 Synergy with Danish development and humanitarian priorities

UNICEF's work is highly relevant for the Danish priorities outlined in The Right to a Better Life, particularly the priority areas of human rights, social progress and stability and protection. The synergy with Danish priorities is enhanced through the Human Rights-Based Approach (HRBA) and Equity Approach of UNICEF. Grounded in the CRC, UNICEF views human rights as the primary frame of reference for everything it does, with particular focus on the

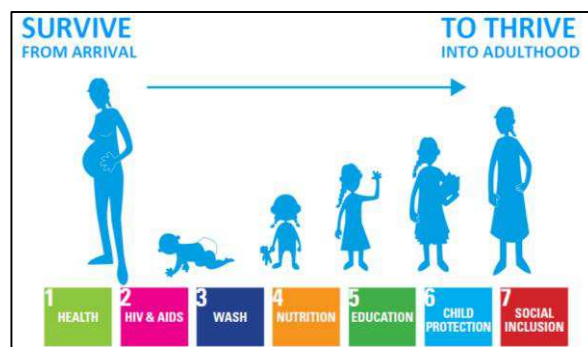
most excluded and disadvantaged children in line with the principles established in the [Common Understanding of HRBA among UN Agencies](#).

UNICEF's Strategic Plan 2014-17 offer a number of synergies with Danish priorities, including those in the [Strategy for Danish Humanitarian Action 2010-2015](#), [Denmark's Policy Towards Fragile States 2010-2015](#), [Denmark's Integrated Stabilisation Engagement](#) and the Strategic Framework for Gender Equality and Women's Rights in Danish Development Cooperation. In fragile and conflict-affected states, UNICEF's presence and considerable staying power on the ground, combined with a strong emergency response capacity, make the organisation a solid partner for Denmark, especially in regional and protracted crises. Finally, UNICEF has developed a [Gender Equality Action Plan](#) with a targeted as well as cross-cutting approach to gender in line with the Danish approach.

There are also synergies with the Danish preliminary priorities for the post-2015 development agenda in the areas of: *i)* gender and the rights of women and girls, including sexual and reproductive health and rights; *ii)* education as a means to ensure development and equality; and *iii)* conflict prevention and state-building in fragile states.

3.3 Synergies with Danish bilateral development cooperation

Denmark is cooperating with UNICEF in a number of countries, and Denmark strives to ensure greater complementarity between these bilateral efforts and the multilateral dialogue in New York, with the goal of making UNICEF a more relevant partner at country level. UNICEF's mandate on the rights of the child and child protection is important in this context, since UNICEF is focusing on the child from the period before it is born, and thereby also the rights of the mothers, until the child reaches the age of 18. Child rights and child protection, including issues such as gender equality and sexual and reproductive health and rights, are still controversial in a number of countries where Denmark provides bilateral aid. UNICEF's advocacy work pursued in cooperation with other UN agencies, the Global Partnership for Education, civil society organisations and other relevant partners, therefore supports and adds value to Denmark's work in these areas.



3.4 Performance and results

In the [Danish Multilateral Development Cooperation Analysis](#) of 2013, UNICEF was found to be among the most effective organisations assessed, and it was also rated high in terms of relevance to Danish policy priorities. Other recent evaluations undertaken by donor countries like the [British Multilateral Aid Review](#) (MAR) of 2011 and 2013, [Australia's Multilateral Assessment](#) of 2012 and the [Swedish assessment of 2011](#) also rate UNICEF above average while at the same time raising some common issues of concern, such as: Insufficient partnership behaviour both towards other UN agencies and at field level, in terms of aligning to government systems and cooperating with civil society organisations; weakness in results

reporting at the aggregate regional and global levels; inadequate transparency and disclosure of information; weakness in human resource systems, attracting and deploying the right staff; delay in disbursing funds on the ground; and spread of resources over too many projects.

In 2012 the organisational effectiveness of UNICEF was assessed by the [Multilateral Organisations Performance Assessment Network](#) (MOPAN) which raised similar issues, in particular in relation to results reporting and results-based management (RBM). It was thus concluded that there was a need for “improving the quality of results statements, strengthening the links between outputs and outcomes, identifying measureable indicators and consistently using baselines and targets, and integrating an analysis of UNICEF’s contribution to higher-level results.” Furthermore, it was recommended to strengthen the UNICEF evaluation function.

At the country level, Danish bilateral missions find that UNICEF is in general performing well, e.g. within protection, advocacy and providing technical expertise. However, one of the above recommendations in particular is echoed, namely that more can be done for UNICEF to communicate and coordinate, align and cooperate better with bilateral partners as well as other multilateral players and driving UN coherence towards [“Delivering as One”](#). This also ties to the recommendation from country level that UNICEF should be careful not to spread financial and human resources too thinly keeping its areas of comparative advantages in mind.

UNICEF’s own [2013 Annual Report](#) shows that it has contributed to important results within the five focus areas of its former medium-term strategic plan (MTSP) 2006-2013, for instance within improving access to education in humanitarian emergencies and mobilising action for the protection of children. Systematic integrated reporting on the targets and indicators in the MTSP has, however, been a challenge for UNICEF. To improve this and to provide clear accountability for the priorities in the Strategic Plan 2014-2017, an integrated results and resources framework has been developed, including theories of change specifying UNICEF contribution to higher level results (see Section 5).

Furthermore, in order to improve performance and develop a results culture at all levels, UNICEF has initiated an institutional reform. This includes establishing a post of Deputy Executive Director for field results, strengthening systems for human resource management and re-aligning headquarter functions in order to promote greater efficiency and deliver humanitarian assistance in ways that support early recovery and development. At the same time, the sections handling partnerships and intergovernmental and multilateral relations, including with the UN agencies and international financial institutions, will be consolidated within one division. This is supplemented by actions taken in other areas, for example by dedicating more capacity at headquarter level to support regions and country offices on “Delivering as One” and UN Coherence. Transparency has also been enhanced by implementing the [International Aid Transparency Initiative \(IATI\)](#) standards.

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

Based on the analysis above, Denmark will over the strategy period focus its cooperation with UNICEF on the five Priority Areas detailed below. While all UNICEF priorities are relevant for the achievement of its mandate, Denmark will focus particularly on these areas. They have been selected on the basis of Danish development priorities and the assessment that there is a need to further develop the strategic ways in which

UNICEF work with these issues; and to push for these agendas internally in UNICEF with regard to priority and financing. UNICEF has key comparative advantages in these areas which are all at the heart of the UNICEF mandate, and they are, at the same time, in line with Danish preliminary priorities for the post-2015 development agenda. A human rights-based approach to development is the underlying frame of reference in pursuing these objectives, and Denmark expects UNICEF to apply HRBA in all its work.

Denmark will expect UNICEF to...

- Promote quality education for all children
- Bridge humanitarian action and development assistance
- Advance effective child protection
- Enhance organisational efficiency and effectiveness
- Fight corruption and manage risks

Priority Area 1: Promoting quality education for all children

UNICEF works to improve learning outcomes and equitable and inclusive education. This is focused on equity, i.e. ensuring that all children have equal opportunities in education, and quality, i.e. helping children to secure technical and cognitive skills. Both aspects are important to Denmark, which sees UNICEF playing a strong role in building national capacity to provide equal access to free quality basic education, including secondary education. Special focus should be directed at providing equal educational opportunities to marginalised children, including girls and children of ethnic minorities. UNICEF supports this by, among other things, investing in innovative approaches to improve learning outcomes for the most disadvantaged children. Another Danish focus area is UNICEF's work for children living in post-conflict and humanitarian situations where strengthening access to education serves to fulfil a fundamental right and provide safe, healing spaces for children and as a means to inclusion, reconstruction, peacebuilding and reconciliation. Denmark emphasises UNICEF's work in building the resilience of systems to deliver conflict-sensitive and risk informed quality education to children in post-conflict or humanitarian situations.

Priority Area 2: Bridging humanitarian action and development assistance

In humanitarian settings, UNICEF works to increase country capacity and deliver services to protect and provide for children. The organisation is committed to carrying out interventions in support of national efforts around preparedness for response and early recovery, to save lives and protect rights as defined in the Core Commitments for Children in Humanitarian Action. The focus is on lifesaving interventions as well as education, child protection, early childhood development and humanitarian coordination. These actions are carried out in a manner that reduces vulnerability and builds resilience systematically where possible. A special Danish focus area is for UNICEF to enhance its ability to effectively bridge humanitarian action and development assistance and promote early recovery. This is one of the objectives of the on-

going institutional reforms and highlighted as one of the priorities for UNICEF when building resilience. Its Strategic Plan thus states that humanitarian response will be used as an entry point for more structural and systemic changes. Furthermore, Denmark will closely follow the roll-out of the “Strengthening Humanitarian Action Initiative”, whereby UNICEF will do more to adapt to operational contexts; strengthen and expand humanitarian partnerships; and develop new policies, mechanisms and procedures to deliver more predictable, efficient and effective humanitarian action. This effectiveness also hinges on coordination and in particular UNICEF’s leadership and responsibility in the co-led or led humanitarian clusters, and Denmark will support UNICEF’s efforts in the [Humanitarian Reform process](#) to make the Transformative Agenda a success at all levels.

Priority Area 3: Advancing effective child protection

Violence, exploitation, abuse and neglect – which affect children’s emotional, social, cognitive and physical development – represent the ultimate violations of children’s rights. UNICEF takes a holistic ‘systems’ approach to child protection that addresses the full spectrum of risk factors and underlying vulnerabilities in the lives of children and their families. Denmark will emphasise the complex interaction between social norms and national policies and legislation, and UNICEF’s work to address this at both the normative and operational level. UNICEF uses advocacy strategies to work with lawmakers and opinion-shapers at national level while also promoting positive social customs and behaviours at community level. Denmark will focus on UNICEF’s work in preventing violence, exploitation, abuse and neglect, including through strengthening the protective capacities of families and communities and child protection systems. Denmark places particular emphasis on these interventions to be equitable, reaching the most disadvantaged children. Furthermore, special focus should be directed at protecting the rights of the child in humanitarian and post-conflict situations through inter-sectorial approaches including the creation of safe spaces.

Priority Area 4: Enhancing organisational efficiency and effectiveness

In order to optimise its performance, UNICEF will have to continuously show cost-consciousness and improve organisational efficiency. Denmark is therefore a strong supporter of the ongoing institutional reforms described in Section 3.4. While catering to several reform priorities, a particular emphasis is placed on results based management, and the initiatives should contribute to a more results focused organisation, based on clear principles, best practices, accountability and transparency. As another central aspect of the reform, UNICEF will improve management of human resources to enhance its capability to respond quickly and flexibly to emergencies, while building talent to meet its growing responsibilities in post-crisis and fragile contexts. Denmark will also encourage UNICEF to, as a matter of priority, strengthen its ability to cooperate more effectively with various partners and align their procedures to this. An important aspect of this is to contribute to UN coherence and promote “Delivering as One” (DaO) principles, particularly through implementation of the “[DaO Standard Operating Procedures](#)” at the country level. Finally, as described in Section 6 below, Denmark will support the identification and promotion of innovation in UNICEF operations which is highlighted in its Strategic Plan as key implementation strategy to enhance organisational efficiency and effectiveness.

Priority Area 5: Fighting corruption and managing risks

In August 2013, UNICEF re-affirmed its long-standing zero tolerance for all forms of fraud and corruption and outlined the steps to be taken in response of reports on possible fraud in its [updated Policy Prohibiting and Combatting Fraud and Corruption](#). Supplementary to this are UNICEF's efforts in pursuing comprehensive and integrated risk management as an essential element of its governance and accountability. This will include identification of roles and accountabilities; implementation of risk mitigation procedures; and facilitation of trainings for managers and staff to develop and promote risk-informed decision-making across the organisation. A particular area of focus should be emerging financial risks related to e.g. cash and vouchers, especially in crisis situations and complex development settings. Furthermore, Denmark will expect UNICEF to present to the Executive Board and follow-up on reports and recommendations by UNICEF's Office of Internal Audit and Investigation (OIAI) and UN Board of Auditors.

5 Follow-up on Danish priorities

Through the ongoing constructive engagement with UNICEF, Denmark will monitor and follow-up on the priorities outlined above. Denmark is vice-president of the UNICEF Executive Board for 2014, representing the group of Western European and Other States (WEOG) in the five member bureau. This highlights the importance attached to the oversight and guidance functions of the Board, and it will provide enhanced opportunities to

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influence and set the agenda for this work, e.g. through calling for informal consultations within Danish priorities. Denmark's bilateral dialogue with UNICEF will include annual consultations at ministerial or ambassadorial level with the senior management of UNICEF, as well as regular discussions in both New York and Copenhagen. At country level, the Danish bilateral representations in developing countries, which are working with UNICEF, will feed into the dialogue in New York with country specific recommendations and experiences. Denmark will continue to coordinate closely with likeminded partners, in particular the Nordic countries, regarding UNICEF issues, including regular coordination meetings prior to important discussions and decision making. Another important avenue for cooperation and dialogue is UNICEF's strong presence in the UN City in Copenhagen, which heightens the Danish profile and voice in UNICEF.

Monitoring of Danish priorities will be aligned to UNICEF's own results reporting as described below. A number of outcomes, outputs and indicators have been selected for the Danish monitoring framework (Annex 5). The Danish UN Mission will report on the Organisation Strategy in accordance with the "[Guidelines for Management of Danish Multilateral Development Cooperation](#)" in collaboration with relevant entities in Copenhagen and at country level. A mid-term review of the present strategy will be conducted, drawing on UNICEF's own mid-term review the Strategic Plan in 2016.

5.1 Monitoring and Evaluation (M&E) in UNICEF

The UNICEF [Integrated Results and Resources Framework](#) (IRRF) will translate the Strategic Plan into results that allow UNICEF and stakeholders to monitor achievements, learn lessons, and hold the organisation accountable. These results are divided into three levels with corresponding indicators. The overall aim of UNICEF's efforts is to contribute to the impact of “realizing the rights of every child, especially the most disadvantaged”. UNICEF will pursue this through the seven priority outcomes in the Strategic Plan. The concrete deliverables of UNICEF to this end is specified in several outputs connected to each outcome. Guidance has been provided to country offices in formulating Country Programme Documents (CPDs) that are compliant with these design parameters of the Strategic Plan. UNICEF is working to strengthen results frameworks within CPDs and to integrate stronger country level monitoring to ensure that the IRRF stays grounded at the country level. Complementary to these efforts, UNICEF operates with an enterprise management system (VISION), which presents annually updated profiles of UNICEF performance at intermediate result level by programme area and country. UNICEF has also increased support to a wider use by country offices of the Monitoring Results for Equity System (MoRES), which helps ensure that the equity approach of reaching the most marginalised children is evidence-based.

UNICEF's [Evaluation Policy](#) from 2013 provides the guiding principles and standards for the Evaluation Function at UNICEF. It sets out the purpose, concepts and intended use of evaluation; itemises key accountabilities and performance standards; notes human and financial resource requirements; and highlights the need for evaluation partnerships. The evaluation function is carried out at all levels of the organization, applicable in all contexts, from humanitarian crisis over transition situations to more stable development settings. Decentralisation is a key characteristic of the UNICEF evaluation system, and UNICEF country offices, together with programme countries, commission most evaluation work. The Executive Board exercises oversight of the evaluation function, while the Executive Director safeguards its independence on the advice of the [Global Evaluation Committee](#).

6 Preliminary Budget Overview

| Budget (mil. DKK) | 2014 | 2015* | 2016* | 2017* |
|---------------------|------------|------------|------------|------------|
| Core funding | 180 | 180 | 180 | 180 |
| Humanitarian action | 40 | 40 | 40 | 40 |
| Innovation | 10 | 10 | TBD | TBD |
| Earmarked funding | TBD | TBD | TBD | TBD |
| Total | 230 | 230 | 220 | 220 |

* The numbers 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 UNICEF through an innovation facility of DKK 10 million yearly in 2014-2015. The purpose 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. Furthermore, UNICEF is a preferred partner in humanitarian situations, and the organisation is expected to continue to

receive substantial funding for this area through the Humanitarian Partnership Agreement and other earmarked funds.

7 Risks

For UNICEF 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.

A health oriented organisation: UNICEF has traditionally been very focused on the health aspects of its mandate and to a lesser degree on other areas such as education and child protection. In recent years and with the new Strategic Plan, this imbalance is beginning to level out, but internally in UNICEF and in the distribution of funding there is still a tendency towards health-specific priorities, bearing the risk of potential underfunding of other areas. UNICEF's Executive Director and senior management have been very engaged in changing this attitude, but the effect still has to be proven across the organisation and in the implementation of the Strategic Plan.

Misuse of funds and institutional risks: UNICEF operates in humanitarian and conflict-affected countries and situations and has significant procurement activities, which exposes its operations to possible fraud and corruption. As described, Denmark supports UNICEF's efforts in combatting fraud and corruption and consistently improving its risk management approach, which covers both systemic and internal risks.

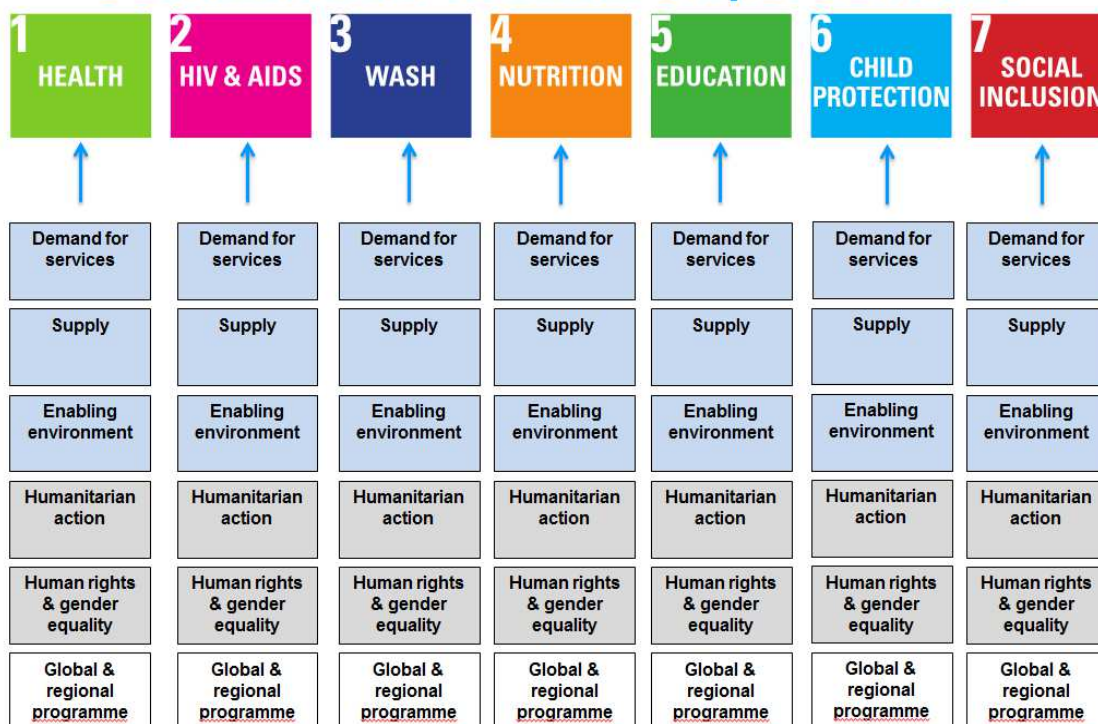
Lack of flexibility in funding: Despite being a strong performer on fundraising, the vast majority of UNICEF resources are tied, which may negatively impact on the flexibility in UNICEF's long-term corporate planning and prioritisation and the pursuance of greater integration across different fields of work, e.g. humanitarian action and development assistance. UNICEF is increasing its outreach to emerging donors to broaden the donor base, doing innovative work in private fundraising through UNICEF's national committees, and lobbying traditional donors for increased un-earmarking, including through increasing the proportion of funds received in the form of thematic contributions - efforts that Denmark is supportive of.

Simultaneous humanitarian crises: Despite its strong capacity, UNICEF resources are strained by its engagement in simultaneous large-scale humanitarian crises which are, unfortunately, increasing in number. The stretch does not only relate to funding, but also to humanitarian staff including attracting and retaining qualified staff, headquarter capacity to support the deployed staff and lack of time to work on preparedness and lessons learned. This risks impacting not only UNICEF's performance, but also the entire humanitarian system due to UNICEF's cluster lead role. UNICEF's Strengthening Humanitarian Action Initiative addresses several of these challenges, while the institutional reforms described above should begin to improve the ability to attract qualified staff.

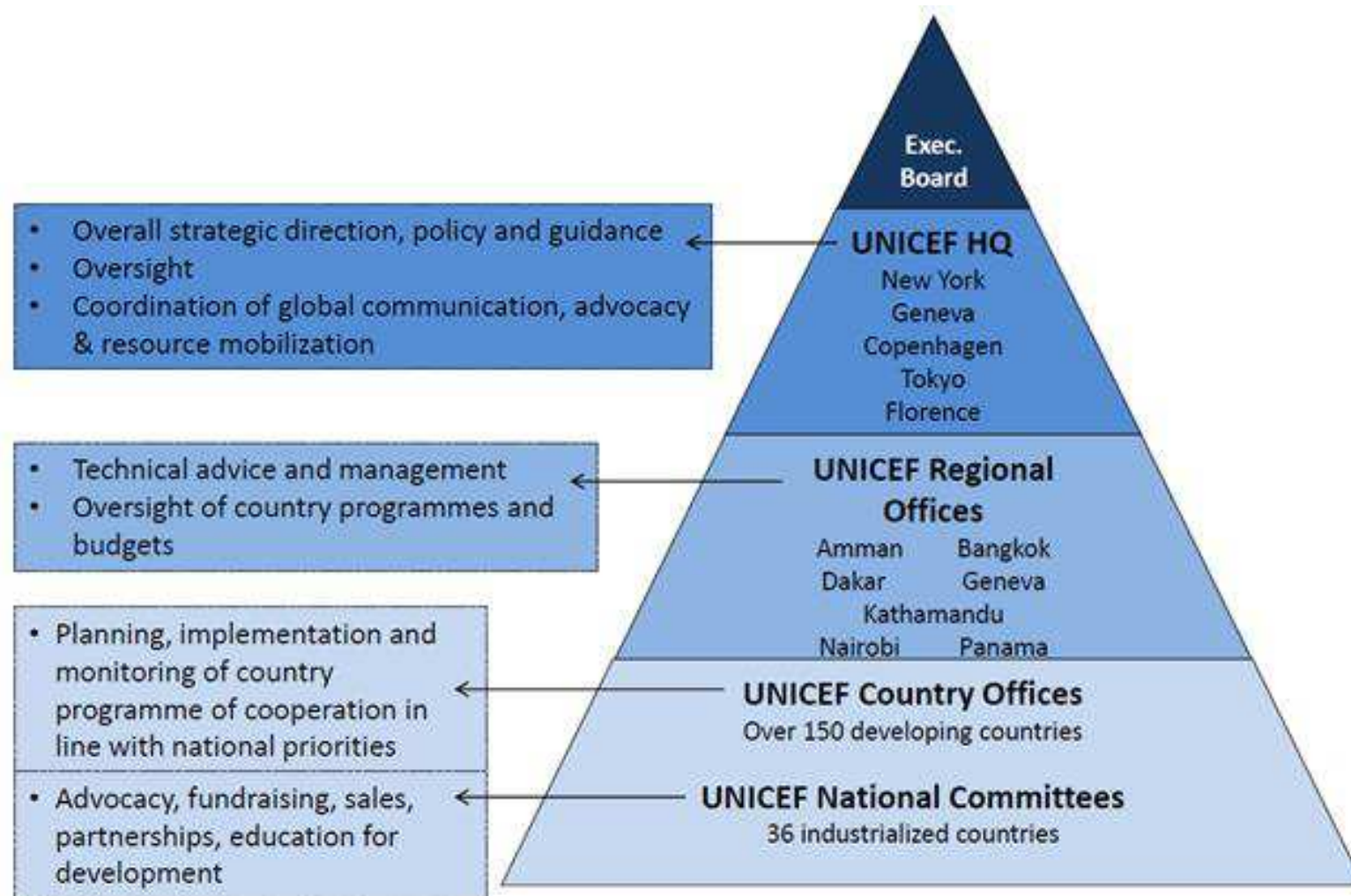
Annex 1: UNICEF's Strategic Plan and Results Frameworks



Outcomes with Common Output Structure

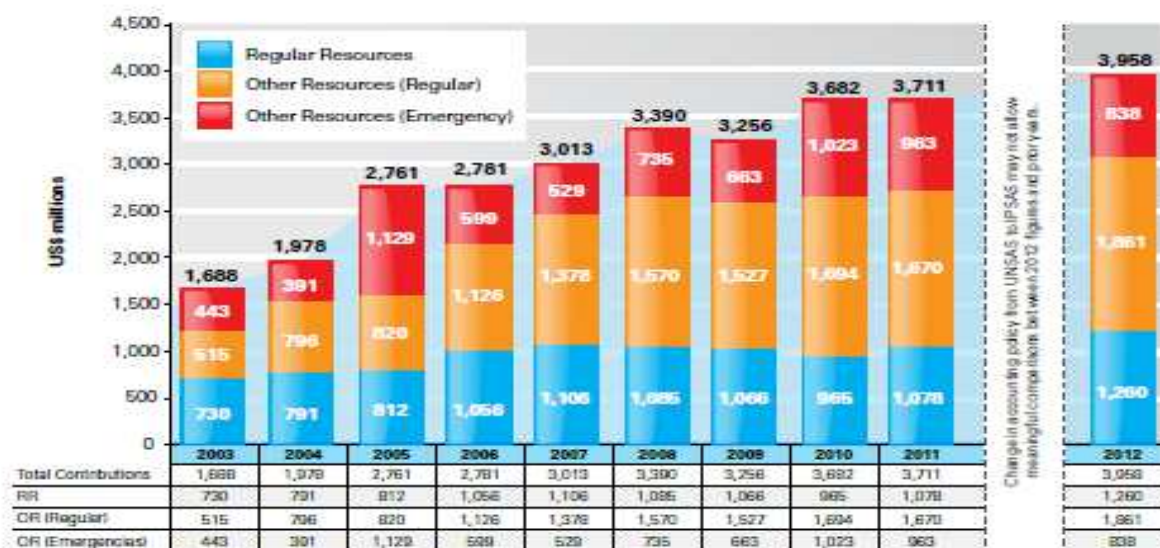


Annex 2: Organisation of UNICEF

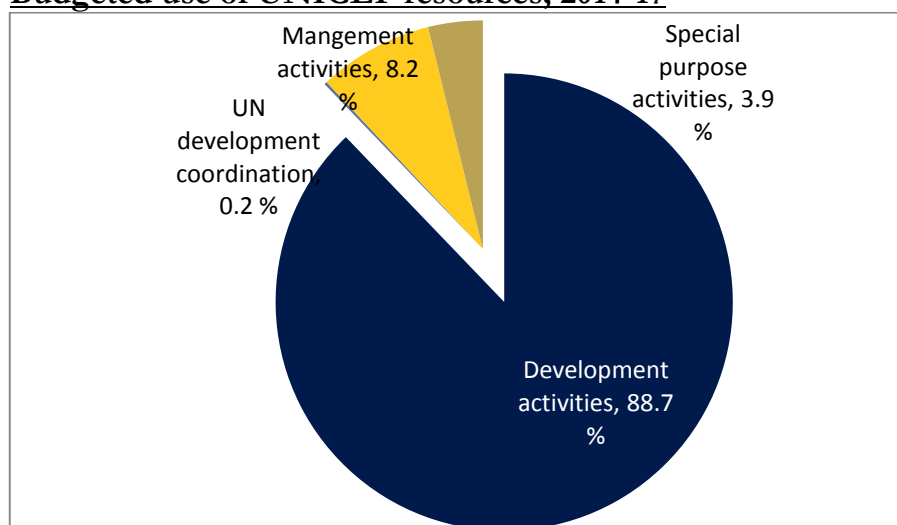


Annex 3: UNICEF's funding

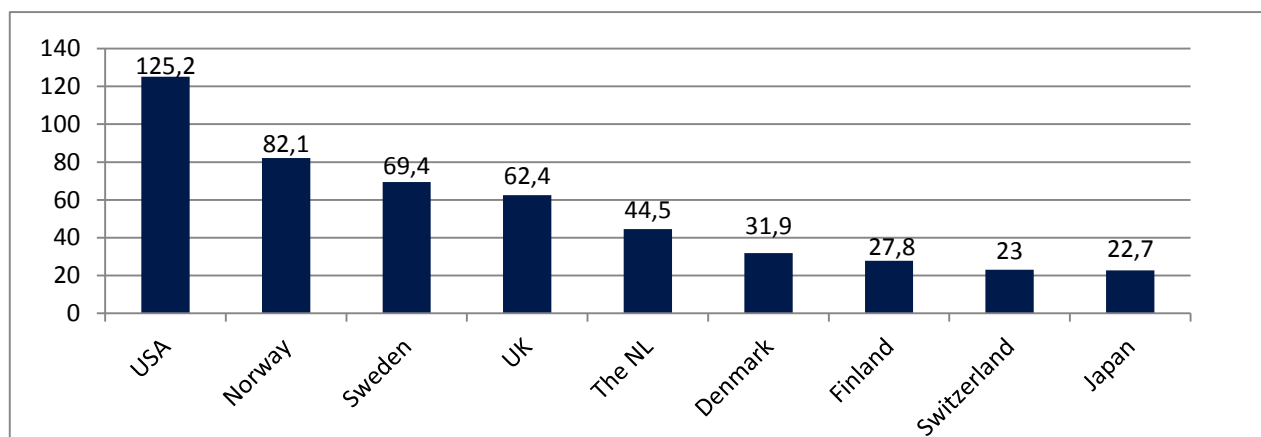
Total contributions to UNICEF by type of funding 2003-2012 (USD million)



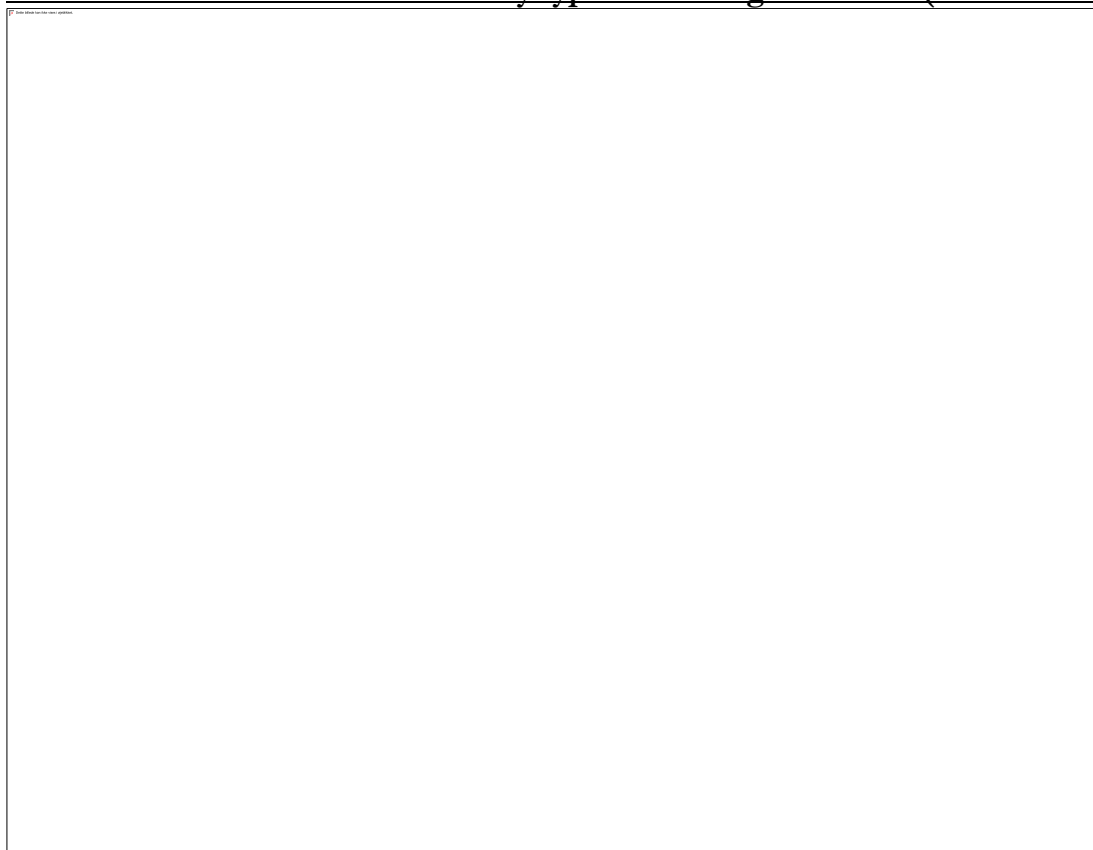
Budgeted use of UNICEF resources, 2014-17



Top UNICEF government core donors in 2013 (USD million)



Danish contribution to UNICEF by type of funding 2003-2013 (USD million)



OR-E = Other resources (earmarked resources) – Emergency
OR-R = Other resources (earmarked resources) – Regular
RR = Regular resources (core resources)

Annex 4: Danish results framework

| Priority area 1: Promoting quality education for all children | | |
|---|--|---|
| Relevant outcome (Selected from the results framework of the UNICEF Strategic Plan, 2014-2017) | Relevant outputs (Selected from the results framework of the UNICEF Strategic Plan, 2014-2017) | Relevant output indicators (Selected from the results framework of the UNICEF Strategic Plan, 2014-2017) |
| P5. Outcome: Improved learning outcomes and equitable and inclusive education | <u>Output b:</u> Increased national capacity to provide access to early learning opportunities and quality primary and secondary education. | <u>Indicator P5.b.1:</u> Countries with innovative approaches at scale to improve access to education and learning outcomes for the most disadvantaged and excluded children <u>Target:</u> 104 <u>Baseline:</u> 59 |
| | <u>Output c:</u> Strengthened political commitment, accountability and national capacity to legislate, plan and budget for scaling-up quality and inclusive education | <u>Indicator P5.c.1:</u> Countries with well-functioning student learning assessment system, especially for early grades <u>Target:</u> 119 <u>Baseline:</u> 81 |
| | <u>Output d:</u> Increased country capacity and delivery of services to ensure girls and boys access to safe and secure forms of education and critical information for their own well-being in humanitarian situations | <u>Indicator P5.d.1:</u> Number and percentage of UNICEF targeted children in humanitarian situations accessing formal or non-formal basic education <u>Target:</u> 100% <u>Baseline:</u> 73% |
| | <u>Output e:</u> Increased capacity of governments and partners, as duty-bearers, to identify and respond to key human rights and gender equality dimensions of school readiness and performance | <u>Indicator P5.e.2:</u> Countries with EMIS providing disaggregated data that allow identification of barriers and bottlenecks that inhibit realization of the rights of disadvantaged children <u>Target:</u> 123 <u>Baseline:</u> 66 |
| Priority area 2: Bridging humanitarian action and development assistance ¹ | | |
| Relevant results area (Selected from the results framework of | Relevant results (Selected from the results framework of the | Relevant key performance indicators (Selected from the |

¹ For humanitarian situations, UNICEF will report on the number of people reached in areas targeted with UNICEF assistance at the output level. Estimating baselines for humanitarian situations at the outcome and output level is not possible since baselines depend on the humanitarian situations that may arise.

| the UNICEF Strategic Plan, 2014-2017) | UNICEF Strategic Plan, 2014-2017) | results framework of the UNICEF Strategic Plan, 2014-2017) |
|---|---|---|
| Results area 1: Improved accountability of results | Timely, effective and coordinated support is provided for saving lives and protecting rights in all humanitarian situations, building resilience and reducing vulnerability. | <u>Indicator DE.18</u> : Percentage of major humanitarian situations in which UNICEF reported monthly on progress against a small number of CCC-aligned results indicators <u>Target</u> : 100% <u>Baseline</u> : 81% |
| | | <u>Indicator DE.15</u> : Percentage and number of humanitarian situations in which country offices receive effective operational, programmatic, financial or policy support from regional office and headquarters <u>Target</u> : 80% <u>Baseline</u> : 60% |
| Management results area 2: Corporate financial, information and communication technology and administrative management | Effective management, use and stewardship are assured of financial and information and communication technology resources, assets and administrative policies, procedures and systems | <u>Indicator M2.3</u> : Percentage of emergencies in which information technology services requested are provided as per standards in the revised CCCs <u>Target</u> : <u>Baseline</u> : 75% |
| Results area 7: United Nations development system leadership and coordination | Leadership of humanitarian clusters under UNICEF responsibility is carried out effectively. | <u>Indicator C.1</u> : For globally led or co-led clusters and areas of responsibility, percentage of country-level clusters and areas of responsibility that have a designated country coordinator <u>Target</u> : 50% <u>Baseline</u> : 100% |
| | | C.2 For newly activated clusters or areas of responsibility, percentage of country coordinator positions filled within 30 days of cluster activation <u>Target</u> : 90% <u>Baseline</u> : 100% |
| Priority area 3: Advancing effective child protection | | |
| Relevant outcome (Selected from the | Relevant outputs (Selected from the | Relevant output indicators (Selected from the |

| results framework of the UNICEF Strategic Plan, 2014-2017) | results framework of the UNICEF Strategic Plan, 2014-2017) | results framework of the UNICEF Strategic Plan, 2014-2017) |
|---|---|--|
| Outcome: Improved and equitable prevention of and response to violence, abuse, exploitation and neglect of children | <u>Output a:</u> Enhanced support and increased capacities of children and families to protect themselves and to eliminate practices and behaviours harmful to children. | <u>Indicator P6.a.1:</u> Countries with at least 50% of target population able to identify key protection risks prioritized in the country programme of cooperation and can name places where violations can be reported <u>Target:</u> TBD <u>Baseline:</u> Risk – 2, Place – 8 |
| | <u>Output c:</u> Strengthened political commitment, accountability and national capacity to legislate, plan and budget for scaling up interventions that prevent and respond to violence, abuse, exploitation and neglect. | <u>Indicator P6.c.1:</u> Countries with legislation on child protection consistent with or better than international standards. <u>Target:</u> 100 <u>Baseline:</u> 81 |
| | <u>Output b:</u> Increased national capacity to provide access to child protection systems that prevent and respond to violence, abuse, exploitation and neglect. | <u>Indicator P6.b.1:</u> Countries with functioning child protection systems offering preventive and response services <u>Target:</u> 100 <u>Baseline:</u> 71 |
| | <u>Output d:</u> Increased country capacity and delivery of services to ensure that children's rights to protection from violence, abuse and exploitation are sustained and promoted in humanitarian situations. | <u>Indicator P6.d.2:</u> Countries in humanitarian action where country sub-cluster or sector coordination mechanism for a) child protection, b) gender-based violence; <u>Target:</u> 100% <u>Baseline:</u> a) 31, b) 14 |
| Priority area 4: Enhancing organisational efficiency and effectiveness | | |
| Relevant results area (Selected from the results framework of the UNICEF Strategic Plan, 2014-2017) | Relevant results (Selected from the results framework of the UNICEF Strategic Plan, 2014-2017) | Relevant key performance indicators (Selected from the results framework of the UNICEF Strategic Plan, 2014-2017) |
| Results area 1: Improved accountability of results | Policies, guidance and technical support are accessible and relevant, enabling high-quality country programming and reporting | <u>Indicator DE.6:</u> Percentage of country offices using common results-based management tools and principles (QCPR) <u>Target:</u> 50 % |

| | | |
|---|--|---|
| | | <u>Baseline: 28 %</u> DE.12 Number of country offices that apply the standard operating procedures for Delivering as One countries, or components of them (QCPR) <u>Target: 28 %</u> <u>Baseline: 50 %</u> |
| Management results area 2: Corporate financial, information and communication technology and administrative management | Effective management, use and stewardship are assured of financial and information and communication technology resources, assets and administrative policies, procedures and systems | <u>Indicator M2.2:</u> Percentage reduction in travel costs from management budget <u>Target:</u> <u>Baseline: 2.9% (2012)</u> <u>Indicator M2.6:</u> Number of countries implementing i. common services, ii. common long-term agreements, iii. harmonized approach to procurement, iv. common human resources management, v. information and communication technology services and vi. financial management services (QCPR) <u>Target:</u> i. All, ii. All, iii. TBD, iv. TBD, v. TBD, vi. TBD <u>Baseline:</u> i. All, ii. 89, iii. 45, iv. 25, v. 28, vi. 27 |
| Management results area 3: Corporate external relations and partnerships, communications and resource mobilization | Strengthened partnerships with Member States, multilateral agencies and United Nations organizations, and strategic and innovative communications and public advocacy | <u>Indicator M3.6:</u> Percentage of UNICEF country offices participating in a common budgetary framework <u>Target: 50%</u> <u>Baseline: 31%</u> |
| Management results area 4: Human resources management | Effective and streamlined human resources policy and procedures are in place and implemented, providing quality advisory support to develop and maintain a flexible and highly skilled and motivated workforce | M4.2 Percentage of requests for surge capacity support met within 56 days (from formal request to arrival of staff member in country, in accordance with CCCs) <u>Target: 90%</u> <u>Baseline: 92%</u> |
| Priority area 5: Fighting corruption and managing risks | | |
| Relevant results area (Selected from the results framework of | Relevant results (Selected from the results framework of the | Relevant key performance indicators (Selected from the |

| the UNICEF Strategic Plan, 2014-2017) | UNICEF Strategic Plan, 2014-2017) | results framework of the UNICEF Strategic Plan, 2014-2017) |
|---|--|---|
| Results area 1: Improved accountability of results | Enhanced transparency is achieved through improved access to key corporate information and official documents | <u>Indicator DE.24:</u> Timely publication of all financial and annual performance data in public domain. <u>Target:</u> Quarterly <u>Baseline:</u> Annual |
| Management results area 1: Independent corporate oversight and assurance | Independent and effective oversight and assurance are effected through implementation of internal controls on the use of UNICEF resources and on the relevance, efficiency, effectiveness, sustainability and impact of UNICEF-assisted programmes | <u>Indicator M1.4:</u> Number of offices/divisions with audit recommendations outstanding for over 18 months <u>Target:</u> < 10 each year <u>Baseline:</u> 3 |
| | | <u>Indicator M1.6:</u> Percentage of complaints investigated and closed within 6 months <u>Target:</u> 100% <u>Baseline:</u> 85% |