



MINISTRY OF FOREIGN AFFAIRS OF DENMARK

DANIDA

**INTERNATIONAL
DEVELOPMENT COOPERATION**

**Strategy for Denmark's Engagement with
United Nations Children's Fund (UNICEF)
2022-2025**



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Danish Organisation Strategy for the United Nations Children's Fund (UNICEF)

Introduction:

UNICEF has a unique double normative mandate spanning both humanitarian and development settings to protect the rights of every child globally. Across more than 190 countries and territories UNICEF works to help children survive, thrive and fulfil their potential from early childhood through adolescence.

Key results:

- Effectively deliver health, education, child protection and WASH-services to children and their families in humanitarian and development settings while ensuring cross-cutting results on gender equality and climate mitigation and adaptation.
- Organisational effectiveness contributing to UN reform, curbing corruption, reducing the carbon footprint of programmatic activities and leveraging innovation.

Justification for support:

- UNICEF's normative mandate to work towards the realization of the rights of all children in all settings is highly relevant for key Danish priorities and interests relating to human rights, gender equality and addressing fragility and poverty.
- UNICEF has a global presence, with offices in over 190 countries.
- UNICEF plays a key role in the global response to COVID-19, both in addressing the socioeconomic impacts for children and their families and in the global vaccine roll-out in collaboration with COVAX.
- UNICEF has a solid track record of leaving no child behind and reaching those furthest behind even in challenging contexts.

How will we ensure results and monitor progress:

- Engaging strategically and constructively with UNICEF at HQ, regional and country level, and through the UNICEF Supply Division and Global Innovation Hub for Sustainable WASH in Copenhagen and the Danish National Committee.
- Monitoring Danish priorities based on UNICEF's results framework and taking note of collective performance of the UN Development System.
- Conducting annual consultations and actively participating in the Executive Board.

File No.	2022-11800					
Responsible Unit	FNNY, HCE, MUS					
<i>Mill.</i>	2022	2023	2024	2025	Total	
Commitment	217	217	217	217	868	
Projected ann. Disb.	217	217	217	217	868	
Duration of strategy	2022-2025					
Finance Act code.	§06.36.02.10, §06.39.03.10, §06.36.06.16					
Desk officer	Rinie Siesbye					
Financial officer	Michael Blichfeldt					

SDGs relevant for Programme



Annual Budget 2020

Core Funding: USD 1.5 billion

Other Resources: USD 6 billion

Total: USD 7.55 billion

Risk and challenges:

- Effectively drawing on partnerships across the UN System to achieve its goals.
- Keeping the organisation fit for purpose with ever-growing demand for its services.
- Decreasing core contributions relative to earmarked funding.

Danish involvement in governance structure

- Denmark is a member of the Executive Board in 2022-2025
- Denmark is Vice-President of the Executive Board in 2022 and President in 2023.

Strat. objectives	Priority Areas	Core information
Contribute to the achievement of Agenda 2030's commitment to "leave no one behind" and to the achievement of child-related Sustainable Development Goals particularly relating to SDG 1, 2, 3, 4, 5, 6 and 8.	<ul style="list-style-type: none">• Child-centred health• Quality education• Child protection• Water, Sanitation and Hygiene (WASH) services• Organisational effectiveness contributing to UN reform, curbing corruption and leveraging innovation <p>In addition gender equality and climate mitigation will be cross-cutting priorities.</p>	<p>Established: 1946 Headquarters: New York Country Offices: Presence in more than 190 countries and territories with 7 regional offices including its Supply Division, based in Copenhagen Human resources: 15,745 staff members in 2020 Financial resources in USD mil. (2020): 7.55 billion Executive Director: Catherine Russell Executive Board Sessions: February, June, September DK member of the Executive Board: 1946-1950, 1984-1987, 1990-1993, 1996-1997, 1999-2001, 2003-2004, 2006-2007, 2009-20014, 2016-2017, 2019-2020, 2022-2025</p>

1. Objective

This Strategy for Denmark's cooperation with the United Nations Children's Fund (UNICEF) forms the basis for the Danish core and softly-earmarked contributions to UNICEF, and is the central platform for Denmark's dialogue and partnership with UNICEF. It sets up Danish priorities for UNICEF's performance within the overall framework established by UNICEF's own strategy. In addition, it outlines specific goals and results vis-à-vis UNICEF that Denmark will pursue in its cooperation with the organisation. 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 UNICEF's Strategic Plan 2022-2025 and will be supplemented by the new Strategic Partnership Agreement between UNICEF and Denmark 2022-2025.

Denmark's strategy for its partnership with UNICEF is anchored in Denmark's Strategy for Development Cooperation, *"The World We Share"* and Denmark's Foreign and Security Policy Strategy 2022.

2. The organisation

Mission and Mandate: UNICEF was created by the United Nations (UN) General Assembly in 1946. Its mission is to advocate for the protection of children's rights, to help meet children's basic needs, and to expand opportunities for children to reach their full potential. Guided by the Convention on the Rights of the Child, UNICEF strives to establish children's rights as enduring ethical principles, set international standards of behaviour towards children, and mobilise political will and resources to deliver policies and services to children and their families. The organisation's work is guided by the [Strategic Plan](#) 2022-2025, which charts the course towards an inclusive recovery from COVID-19 and the attainment of the SDGs. UNICEF is designated as global lead for the WASH, Nutrition and Education clusters respectively (the latter jointly with Save the Children). With its normative, programmatic and coordinating leadership role in both humanitarian and development contexts, UNICEF is uniquely positioned to deliver and operate across the humanitarian-development-peace nexus.

Governance arrangement: UNICEF is governed by and accountable to an Executive Board, which is subject to the authority of the UN Economic and Social Council and provides inter-governmental support and oversight. The Board comprises 36 members representing the five regional groups of UN Member States. It meets three times a year to review and establish policies, approve programmes and decide on administrative and financial plans and budgets. UNICEF is administered by an Executive Director appointed by the UN Secretary-General. In addition each regional group appoints one representative to the Bureau, which is a coordinating organ that meets once a month with UNICEF management.

Organisational structure: UNICEF is headquartered in New York, which provides the overall management, administration and global policy direction for the organisation, with additional corporate offices in Brussels, Budapest, Copenhagen, Florence, Geneva, Seoul and Tokyo. UNICEF is a highly decentralised and field-driven organisation employing 15,745 individuals (70% national staff) in more than 190 countries, with seven regional offices providing oversight and technical assistance to the country offices (COs) leading the organisation's implementation in partnership with host governments based on jointly formulated country programme documents. UNICEF is supported by 33 National Committees which are established as independent local non-governmental organisations and serve as the public face and advocacy voice of UNICEF locally.

Finances and funding: UNICEF is funded entirely by voluntary funds including those channelled through the Central Emergency Response Fund (CERF) and other pooled funding mechanisms. Governments contribute two thirds of its resources; private groups and some six million individual donors contribute the rest. For instance, this is done through UNICEF's National Committees (the National Committees collectively raise around one third of UNICEF's annual income and the Danish NatCom is among the world's largest per capita and is a driver of shared value partnerships). Core contributions to UNICEF have seen a relative decline over the past years with an increase in earmarked funding. In 2021, UNICEF's total income reached USD 8 billion for the first time, making it one of the largest UN organisations measured in terms of budget size. Denmark has traditionally been among UNICEF's top donors, in terms of overall funding as well as core contributions. For more information on UNICEF's budget please refer to the latest [Annual Report](#).

3. Lessons learnt, key strategic challenges and opportunities

Globally, the world has witnessed significant progress for children across a variety of areas, such as increase in school enrolment and decrease in the under-5 mortality rate. However, UNICEF's mission on behalf of the world's children has faced significant external challenges in recent years, including sustainable development gaps, persistent and complex humanitarian crises and fragility, the global outbreak of COVID-19, increasing inequality and discrimination, a global learning and human development crisis and an environmental crisis and climate change.

The [2021 Multilateral Organisation Performance Assessment Network \(MOPAN\)](#) also found that while UNICEF continues to perform very well and continues to be highly relevant as an organisation, UNICEF faced a number of internal challenges including translating programme results into more significant gains at the outcome level and UNICEF's performance on results showed room for improvement on gender equity and human rights. The MOPAN assessment also highlighted challenges relating to working with increasingly high levels of earmarked funding and insufficient core resources, doing more to combat sexual exploitation and abuse (SEA) and sexual harassment (SH) and capitalising on opportunities associated with innovation, shared services and digitisation. Deliberations in the MFA UNICEF Contact Group have also indicated that UNICEF's implementation of UNDS-reform principles and cooperation with other UN organisations varies from country to country, with some representations reporting room for improvement. On innovation, UNICEF conducted an internal [evaluation](#) in 2020 which found that while UNICEF has made innovation a corporate priority, the organisation has not fully succeeded in mainstreaming innovation across the organisation. Similarly, it is the Mission's impression that the Venture Fund has only succeeded to some degree in taking innovations to scale globally.

UNICEF adopts a continual learning approach to organisational development and over the years, UNICEF has implemented various reforms to improve effectiveness, efficiency and governance. UNICEF's Strategic Plan 2022-2025 addresses many of the above challenges, with an increased focus on addressing the planetary crises of climate change, environmental degradation through a focus on adaptation and resilience in the most vulnerable countries and a stronger focus on outcome-based results and improved results-based management approaches and systems. Moreover, UNICEF has identified nine change strategies as key to accelerating progress towards achievement of the SDGs and realizing children's rights in the Strategic Plan. In developing the Strategic Plan, UNICEF also had a strong focus on building on lessons learnt from the COVID-19 response. The UNICEF response to COVID-19 and the socioeconomic impacts of mitigation measures have highlighted opportunities that can be built upon, including remote service delivery, especially through digital means, and flexible, community-based approaches, which emerged as essential adaptations for service continuity during the pandemic. These measures are also potential game changers in *leaving no child behind*, by making health, education, WASH, climate adaptation and social service systems more accessible and equitable and expanding access to children unreached by more traditional approaches. Moreover, gender equality is a cross-cutting priority across all UNICEF's Goal Areas and UNICEF aims to integrate gender equality commitments throughout its programming and systems and with targeted actions to improve adolescent girls' wellbeing and agency in particular. For the first time, the Strategic Plan addresses sexual and reproductive health and rights (SRHR) and comprehensive sexuality education and applies a gender transformative approach to address the underlying drivers of gender inequality. Following a report in 2018 by an independent task force on workplace gender discrimination, sexual harassment and abuse of authority within the organisation, UNICEF has updated their policies pertaining to *Protection from Sexual Exploitation, Abuse and Sexual Harassment* (PSEAH). UNICEF has for instance developed a charter promoting core values and behaviour, created a post to coordinate the roll-out of mandatory training and has established an internal task team on anti-racism and discrimination. The Executive Board is following the work on PSEAH closely. In addition, Denmark has initiated technical support, in the form of a secondment to the Gender-team, to advance gender equality principles and programme strategies across programme priorities in 2022.

Increasing humanitarian needs and UNICEF's dual operational mandate and experience with humanitarian response puts UNICEF in a critical position to respond to humanitarian as well as developmental needs through a holistic and humanitarian-development-peace nexus approach. UNICEF is also increasingly ensuring that all its humanitarian and development interventions are delivered using risk-informed approaches, which in practice means that they are designed to withstand – or be resilient in the face of – shocks and stresses. UNICEF works to ensure that all of its programmes are conflict-sensitive, and with new cross-cutting programming on resilience, peacebuilding and climate action work in all contexts towards addressing fragility and the root causes of conflict, crisis and displacement.

On the question of funding, UNICEF continues to be among the most effective organisations when it comes to fundraising and will accelerate resource mobilization through innovative financing instruments. This includes a new World Bank-financial debt instrument, which allows UNICEF to invest in private fundraising. Moreover, with the new Strategic Plan UNICEF is shifting its focus beyond what the organisation can do alone, towards using its mandate to mobilize other actors to maximize collective impact. [The 2021 internal Midterm Review of Organisation Strategies for Denmark's engagement with UNDP, UNFPA, UNICEF and UN Women 2018-2022 recommended, with regards to UNICEF, that Denmark should maintain a blend of core and soft earmarked financing modalities to reflect Danish priorities. The mid-term review also recommended that Denmark strive to incorporate the UNICEF-facing elements of Denmark's COVID-19 response in the next generation of Organisation Strategy].

4. Priority areas and results to be achieved

The following priority areas have been selected for Denmark's partnership and dialogue with UNICEF, based on the linkages between Denmark's and UNICEF's strategic priorities as well as lessons learned during the preceeding partnership period. In addition to the five priority areas and in line with UNICEF's Strategic Plan and UNICEF's Gender Action Plan 2022-2025, gender equality and ensuring equal rights of women and girls will be a cross-cutting priority for Denmark's work with UNICEF. Addressing climate change, adaptation and mitigation through UNICEF's programmatic activities will also be a key cross-cutting priority for Denmark. Finally, given increasing global humanitarian needs, and UNICEF's humanitarian mandate and cluster leadership for several clusters, it is the expectation that UNICEF will deliver on the listed priority areas in both humanitarian and development settings and contribute to the hum-dev-peace-nexus.

Annex 1 provides an overview of UNICEF's strategic objectives and output indicators related to these priorities.

Priority Area 1: Child-centred health in development and humanitarian settings

COVID-19 has emphasised the importance of strong and robust health systems, including primary health care services, and has exacerbated existing health-related vulnerabilities and inequalities. Denmark will in our collaboration with UNICEF focus on ensuring child-centred health in development and humanitarian settings, including access to nutritious diet and prevention, early detection and treatment of malnutrition, strengthening quality primary health care, including routine immunisation programmes, and high-impact health interventions, providing quality and safe maternal and newborn care services and practices, addressing the spread and implications of HIV/AIDS with a special focus on key populations, and improving mental health and psychosocial well-being (MHPSS) for children and adolescents. Denmark will in our collaboration with UNICEF also put a special emphasis on sexual and reproductive health and rights (SRHR) as a key change strategy across the life cycle. Denmark expects UNICEF to collaborate with UNFPA and other relevant UN entities and civil society organisations and NGOs on ensuring universal access to SRHR. UNICEF also plays a central role in the procurement and roll-out of Covid-19 vaccines, diagnostics and treatment through the COVAX-initiative, including addressing country-level obstacles to roll-out of vaccines in collaboration with the newly appointed Global Coordinator.

The focus of UNICEF's Strategic Plan 2022-2025 on child-centred health is both a crosscutting concern and specifically articulated in its Goal Area 1, which aims to ensure that *"Every child survives and thrives"*. This priority area supports Denmark's priorities in Denmark's Foreign and Security Policy Strategy and *"The World We Share"*, since *"a healthy physical and mental life is essential for enabling people to unlock their life opportunities, for example through*

The five priority areas for Danish support, spanning both earmarked and core contributions to UNICEF during the period 2022-2025, are:

1. Child-centred health in development and humanitarian settings
2. Quality education in development and humanitarian settings
3. Child protection in development and humanitarian settings
4. Water, Sanitation and Hygiene (WASH) services in development and humanitarian settings.
5. Organisational effectiveness contributing to UN reform, curbing corruption and leveraging innovation

In addition gender equality, humanitarian action and climate mitigation will be cross-cutting priorities.

participation in the labor force". Secondly access to basic healthcare services and strengthened health systems are important for preventing disease and future pandemics.

Priority Area 2: Quality education in development and humanitarian settings

Even before the outbreak of the COVID-19 pandemic, the world was experiencing a "learning crisis", with millions of children out of school globally and too many children leaving school without basic literacy- and numeracy skills. The school closures due to the COVID-19 pandemic have exacerbated the learning crisis further. Children in conflict affected countries and girls in particular, are adversely affected and more likely to be out of school, entailing increased risk of protection issues such as child marriage, sexual exploitation and abuse and other forms of gender-based violence. Access to quality education, including early learning, in development and humanitarian settings will be a key priority in Denmark's collaboration with UNICEF. Denmark will have a special emphasis on equal access to education and promoting gender equality *in and through* education. Denmark expects UNICEF to advance the role of education in addressing harmful social and gender norms and stereotypes through evidence-based social and behavior change strategies and gender transformative approaches in line with UNICEF's Education strategy for 2019-2030 and Strategic Plan. In our collaboration with UNICEF we will also emphasize the importance of comprehensive sexuality education and a cross-sectoral and holistic approach to education and the increased use of innovative partnerships, including with private sector partners, such as the LEGO-Foundation. Finally, education is also key in providing climate adaption skills and creating awareness of climate change and education for sustainable development will be a priority for Denmark in our collaboration with UNICEF. Denmark will continue to be a strong supporter of UNICEF's efforts in ensuring meaningful engagement of young people, supporting youth advocacy in climate action, involving young people in programme design and implementation, and supporting young people to develop the full range of skills (foundational, transferable, digital, job-specific, entrepreneurial) they need for school, work, and life. Denmark will also continue to support and advocate for scaling up innovative technologies to reach marginalized children with quality digital learning opportunities.

The focus on quality education is most explicitly articulated in UNICEF's Strategic Plan's Goal Area 2, which aims to ensure that *"Every child learns and acquires skills for the future"*, which supports Denmark's priorities as stated in *"The World We Share"*, as *"quality education is important for enabling each individual to exercise their rights. The ability to read makes it easier for a citizen to claim their rights to health treatment, engage in meaningful political participation and start their own company"*. Like health, quality education is a fundamental building block for developing democratic societies and is crucial for ensuring children equal opportunities in the future and a foundation for peace, tolerance and sustainable development.

Priority Area 3: Child protection in development and humanitarian settings

Factors such as poverty, forced displacement and crises exacerbate the risk of children experiencing rights violations such as violence, exploitation and abuse during childhood. Denmark expects UNICEF to ensure protection of the rights of children across development and humanitarian settings, in alignment with its Strategic Plan and UNICEF's Core Commitments for Children in Humanitarian Action (CCC). This includes upholding normative standards for child protection when working with other UN entities and partners creating synergies and accountabilities across sectors, to protect children from violence, including gender-based violence such as sexual exploitation and eliminate harmful practices against girls, including child-marriage and female genital mutilation and ensure protection of unaccompanied and separated children in displacement crises. Denmark expects UNICEF to further advance child protection at global, regional, national and local level by transforming harmful social and gender norms using evidence-based social and behavioural change interventions and gender transformative approaches. As well as by enhancing the capacities of response- and accountable authorities, such as the social service workforce, to strengthen the protective environments for children and address the multidimensional nature of child protection issues. Schools are critical in providing access to services for children in need of protection and Denmark will work with UNICEF to strengthen protection of children in schools and the role of schools in detection and referral of children.

Child protection is articulated in UNICEF's Goal Area 3, which seeks to ensure that, *"Every child, including adolescents, is protected from violence, exploitation, abuse, neglect and harmful practices"*. This corresponds well with Danish priorities related to the promotion of peace, stability, protection and increased resilience in developing countries and fragile settings. Effective protection of children against abuse and exploitation increases their prospects of growing into healthy, happy and resilient individuals thus forming the basis for sustainable development

Priority Area 4: Water, Sanitation and Hygiene (WASH) services in development and humanitarian settings.

Children, especially the most vulnerable, bear the brunt of the impact of climate change and environmental degradation, including increasingly frequent and severe natural disasters like floods and droughts which put pressure on the world's water resources. Moreover, COVID-19 has spotlighted Water, Sanitation and Hygiene-services (WASH) as key to infection prevention and control (IPC), including for safe school reopening. In Sub-Saharan Africa 4 out of 10 people lack access to potable water and other WASH-services. Denmark has a strong political commitment to climate change adaptation and improved access to clean water and has strong expertise and a world-leading ecosystem within the WASH-area. Therefore, a third priority area for Denmark's collaboration with UNICEF is to provide increased access to climate-resilient and sustainable WASH-services in particularly schools and health facilities in development and humanitarian settings. Access to water is key to tackling food insecurity, IPC and preventing health crises and conflicts. Improved water access is also key to advance gender equality and women and girls' sexual and reproductive health and rights and protection from violence and abuse. WASH plays a key role for girls' access to education for example in relation to menstrual hygiene management, access to safe toilets and sanitation facilities, and because access to water lowers the burden of domestic labor that women and girls are often expected to undertake. Denmark expects UNICEF to enhance work that identifies and addresses linkages between gender and WASH, including through the use of gender transformative approaches in WASH to advance gender equality and SRHR. Denmark's engagement with UNICEF on WASH will build on existing bilateral programmes in ex. Ghana and Burkina Faso. Moreover, the new agreement on hosting the UNICEF Global Innovation Hub for Sustainable WASH in the UN City in Copenhagen will provide a unique opportunity for UNICEF to draw on Danish solutions and know-how on WASH, establishing innovative partnerships with civil society, the business community, academia and public authorities. Denmark welcomes the advancement of UNICEF's efforts to engage the private sector in new innovative modalities for investment in and operationalisation of WASH-facilities also at country-level.

UNICEF's programmatic activities on WASH-services is articulated in Goal Area 4, which is aimed at ensuring that, *"every child, including adolescents, uses safe and equitable WASH services and lives in a safe and sustainable climate and environment"*. This corresponds well with the strategic aims of Denmark's Security Policy Strategy 2022 and *"The World We Share"*, *"because climate change and degraded ecosystems trigger and intensify conflicts and fragility, which in turn exacerbates poverty and inequality"*. In particular, access to water is one of the main drivers of displacement and a frequent cause of tension and conflict between communities – and between countries.

Priority Area 5: Continuously enhance organisational effectiveness contributing to UN reform, curbing corruption and leveraging innovation¹

As the Danish expectations relating to *Reporting and Audit; Monitoring & Evaluation; and Fraud, Corruption-related mismanagement and Counter-Terrorism* are outlined in the Strategic Partnership Agreement, this section will focus on other efforts related to organisational effectiveness and efficiency. Denmark expects UNICEF to continue to enhance organisational effectiveness; engage in joint actions spanning analysis, planning and delivery; and leveraging the potential of innovation; addressing climate change and reducing its programmatic carbon footprint and ensure that the UN System continuously reforms to be fit for purpose and to reflect emerging challenges.

UNICEF's work on innovation focuses on creating new or improved solutions that address the most pressing problems facing children, adolescents and their families, taking them to scale and driving demand in collaboration with partners, including businesses and Government. UNICEF is also investing in digital transformation to improve programming and operations. In 2014 UNICEF established a Venture Fund with the purpose of investing in start-ups working with innovative solutions relevant to UNICEF's mandate. [Denmark has since the establishment of the Venture Fund been a significant contributor, but moving forward Denmark's financial collaboration with UNICEF on innovation will focus on the establishment of the new Global Innovation Hub for Sustainable WASH in Copenhagen.] We will continue to advocate for mainstreaming innovation in the organisation and scaling-up solutions globally through our dialogue with UNICEF and in the Executive Board.

¹ According to the Ministry of Foreign Affairs' internal Guidelines for Management of Danish Core (including Soft Earmarked) Support to Multilateral and International Organisations all Organisation Strategies must include a priority area that addresses the organisation's effectiveness, including institutional reform processes, adaptive management, efforts to combat corruption and misuse of funds and sexual exploitation and abuse.

The ability to identify, develop and sustain strong partnerships within the selected priority areas will remain an area of particular focus for Denmark in line with UNICEF's Strategic Plan. Denmark thus agrees with the Strategic Plan's focus on exploring both joint programming as well as more joint action around analysis, planning and monitoring as well as establishing collective platforms with the broader UN System, including in the context of the UNSDCF. Denmark further expects UNICEF to continue to work closely with UN partners and other actors including governments, civil society organisations, other development partners, the international financial institutions, and the private sector to achieve its objectives. With outset in UNICEF's dual mandate and the CCCs, Denmark expects UNICEF to lead the operationalisation of the HDP-nexus and to document good practises and approaches for the rest of the UN System to learn from.

Delivering against the Strategic Plan's ambitious targets will require a streamlined, adaptable and professional organisation and fit-for-purpose processes, which includes results-based management around the design and delivery of country programmes and for the documentation and evaluation of programmes. To achieve this Denmark expects UNICEF to be able to attract, retain and deploy qualified staff to the field under the auspices of a capable, dynamic and professionally growing leadership at all levels of the organisation. Denmark agrees with the Strategic Plan's focus on improving human resource management and development as well as its focus on leadership advancement and cultural change.

Finally, UNICEF has elevated action on climate change and environmental degradation to a cross-cutting priority in its new Strategic Plan. UNICEF's focus is on two primary areas; building adaptative capacity and resilience to climate and environmental impacts and supporting young people to be climate and environmental champions. In addition reducing negative impacts on the climate and enviroment of UNICEFs programmatic activities will be a key priority for Denmark. Denmark will support UNICEF's continued efforts to reduce its carbon footprint while delivering on its mandate for children globally.

5. Budget

Denmark remains a committed partner of UNICEF and will continue to provide reliable and predictable funding for its activities and programmes, which comes in various forms. A contribution is provided as core funding, while other contributions provided are softly-earmarked thematically for child protection, education and health and geographically to Burkina Faso, Mali and Niger. A contribution supports UNICEF's humanitarian work, as children experience particular risks and are disproportionally affected during humanitarian crises. Additionally, Denmark provides funding for human resources, which includes the secondment of technical experts (e.g. JPOs and Senior Advisors) at both HQ- and country level to support the development activities of UNICEF within prioritised areas of work agreed between Denmark and UNICEF. A significant backbone of UNICEF's global operations is its Supply Division in Copenhagen – which includes the largest humanitarian warehouse in the world – for which Denmark contributes to both rent and operational costs. During the partnership period, Denmark will be entering into an agreement with UNICEF on hosting of the Global Innovation Hub for Sustainable WASH in Denmark. Finally, Danish contributions are allocated bilaterally through Danish embassies, including in Burkina Faso, Egypt and Ghana.

Danish core (incl. soft earmarked) contributions to UNICEF 2022-2025

Funding as stipulated in the Danish draft Finance Act for 2022 (DKK million)	Finance Act code	2022	Planned 2023*	Planned 2024*	Planned 2025*
Total core incl. soft earmarked funding hereof:					
Core funding	§06.36.02.10	40	40	40	40
Soft earmarked: Thematic funding for Burkina Faso, Mali and Niger:	§06.36.02.10				
Health		25	25	25	25
Education		50	50	50	50

Child protection		25	25	25	25
Soft earmarked: Innovation Fund	§06.36.02.10	10	10	10	10
Personnel support	§06.36.06.16	7	7	7	7
Humanitarian	§06.39.03.10	60	60	60	60
Total contribution (core, soft earmarked and personnel support)		217	217	217	217

* Technical projection and subject to annual parliamentary approval. Core incl. soft earmarked contributions follow multilateral guidelines. Technical

7. Risks and assumptions

UNICEF has identified several risks that may negatively affect the implementation of the Strategic Plan and the realization of its ambition. The below risks pertain specifically to the Danish priorities specified in the above and include:

- Insufficient resources to implement an ambitious agenda towards achievement of the SDGs due to a potential long-term economic recession;
- Threats to multilateralism and shrinking civic space;
- Increasing scale of recurring and new humanitarian crises and sudden-onset global crises' impact on essential supplies and services;
- Escalation of localized humanitarian crises due to natural disasters and conflict, and their impact on fragile states;
- Fluctuating levels of government commitment to child rights and investment in children's well-being;
- Constraints on humanitarian access;
- UNICEF's ability to collaborate effectively with other relevant UN entities at country- and regional level.

The change strategies and enablers outlined in the Strategic Plan represent the first line of defence in mitigating the above risks. Moreover, UNICEF's past track record demonstrates significant capacity for resource mobilisation; organisational focus on developing the capacity of local counterparts and implementing partners; the application of innovative technologies to enhance monitoring and evaluation in challenging contexts; and significant advances in terms of capacities for results-based budgeting and management. The overall assumptions underpinning the plan is the availability of funding to effectively implement activities across all five Goal Areas.

8. Danish approach to engagement with the organisation

Based on the priorities specified above, Denmark will continue to pursue an open and constructive dialogue with UNICEF via our Permanent Mission in New York informed by the internal MFA Contact Group which serves as forum for discussing and strategizing around the partnership, and in the context of the Annual High-Level Consultations between Denmark and UNICEF. These consultations will be used to follow-up on the cooperation over the past year and discuss the way ahead. Another platform for dialogue is the UNICEF Executive Board meetings, where Denmark is actively engaged, even in years when Denmark is not a formal member. Denmark is Vice-President of the UNICEF Board in 2022 and President in 2023, providing a unique platform for further engagement with UNICEF. Denmark will continue to cooperate closely with Nordic and other like-minded countries, including in the regional group for Western European and Other States (WEOG), regarding issues related to UNICEF, including through regular coordination meetings prior to important discussions and decision-making. The engagement through dialogues with UNICEF also extends to the regional and country level, where Danish representations engage UNICEF in discussions around its programming as well as its advocacy work. Denmark will also actively work with UNICEF on decisions on how to best pursue strategic opportunities through secondments during the partnership period. Finally, UNICEF's presence in Copenhagen with Supply Division and a Global Innovation Hub for Sustainable WASH serve as important platforms for further cooperation and engagement.

Annex 1: Danish priorities and monitoring

In full alignment with UNICEF's own results framework, Denmark will pay particular attention to the delivery of the outputs listed in the table below according to the indicators selected and presented in the table. The outputs are organised under the four thematic Priority Areas prioritised by Denmark with indicators under each of UNICEF's overall outputs as well as one Priority Area related to organisational effectiveness and efficiency.

Priority Area 1: Child-centred health in development and humanitarian settings.		
Relevant output indicators drawn from UNICEF's Integrated Results and Resources Framework		
UNICEF Result area-level output	UNICEF Indicator	Baseline and goal targets ²
<u>Every child, including adolescents, survives and thrives, with access to nutritious diets, quality primary health care, nurturing practices and essential supplies.</u>	1.2.1 Number of children vaccinated against measles through UNICEF-supported programmes.	
<u>Children, including adolescents, and pregnant and breastfeeding mothers, have access to interventions that fast-track the end of HIV/AIDS, in developing and humanitarian contexts.</u>	1.3.4 Number of countries in which UNICEF is supporting combination HIV-prevention interventions, including pre-exposure prophylaxis, targeting adolescent girls and young women and/or adolescents and young key populations.	
<u>Adolescent girls and women benefit from gender-responsive diets, services and practices for the prevention of anemia and poor nutrition, in development and humanitarian contexts.</u>	1.7.1 Number of children 5 to 19 years who benefit from gender-responsive programmes for prevention of anaemia and all forms of malnutrition.	

Priority Area 2: Quality education in development and humanitarian settings.		
<u>Equitable and inclusive access to learning opportunities, including in humanitarian and fragile contexts.</u>	2.1.1. Percentage of countries with inclusive and gender-equitable system for access to learning opportunities.	
<u>Improved learning, skills, participation and engagement for all children and adolescents in development and humanitarian contexts.</u>	2.2.5. Percentage of countries with gender-responsive systems for learning and skills development.	
	2.2.8. Number of children who accessed education through digital platforms through UNICEF-supported programmes.	

Priority Area 3: Child protection in development and humanitarian settings.		
<u>Children, including those affected by humanitarian crises, are protected from violence, exploitation, abuse and neglect.</u>	3.1.3. Number of children who have experienced violence, exploitation, abuse and neglect reached by health, social work or justice/law enforcement services through UNICEF-supported programmes.	

² Baseline and goal targets will be presented at the Annual Session 2022 and updated in the Organisation Strategy accordingly.

<u>Children, including those affected by humanitarian crises, benefit from the prevention of harmful practices.</u>	3.3.1. Number of girls and women who receive prevention and protection services on female genital mutilation through UNICEF-supported programmes.	
	3.3.3. Number of adolescent girls receiving prevention and care interventions to address child marriage through UNICEF-supported programmes.	
<u>Expanded coverage and strengthened inclusive, gender-responsive and shock-responsive social protection systems, including in humanitarian and fragile contexts.</u>	5.2.2. Number of countries with social protection programmes that are gender-responsive or lead to transformative gender equality results.	

Priority Area 4: Water, Sanitation and Hygiene (WASH) services in development and humanitarian settings.

<u>Safe and equitable water, sanitation and hygiene services and practices.</u>	4.1.4. Number of schools reached with basic WASH services, through UNICEF-supported programmes (UNHCR, WHO, World Bank).	
	4.1.6. Number of women and adolescent girls reached whose menstrual health and hygiene needs are addressed through UNICEF-supported programmes (UNHCR, UNFPA, UN-Women).	
	4.1.7. Number of people in humanitarian contexts reached with appropriate sanitation services, through UNICEF-supported programmes (IOM, UNHCR).	

Priority Area 5: Continuously enhance organisational effectiveness contributing to UN reform, curbing corruption and leveraging innovation.

<u>Innovation</u>	H6.1. Proportion of UNICEF global innovation portfolios with at least one innovation that has attained multi-country scale and reach of more than 1 million people.	
<u>Agile and responsive business model</u>	E2.4. Percentage of UNICEF offices in United Nations common premises (QCPR) (funding compact).	
<u>Decentralized and empowered internal governance and oversight</u>	E3.7. Percentage reduction in carbon footprint.	