



**MINISTRY OF FOREIGN AFFAIRS
OF DENMARK**

SEPTEMBER 2023

UNICEF case study

Evaluation of support to gender equality
in Danish development cooperation
(2014-2021)

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List of abbreviations

ATDED	Actions Tartit pour le Développement Durable
COOPI	Cooperazione Internazionale
DKK	Danish Kroner
FGM	Female Genital Mutilation
GAP	Gender Action Plan
GBV	Gender-Based Violence
IDP	Internally Displaced Person
IPPF	International Planned Parenthood Federation
KII	Key Informant Interview
MFA	Ministry of Foreign Affairs of Denmark
MHM	Menstrual Hygiene Management
MOPAN	Multilateral Organisation Performance Assessment Network
MSI	Marie Stopes International
NGO	Non-Governmental Organisation
ONEA	National Office for Water and Sanitation
PTF	Technical and Financial Partnership
SOLISA	Solidarité pour le Sahel
SRHR	Sexual and Reproductive Health and Rights
UN	United Nations
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNNY	United Nations in New York
WASH	Water, Sanitation and Hygiene

Introduction

The purpose of this case study is to explore the strategic relevance and added value of Denmark's partnership with the United Nations Children's Fund (UNICEF) to their work on gender. UNICEF is a sizeable multilateral organisation receiving significant funding from Denmark in both relative and absolute terms while also representing an important advocacy partner.

In the context of the Evaluation of support to gender equality in Danish development cooperation (2014-2021), UNICEF is one of two *medium* case studies. Country case studies of high-priority bilateral programmes in Kenya, Burkina Faso and Mali constitute *major* case studies; somewhat smaller recipient organisations Green Climate Fund and Marie Stopes International are *minor* case studies.

The medium-size case evaluation case study of UNICEF summarised in this report begins with an outline of the methodology applied. Findings follow in relation to the overall Danish partnership with the agency and two project deep dives identified for closer scrutiny based on the diversity of scope and purpose, as shown in the overview in Table 1.

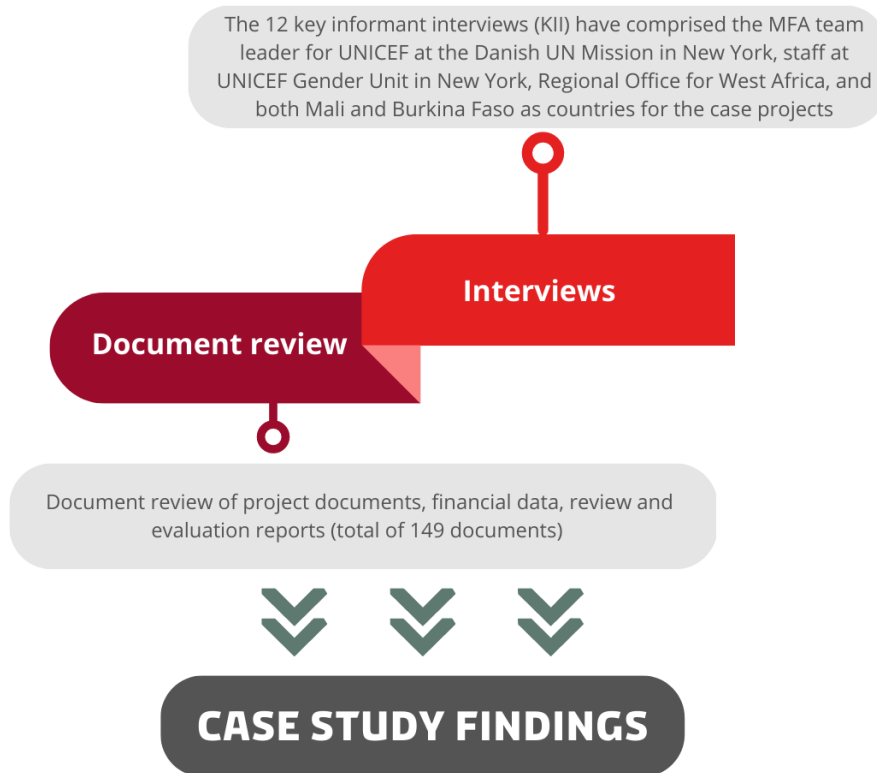
Table 1. Overview of UNICEF project deep dives

#	Activity	Theme	Modality	Budget	Status
1	Humanitarian support contributing to UNICEF's water, sanitation and hygiene (WASH) interventions, 2019-2020, in Burkina Faso	Climate (environment)	Multi-Bi	DKK 20 million	2019-2020
2	Protection and care of girls and boys victims or at risk of child rights' violations in Mali: 2019-2020	Governance	Multi-Bi	DKK 3.5 million	2019-2020

Methodology

Desk study and scoping interviews in August-September 2022 informed the approach to the assessment of the overall partnership and the three project deep dives. The case study essentially triangulates findings from interviews and desk review of documentation. Desk review scope includes the Strategies for Denmark's Engagement with UNICEF (covering the five-year periods 2014-2018 and 2018-2022 respectively), financial data, and progress and review reports. Project deep dives have comprised evidence from UNICEF-commissioned evaluations as well as MFA review findings.

Figure 1. Case study methodology



Danish UNICEF partnership findings

Denmark’s partnership with UNICEF is a remarkably close one, with multi-faceted tracks including substantial funding levels, a long-standing track record of high-level joint advocacy, and secondment of professional staff. Findings of this evaluation point to high levels of appreciation of the partnership by both sides, who perceive the relationship to be characterised by mutual trust and shared principles.

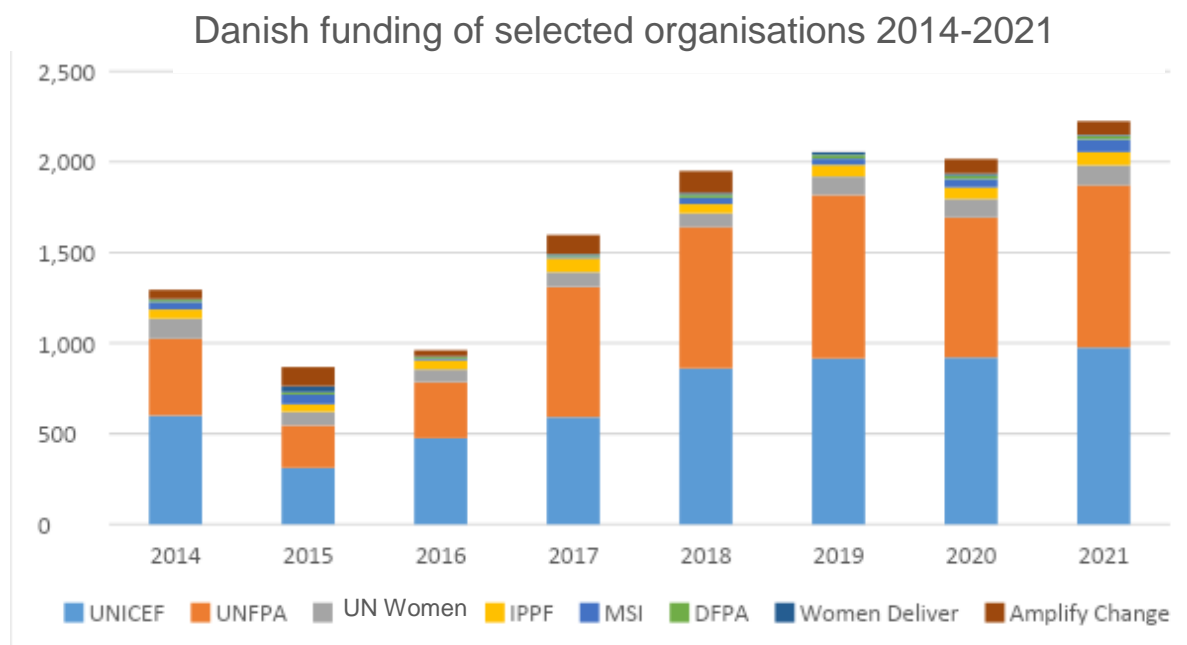
UNICEF’s work worldwide aligns with the Danish MFA’s Strategic Framework on gender equality, rights and diversity in Danish development cooperation and its focus on women and girls, as highlighted in the foreword by the then Minister for Trade and Development Cooperation, Mogens Jensen: “Women and girls remain the focus of the strategy, because they are disproportionately affected by poverty, discrimination and marginalization”. The term ‘girls’ is mentioned 52 times in the 32 pages of the Strategic Framework. It also aligns with the broader strategies for development cooperation *The Right to a Better Life* and *The World We Share*.

Key trends of gender budgetary allocations

EQ 1: What have been the development and key trends of gender budgetary allocations in bilateral and multilateral programmes over the period 2014-2021?

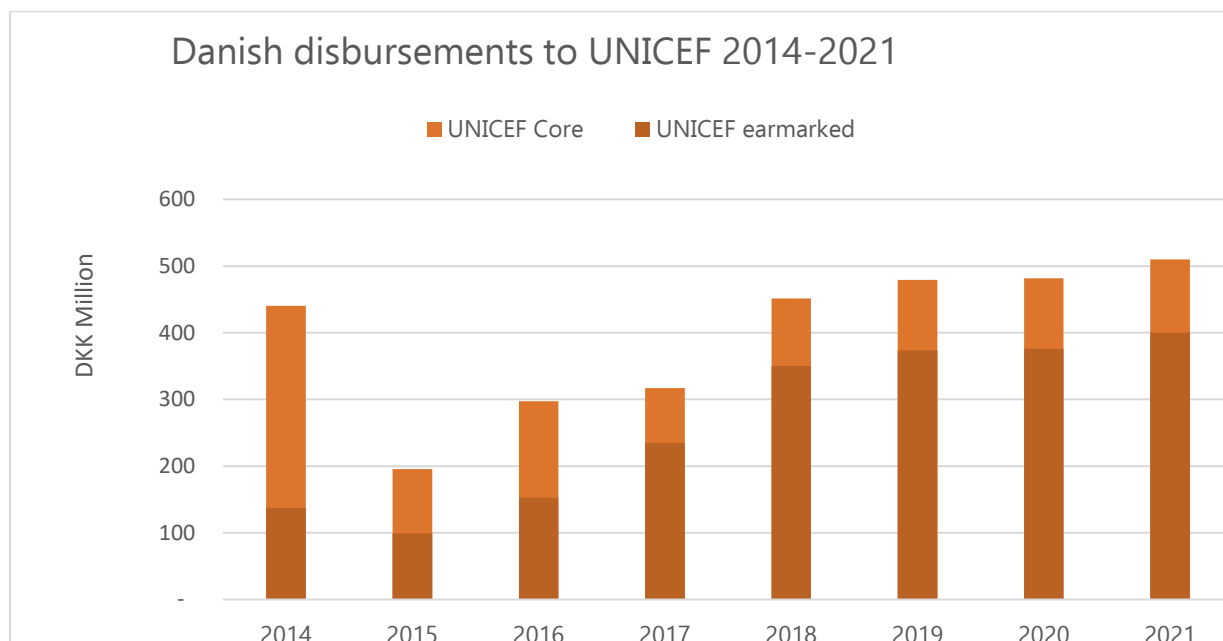
Danish budgetary allocations to UNICEF are substantial in absolute terms. As can be seen in Figure 2, the scope of contributions shows an increasing trend, and UNICEF also ranks among the top recipients of Danish support, along with the United Nations Population Fund (UNFPA), and with a much larger share of funding than other Danish gender equality partners such as the International Planned Parenthood Federation (IPPF) and Marie Stopes International (MSI).

Figure 2. Danish contributions to UNICEF in context



As can be seen in Figure 3, since 2018 about a fifth of Denmark's contribution to UNICEF is provided as core support (marked in orange) to support UNICEF's universal mandate to safeguard the rights of all children everywhere, and – as stated in UNICEF's Gender Action Plan 2022-2025 – “the advancement of gender equality is essential to realizing those rights”. The share of earmarked contributions (marked in darker orange) has increased over the evaluation period.

Figure 3. UNICEF – Danish contributions 2014-2021 (core and earmarked)



Denmark provided DKK 175 million in core funding in 2013, with a planned increase to DKK 180 million in 2014. Denmark contributed approximately DKK 160 million in earmarked contributions, primarily to UNICEF efforts at country level. This included DKK 40 million earmarked for UNICEF’s humanitarian activities through the Humanitarian Partnership Framework Agreement signed between Denmark and UNICEF. The aim of the agreement was 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 advocating for the rights of children in Denmark and around the world.

In 2018 the core contribution was DKK 43 million. DKK 72 million was provided in thematic and geographically earmarked funding in addition to DKK 10 million to UNICEF’s Innovation fund, DKK 40 million to Humanitarian Action and DKK 7 million for Secondments. According to the 2019 draft Finance Act, the projected Danish contributions to UNICEF for the years 2019 to 2022 were expected to total DKK 768 million. This includes the annual core contribution as well as thematic and geographically earmarked contributions, support for Innovation Activities, Humanitarian Action, and Secondments over the course of the current strategy.

Key drivers of Danish support priorities

EQ 2: What have been the main drivers behind these priorities? What are the main factors behind the shifts in funding to these organisations?

Among other drivers, gender is a cross-cutting priority driver behind budgetary allocations. The mandate and programming of UNICEF address consistent Danish policy priorities throughout the evaluation period. Of particular interest is the evolution of UNICEF's gender approach, leading to a gender transformative approach in UNICEF's Gender Policy 2021-2030 and Action Plan 2022-2025.¹

Aligned to the Sustainable Development Goals and United Nations Reform, the UNICEF Gender Policy “commits UNICEF to a bolder and more ambitious vision for gender equality and the empowerment of all children, adolescents, and women. It mandates that UNICEF go beyond simply responding to the manifestations of inequality, and instead work actively to remove the underlying structural barriers – such as harmful social norms and gendered power systems – that perpetuate inequalities. This transformative, values-based approach, which simultaneously empowers disadvantaged children, adolescents and women, positions gender equality as fundamental to child rights and seeks to chart a clear path towards a more just, equitable, empathetic, and inclusive world for all. This Policy places a special emphasis on promoting the leadership and wellbeing of girls and women, recognizing that they continue to bear the brunt of multiple intersecting deprivations”.

The UNICEF Strategic Plan 2022-2025 focuses on transformational systemic changes “that are critical to addressing the underlying causes of children’s mortality, poverty, vulnerability, gender inequality and exclusion in all settings, including humanitarian crises and fragile settings: leveraging financing for children; supporting rights-based policies and legislation; market shaping and equitable access to essential supplies and services; brokering global partnerships for children; transforming the landscape of data on children; supporting families and parenting; and influencing social behaviours and norms”.² It aims to achieve results in five interconnected Goal Areas, as seen in Figure 4.

¹ <https://www.unicef.org/gender-equality/gender-action-plan-2022-2025>

² UNICEF: Strategic Plan 2022-2025, p. 8.

Figure 4. Every child, including adolescents



Nevertheless, this is work in progress. In its most recent assessment (2020) MOPAN³ points to the “limited use of transformative approaches to address the root causes of gender inequality. The Evaluation of the Gender Action Plan (GAP) found that UNICEF makes only limited use of gender transformative approaches that could further enhance its contribution to gender equality results, especially with respect to changing social norms, cultural values, and power structures to address the root causes of gender inequalities. In the same vein, the evaluation found that men’s and boys’ engagement – which is central to gender transformative approaches – was variable across programmes”. The potential for further collaboration exists in exploring how UNICEF and the MFA can enhance each other’s and their own gender transformative approach. MOPAN also points that “UNICEF’s strategies reflect very well the intended results of normative frameworks for gender equality and empowerment of women. The Strategic Plan adopts gender equality as a cross-cutting priority and integrates gender in all goal areas, and the GAP and Corporate Scorecard track indicators on gender-responsive programming. UNICEF’s gender architecture is well resourced, and evaluations increasingly integrate gender equality. Country programmes are making progress in integrating gender in results statements and indicators, and gender equality topic pages provide guidance on how to integrate gender equality across all aspects of UNICEF work. A large majority of partners surveyed (95%) at global and country levels agree that UNICEF promotes consistently the equal rights and full participation of women and girls, almost half of them (47%) strongly agreeing – one of the highest levels of agreement across the partner survey”.

³ Multilateral Organisation Performance Assessment Network (MOPAN) 2020 Assessments UNICEF.

Outcome of global dialogue

EQ 4: What has been the outcome and effectiveness of Danish engagement in global dialogue on support to gender equality?

- *On what issues does Denmark regularly engage in global dialogue on gender equality with case study partners?*
- *How (through what mechanisms/fora) does Denmark engage in this dialogue?*

Throughout the evaluation period, Danish engagement with UNICEF has unfolded in a context of high levels of overall alignment combined with strategic priorities whereby Denmark has used policy dialogue mechanisms and earmarked funding to influence UNICEF. Priorities have been captured by two strategies for engagement for UNICEF:⁴

- In the 2014-2018 Organisation strategy, five Danish priority areas for cooperation spanning both earmarked and core contributions were 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; and
 - 5) fighting corruption and managing risks.
- In the 2018-2022 Organisation strategy, three priority areas were identified:
 - 1) child-centric health and education delivery and system strengthening in development and humanitarian settings;
 - 2) child protection in development and humanitarian settings; and
 - 3) organisational effectiveness contributing to UN reform, curbing corruption and leveraging innovation.

In this strategy the Danish priorities of education and health are joined under one priority area, and child protection constitutes an individual area. This choice was necessary because only two ‘substantive’ priority areas could be included, according to Danish guidelines, and Denmark sees some commonalities relating to the provision of social services across the education and health domains in both humanitarian and development settings.

The pursuit of Danish interests is reflected in the combined thematic and geographical earmarking of funds:

- **child protection:** Lebanon and Iraq;
- **education:** Iraq and Niger; and

⁴ Ministry of Foreign Affairs of Denmark: Strategy for Denmark’s Engagement with UNICEF 2014-2018 & 2018-2022.

- **health:** Mali, Niger and Burkina Faso.

Denmark has regularly been represented at UNICEF's Executive Boards, and records of policy dialogue with UNICEF at Board level and high-level consultations show evidence of an active role by the MFA in pursuing the stated priorities of the two organisation strategies covering the evaluation period. Denmark is perceived by UNICEF as playing an important and vocal role in the Board on championing gender equality. This is confirmed by evaluation consultations across the various MFA and UNICEF interviewees. The MFA contact group is led by the Permanent Mission of Denmark to the United Nations in New York (UNNY).

One example shared regards the MFA's statement about progress with the GAP, acknowledging UNICEF's efforts in achieving gender parity at senior levels and expressing the need to address gaps at junior or national staff levels. Another example is the MFA's support to integrate sexual and reproductive health and rights (SRHR) in the UNICEF Gender Policy 2021-2030,⁵ mentioned there for the first time.

UNICEF appreciates the flexibility of the funding received as well as contributions to core support. In terms of contribution of this funding towards gender equality results by UNICEF, there is an assumption that UNICEF's work will integrate gender as a cross-cutting issue. Gender equality is clearly stated as a principle and shared value in the Memorandum of Understanding between UNICEF and the Danish MFA. Nevertheless, there is no explicit earmarking for the Gender Team, apart from a current secondment that allows for strategic advice and technical support for evidence-based and cross-sectoral programming on adolescent girls' empowerment and leadership. In the GAP, gender is stated as a priority in every sector, including the change wanted during the period of the action plan; this enables investment to be tracked and people to be held accountable. For the MFA the Gender Equality Global Annual Results Report,⁶ produced by the Gender Team, is the main source of information in written form, although the information the MFA hears from partners and colleagues at country level is also valuable. The MFA has a contact group for funds and programmes to increase levels of information between embassies, colleagues in their capitals and in New York, and gender is part of that.

Case project findings

Assessment of UNICEF has involved closer scrutiny of three selected deep dives: (1) humanitarian support contributing to UNICEF's WASH interventions, 2019-

⁵ <https://www.unicef.org/reports/unicef-gender-policy-2021-2030>

⁶ <https://www.unicef.org/reports/global-annual-results-2021-gender-equality>

2020, in Burkina Faso; (2) support to UNICEF's integrated First Response to Covid-19; (3) protection and care of girls and boys victims or at risk of child rights' violations in Mali: 2019-2020.

The following three sections provide responses to three deep dives are assessed in response to EQ 4, EQ 5 and EQ 6B.

EQ 4: What has been the outcome and effectiveness of Danish engagement in global dialogue on support to gender equality?

EQ 5: What kind of interventions, approaches or strategies in multilateral programmes have been well suited to supporting transformational gender changes and what lessons can be drawn?

EQ 6B: What is the added value of partnerships with multilateral and international organisations with regard to advancing gender equality?

Since the two selected projects are in the West Africa region, an interview with the UNICEF regional Gender Advisor was very useful in terms of framing the context of gender equality challenges and progress in the region. In West and Central Africa UNICEF covers 24 countries, working closely with governments to advance children's rights in these countries. The Gender Policy and Action Plan 2022-2025 informs the work at regional and country office level, aiming at integrating gender across all programmes and working with all sectors to consider change in gender norms, so UNICEF's work is gender transformative.

In the region there are many challenges to gender norms, from early and forced marriage to obstacles to access to secondary education for girls: Nevertheless, as reported in the 2020 report by UNICEF, Plan International and UN Women 'Tacking Stock of 25 years of progress'⁷ (since the Beijing Declaration and Platform for Action was adopted in 1995) there is also progress, e.g. more girls going and finishing primary school and reduction of cases of female genital mutilation (FGM). UNICEF acknowledges the need to continue tackling negative gender norms and promoting positive ones through behaviour change communication. UNICEF works with influencers, feminist organisations and girl-led groups promoting local solutions to local challenges, as well as with governments on the legal framework and mechanisms to monitor and support partners to implement the legal framework.

While UNICEF is part of global programmes such as the Spotlight Initiative⁸ and the global programmes to end child marriage and FGM⁹ (with UNICEF as a focal point for ending child marriage and the UNFPA a focal point for ending FGM), at the regional level there is an invitation for Denmark to contribute to these

⁷ <https://data.unicef.org/resources/a-new-era-for-girls-taking-stock-of-25-years-of-progress/>

⁸ <https://www.spotlightinitiative.org>

⁹ <https://www.unfpa.org/unfpa-unicef-global-programme-end-child-marriage>

projects instead of diversifying funds in smaller projects. The Gender Common Fund in Burkina Faso, to which the Danish embassy contributes for gender-targeted interventions (see Burkina Faso case study with two SRHR/gender-based violence (GBV) projects), was not known by UNICEF at the regional level. Beyond funding, there is also an invitation to further collaborate and coordinate at country level.

Humanitarian support contributing to UNICEF's WASH interventions, 2019-2020, in Burkina Faso

Denmark contributed DKK 20 million on humanitarian support to UNICEF's WASH interventions between 2019 and 2020 in Burkina Faso, in partnership with the Ministry of Water and Sanitation, the National Office for Water and Sanitation (ONEA), Action Contre la Faim and Solidarité International.

The purpose of this emergency response project was to provide lifesaving WASH needs to internally displaced persons (IDPs) and host communities affected by the humanitarian crisis in the municipalities of Bourzanga and Kongoussi (Bam province, Centre-Nord region) and in the municipalities of Foutouri and Gayeri (Komondjari province, East region), with a priority placed on the most vulnerable children and women. In the same vein, the project was designed to improve their access to safe WASH status, as well as to prevent waterborne diseases by providing critical WASH information. The project used WASH interventions to demonstrate how the development-humanitarian-peace nexus approach works in Burkina Faso. The strategy was based on four pillars: immediate response following massive arrival of IDPs, increasing resilience capacities, contributing to the development of the community, and handover to national counterparts.

According to the programme document (p. 3), the project's objectives were "to improve access to safe water, sanitation and hygiene for IDPs and host communities, and to prevent waterborne diseases by providing critical information on water, sanitation and hygiene to IDPs and host communities".

While most of the activities targeted women and children, the evaluation could not make a gender assessment available, except for the following: Children and women are exposed to very high risk of waterborne diseases including diarrhoea and cholera, which could lead to epidemics if prevention interventions are not implemented now. Burkina Faso remains highly vulnerable to the effects of climate change, suffering from frequent droughts and flooding. These multiple vulnerabilities, coupled with limited investment in the social sectors, may erode community resilience, making children and women even more vulnerable.

Additionally, with the current annual demographic growth of 3.1%, the population is expected to reach 28 million by 2030, of which 48% will be under the age of 18. Support for changes in unequal relations between women and men, girls and boys was not explicit in this project, thereby missing an opportunity for further gender transformative results.

According to the final project document, the project is reported to have achieved the following results:

- a) 49,500 people, compared to the targeted 40,000, have gained access to water in the East and North Central regions through the construction of 54 boreholes equipped with hand pumps and 10 solar water systems;
- b) 5,100 school children (2,652 girls) from 20 schools, out of the targeted 3,000, have benefited from access to WASH infrastructure, including the construction of 170 latrines equipped for handwashing as well as Menstrual Hygiene Management (MHM) activities;
- c) distribution of 6,000 hygiene kits, benefiting 42,000 people, and 8,000 dignity kits for women and adolescent girls in four targeted communities in the two regions;
- d) using the Community Led Total Sanitation approach, sensitisation to good hygiene practices of 135,396 people in the two regions (76,000 in the East and 59,396 in the Centre-North), compared to 48,000 targeted people;
- e) construction of 776 latrines in 38 communities, benefiting nearly 15,000 people, including displaced people and host populations. In addition, 60 semi-durable latrines were built in IDP sites in the Centre-Nord region, benefiting about 2,000 people; and
- f) capacity building on various topics, including MHM, Covid-19, the complaints mechanism, water management in emergency situations, vehicle provisioning, etc.

The link between these various results and gender relates to the care of vulnerable and/or displaced women. The targets were largely met and indicate management effectiveness, although the relationship of the results to the gender transformative effect is not explicit in the report.

Based on these results, UNICEF submitted the proposal ‘Scaling up the humanitarian-development nexus in WASH interventions in Burkina Faso’ as a second phase (scale-up) in which WASH interventions combine emergency and strategies to build resilience in the medium term. In interviews with the UNICEF country office in Burkina Faso, an update is mentioned regarding WASH for IDPs and how the deteriorating security situation has forced adaptation of programming in some red zones to more short-term solutions by supporting water tracking and purification but no longer digging boreholes.

With regard to the security situation, UNICEF also acknowledges the key role of women in peace and security, social cohesion being promoted by women in the communities where they come together and promote good practice together. Therefore, they have a central role in behaviour change communication. As stated by UNICEF: “more and more, people see the necessity of putting women in decision-making capacities. We work to introduce women in water committees. UNICEF does not establish quotas or 50 per cent, but we encourage women in more visible roles”. Advocating for greater involvement of women in decision-

making processes represents a more transformative gender approach. However, when addressing issues such as early marriage, which stems from cultural roots within communities, it is crucial to form partnerships and work collaboratively with civil society organisations and traditional leaders who have a level of influence and can advocate against child marriage.

In the above-mentioned interviews it becomes evident that the relationship with the Danish embassy is a long-standing one and qualifies as exemplary, like a good practice model that other countries are learning from. This includes, for example, attendance by embassy staff to UNICEF meetings to discuss improving overall impact or measuring success, joint field trips to visit projects, and donor coordination and resource mobilisation (e.g., in one example shared, Denmark was instrumental in getting funding from Luxembourg). UNICEF and the Danish embassy are exploring the potential of the triple nexus in the context of humanitarian assistance for the internally displaced. Most of the funding in UNICEF Burkina Faso is earmarked local funding, but they also receive a fair share of global funding, as indicated by key informants. Denmark has discontinued direct funding, but UNICEF still has discussions with Denmark on the national platform 'Technical and Financial Partnership' (PTF).

Protection and care of girls and boys victims or at risk of child rights' violations in Mali: 2019-2020

Denmark contributed DKK 3.5 million to the project Protection and care of girls and boys victims or at risk of child rights' violations in Mali 2019-2020, in line with the embassy's focus on humanitarian support. The general objective of the project was to ensure protection of girls and boys affected by the crisis in the northern and central regions of Mali. This was achieved by providing functional services for preventing and addressing various forms of violence against children, especially for those associated with armed groups, girls who have suffered sexual violence, and unaccompanied and separated children. The project was implemented with the following strategic partners: the Ministry of the Promotion of Women, Children and Family, and the non-governmental organisations (NGOs) Cooperazione Internazionale (COOPI), Actions Tartit pour le Développement Durable (ATDED) and Kanuya and Solidarité pour le Sahel (SOLISA).

According to the final report from January 2021 (which was for projects below DKK 10 million, so no external evaluation was found), the results achieved include the following: a total of 92 children (including 13 girls) associated with armed forces and groups received multisectoral assistance, including psychosocial and medical care, food and shelter in transitional centres, foster families or within their communities. In addition, they received socio-reintegration support involving livelihoods projects, vocational training and education. A total of 113 unaccompanied and separated children (50 of whom were girls) received holistic support in Bamako, Kidal and Mopti. These children were placed in temporary

facilities, including transitional centres and foster families, where they received medical care and psychosocial care, food, clothing and follow-up pending family tracing and reunification. Out of these, 58 children (32 of whom were girls) were reunited with their families in the above-mentioned areas. Thirty-seven GBV survivors (26 girls and 11 boys) were reached with multisectoral assistance, including holistic services and socioeconomic reintegration support. A total of 566 grave violations against children, including the recruitment and use of children as well as sexual violence, were documented, verified and communicated to the Country Task Force on Monitoring and Reporting Mechanism.

In the final report there are lessons learned that are relevant for this case study. The first relates to the need to explore solutions to address the Covid-19 aftermath, as this might render children (who are out of the protective school environment) more vulnerable to recruitment and use by armed groups, sexual violence and exploitation or other violence. This is relevant for this case study in the recommendation for flexible funding to facilitate and strengthen UNICEF's response in case of an unpredictable situation, such as Covid-19 or a natural disaster. The third lesson learned is the necessity to identify allies among religious leaders, who will play a fundamental role in fighting against GBV against girls and boys in Mali, especially in conflict-affected areas. This is relevant for this case study in the recommendation of further understanding what a gender transformative approach means and how men and boys are an integral part of it (in this case, male religious leaders).

In discussions with the Mali UNICEF Office, it became clear that Denmark is an important partner for UNICEF globally but also in Mali, particularly because of the amount of flexible thematic funding that is provided. UNICEF acknowledges how crucial that is for the type of programming they have in multiple different areas, including humanitarian, and various sectors. As shared by one informant: "This is the funding that is so essential, particularly in a very complex context like Mali where things are constantly evolving where certain crises are emerging in different areas. The flexible funding is crucial in order to be able to quickly pivot and target those emerging areas. And also, if a particular sector or a particular area is underfunded, rather than having to write a specific proposal and going out and asking different donors for funding, which is really transaction heavy. Those funds are really crucial".

Some discussions include working to provide more support in terms of visibility, particularly for those more flexible funds, including for example taking the Danish Ambassador to the areas of intervention and to see the projects.

UNICEF has even referred to the relationship with the Danish embassy as a blueprint for how they would like to work with all partners, including open and transparent conversations where needs can be expressed as well as discussions of how to do better and how to collaborate further. One example of this further collaboration regards the development-humanitarian nexus, also interfacing the nexus in terms of private sector engagement. This would be very relevant given

the development of the country, particularly with a large demographic of youth in the population, and it would enable UNICEF to look at vocational training and similar approaches in their work.

UNICEF acknowledges that integrating gender in programmes has costs and requires specific budgeting. Examples provided include the construction of specific menstruation facilities in schools and the distribution of condoms through focus groups for men by UNICEF frontline workers.

Although not part of the selected projects, in interviews with UNICEF Mali there was a discussion on UNICEF's piloting of an intervention specifically aimed at transforming discriminatory social norms. The project targets frontline workers to integrate the gender component in their personal and professional life and then engage them with a women's organisation for the implementation phase. The project explores a gender transformative approach and is an example of how UNICEF and Denmark could jointly explore what 'gender transformative' means in practice.

Conclusions

The close partnership between the Danish MFA and UNICEF has been well documented in this case study. Denmark has been a vocal actor on the promotion of gender equality in the Executive Board meetings at a global level. Additionally, the relationship between the Danish embassy and the UNICEF country office is considered to be a blueprint for other country offices.

High levels of funding in both relative and absolute terms are found to be justified by policy alignment on gender equality and women's and girls' rights priorities and strong performance on programming as well as advocacy. The type of funding has evolved from being almost exclusively provided as core funding to including a much larger share of earmarking. Earmarking represents an opportunity for partners such as Denmark to influence the priorities of UNICEF, one example being the positioning of SRHR for the first time in the UNICEF Gender Action Plan 2021-2030, the UNICEF Strategic Plan and the growing opportunities to intervene in the development-humanitarian nexus.

Beyond funding, UNICEF and the MFA could collaborate further in showing clear results on the implementation of a gender transformative approach. UNICEF's inclusion of SRHR in its Gender Policy would seem to offer an interesting opportunity for Denmark to pursue, in a similar way to other key actors such as UNFPA and MSI.

Recommendations

EQ 12: What strategic and practical considerations might Denmark engage in in association with UNFPA/UNICEF to gain a leading role in supporting gender equality and women's and girls' rights?

What institutional barriers might Denmark address in association with UNFPA/UNICEF to gain a leading role in supporting gender equality and women's and girls' rights?

Three potential recommendations emerge from the case study of UNICEF:

#1 Ensure long-term predictable funding of the contributions to UNICEF in the context of the heightened relevance of the development-humanitarian nexus and the need to position gender equality within the nexus.

#2 Explore the opportunity of providing long-term predictable earmarked funding to strengthen the work led by UNICEF's Gender Team, including support to the Global Thematic Fund on Gender Equality, and promote further exchange on what successful gender transformative results look like.

#3 Continue to advocate for the centrality of SRHR within the work of UNICEF as reflected in their Gender Action Plan 2021-2030 and in a coherent approach to support of other key organisations such as UNFPA and MSI.

Annex A: People consulted

	Name	Sex	Designation	Organisation	Location
1	Rinie Siesbye		Counsellor, Permanent Mission of Denmark to the UN in New York	Permanent Mission of Denmark to the UN in New York	United States
2	Lauren Rumble	F	Associate Director, Gender Programme Group	UNICEF	UNICEF HQ
3	Omar Robles	M	Gender Programme Specialist	UNICEF	UNICEF HQ
4	Maria Hyttel Storrusten	F	Gender Programme Specialist (Danish Secondment)	UNICEF	UNICEF HQ
5	Deguene Fall		Regional Gender Advisor	UNICEF	Regional Office for West and Central Africa
6	Andrea Berther		Deputy Representative for Programmes	UNICEF	Mali
7	James Mugaju	M	Deputy Representative for Programmes	UNICEF	Burkina Faso
8	Giuliana Serra	F	Gender Programme Specialist	UNICEF	Mali
9	Amah Klutse	M	Chief WASH	UNICEF	Mali
10	Susanna Mullard	F	Chief of Partnerships & Res. Mobilization	UNICEF	Mali

Annex B: Literature list

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