



MINISTRY OF FOREIGN AFFAIRS OF DENMARK

DANIDA | INTERNATIONAL
DEVELOPMENT COOPERATION

Strategy for Denmark's Engagement with
United Nations Children's Fund (UNICEF)
2018-2022



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UNICEF has a unique dual humanitarian and development mandate to respect, protect and promote human rights standards and principles for all girls and boys aimed towards the fulfilment of the potential of all children, especially the most disadvantaged.

Denmark supports UNICEF because:

- It has a unique dual humanitarian and development mandate to work towards the realization of the rights of all children in emergency and development settings
- It helps build local and government structures to ensure that these rights are sustainably protected and advanced
- It has a solid track record of leaving no child behind and reaching those furthest behind first in very challenging contexts
- Its programming and mandate addresses key Danish priorities and interests relating to irregular migration, human rights, empowerment of women and addressing poverty

Key challenges for UNICEF:

- 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

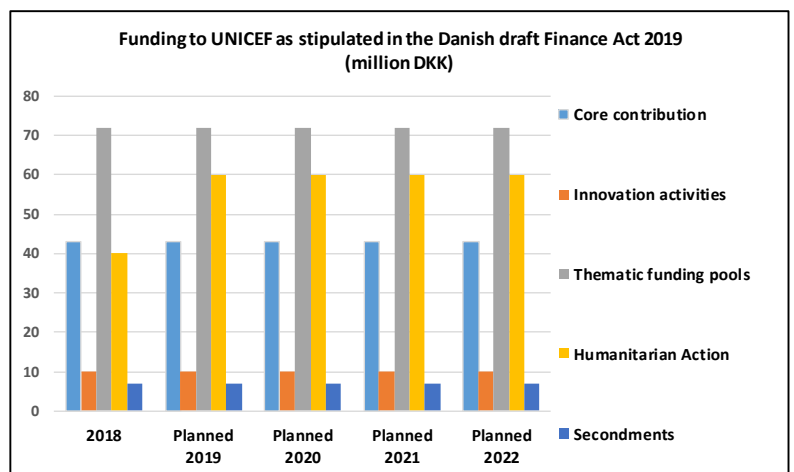
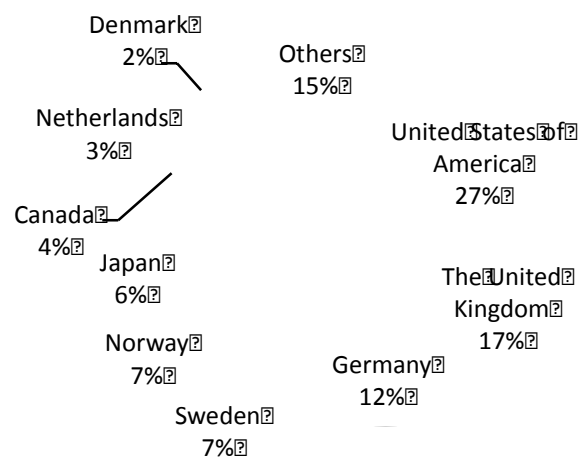
Denmark will expect UNICEF to:

- Effectively deliver health, education and protection services and strengthening national systems in humanitarian and development settings in an equitable and inclusive manner.
- Lead the way in bridging humanitarian and development interventions in collaboration with the rest of the UN System
- Continuously enhance organisational effectiveness contributing to UN reform, curbing corruption and leveraging innovation

Denmark will follow-up by:

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

Established:	1946
Headquarters:	New York
Country Offices:	Work in 190 countries and territories with 7 regional offices including its Supply Division, based in Copenhagen
Human resources:	13.791 staff members including 125 Danish nationals
Financial resources: In USD mil. (2017)	Core: 1.424 Non-core: 5.153
Executive Director:	Henrietta H. Fore
Executive Board: Sessions	February, June, September
DK member of the Executive Board	2009-2014, 2016-2017, 2019, 2020



1. Objectives and priorities

This Strategy for Denmark's cooperation with the United Nations Children's Fund (UNICEF) forms the basis for the Danish contributions to UNICEF, and it is the central policy document guiding Denmark's dialogue and partnership with UNICEF. It complements the Strategic Partnership Agreement between UNICEF and Denmark by outlining specific goals and results that Denmark will pursue in its cooperation with the organisation beyond what is directly funded with earmarked contributions. To this effect, the strategy establishes the Danish priorities for UNICEF's performance within the overall framework established by UNICEF's own strategic plan. 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 while being six months staggered to allow for the full implementation and evaluation of the current plan and the adoption of its successor. The strategy is aligned with the Strategic Partnership Agreement between Denmark and UNICEF, which entered into force in 2017, and will cover the period July 2018 – June 2022.

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

The key priorities for Denmark's support to UNICEF are to enable the organisation to deliver critical health, education and protection services in development and humanitarian settings, including in countries of interest to Denmark. Additional key priorities are to enhance organisational effectiveness in its operations at all levels and maximize development impact through innovation and fit for purpose staffing.

As outlined in the Strategic Partnership Agreement for 2017-2019, Denmark is committed to providing predictable funding to UNICEF, which comes in various forms. A contribution is provided as core funding, while other contributions provided are earmarked thematically (for child protection, education, and health) and geographically (reflecting Danish priority countries). For child protection, Denmark supports activities in Lebanon and Iraq; for education, Denmark supports activities in Iraq and Niger; and for activities regarding health, Denmark supports activities in Mali, Niger, and Burkina Faso. A contribution supports UNICEF's humanitarian work, as children are often disproportionately hit during humanitarian crises. Specifically in 2018, this contribution supports UNICEF's Humanitarian Action for Palestine, Myanmar, Central African Republic, and Mali. Additional funding is provided annually to UNICEF's Innovation Fund.

Additionally, Denmark provides funding for human resources, which includes the secondment of technical experts (e.g. JPOs and Senior Advisors) at both HQ- and field level to support the development activities of 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. Finally, Danish contributions are allocated through Denmark's country and regional programmes.

The following two sections will provide the background for these specific priorities by outlining Denmark's view on UNICEF's role within the broader multilateral system, including important challenges and key comparative advantages. Section four and five subsequently covers each of the three priority areas in greater depth and outlines the follow-up on these priorities. Section six and seven present the projected budget as well as the risk responses and assumptions relevant to the strategy.

The three Priority Areas for Danish support spanning both earmarked and core contributions to UNICEF during the period 2018-2022 are:

1. Child-centric health and education delivery and system strengthening in development and humanitarian settings
2. Child protection in development and humanitarian settings
3. Organisational effectiveness contributing to UN reform, curbing corruption and leveraging innovation

2. UNICEF's mandate, organisation and funding

UNICEF is mandated to advocate for children's rights; to help meet children's basic needs; and to expand their opportunities. The organisation's work is guided by human rights and child rights principles such as universality, non-discriminations, 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 duty bearers to understand and meet their obligations to respect, protect and advocate for the rights of the child, while also supporting those with rights to develop their capacity to claim them. UNICEF's Strategic Plan is grounded in the Convention on the Rights of the Child (CRC), as well as other international human rights treaties and instruments. These include the Committee on the Elimination of Discrimination against Women (CEDAW) and the Convention on the Rights of Persons with Disabilities, and has a strong strategic architecture geared towards delivering on the CRCs objectives and principles.

UNICEF has a unique dual mandate spanning both humanitarian and development efforts, which increases the complexity of UNICEF's operations, but also gives the organisation a unique potential to operate effectively in the humanitarian-development nexus. This ensures that efforts to safeguard the rights and wellbeing of children and their caretakers during crises efficiently transition to longer-term development efforts. UNICEF thus builds resilience in emergency and development contexts by:

- (i) Responding to emergencies in a way that leaves something behind after the emergency has passed and does not undermine remaining systems where these exist;
- (ii) Implementing development programmes based on a sound risk assessment that reduces risk and builds resilience for communities by strengthening social service systems most subject to shocks and stresses (climate change, natural disasters and conflict and other human-induced emergencies);
- (iii) Being well prepared for residual risks with contingency plans, prepositioned supplies etc.; and
- (iv) Integration and geographical convergence of programmes in areas of greatest vulnerability and lowest capacity.

UNICEF's comparative advantages include its convening power; advocacy capability; broad outreach across multiple sectors; strong field presence; and its dual mandate spanning the humanitarian-development nexus. UNICEF is guided by commitments made in the Millennium Summit Declaration of the General Assembly, the Declaration and Plan of Action (A World Fit for Children), which was adopted during the General Assembly Special Session on Children in 2002, and the Sustainable Development Goals as well as its commitments under the Grand Bargain.

UNICEF is a field-driven organisation operating in 190 countries. Each country office carries out UNICEF's development work through a unique programme of cooperation developed with the host government. The organisation's regional offices guide this work and provide technical assistance to country offices as needed. The overall management and administration of the organisation is handled at the headquarters in New York and Geneva from where global policy on children is also shaped. Specialised offices include the Supply Division, based in Copenhagen, which procures life-saving items for the majority of children living in low and middle-income countries. UNICEF's

Global Shared Services Centre in Budapest provides administrative services to UNICEF staff and offices worldwide. In addition to these offices, UNICEF's has 34 National Committees, which are an integral part of UNICEF's global organisation and a unique feature of UNICEF. Each National Committee is established as an independent local non-governmental organisation and serves as the public face and voice of UNICEF. Guiding and monitoring all of UNICEF's work is a 36-member Executive Board made up of government representatives. They establish policies, approve programmes and decide on administrative and financial plans and budgets. The United Nations Economic and Social Council elect members, usually for three-year terms.

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

UNICEF's new Strategic Plan 2018-2021 contains five goal areas:

- 1) Every child survives and thrives
- 2) Every child learns
- 3) Every child is protected from violence and exploitation
- 4) Every child lives in a safe and clean environment
- 5) Every child has an equitable chance in life

These five goal areas are intended to fulfil the larger goal of "Realizing the rights of every child, especially the most disadvantaged" and is aligned with the principles from Agenda 2030 of "leaving no one behind" and "reaching the furthest behind".

through UNICEF's National Committees (the National Committees collectively raise around one third of UNICEF's annual income and the Danish chapter is among the world's largest per capita). Core contributions to UNICEF have seen a decline over the past years with a total of USD 521 million received in 2017, and close to USD 2.5 billion in non-core resources of which close to USD 1.4 billion were earmarked for emergencies. Denmark has traditionally been among UNICEF's top 20 donors, ranking as number 12 in 2017 in terms of overall funding as well as core contributions. UNICEF estimates that the organisation will need USD 23.97 billion to implement its Strategic Plan 2018-2021.

Denmark's contributions to UNICEF in million USD						
Year	Regular resources	DK's Regular Resources Ranking	Other Resources	DK's Other Resources Ranking	Total	DK's Total Ranking
2014	33.95	N/A	14.2 (regular) 15.61 (emergency)	N/A	63.76	18th
2015	31.88	N/A	5.37 (regular) 9.27 (emergency)	N/A	46.53	20th
2016	20.96	7 th	4.73 (regular) 14.04 (emergency)	14 th (regular) 10 th (emergency)	39.73	9 th
2017	12.50	12 th	24.18 (regular) 18.42 (emergency)	14 th (regular) 14 th (emergency)	55.10	12 th

Based on UNICEF's annual reports.

3. Key strategic challenges and opportunities

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

3.1 Relevance of the organisation in relation to the development in international framework conditions

Denmark's support to UNICEF reflects the commitment in Denmark's Strategy for Development Cooperation and Humanitarian Action to the Sustainable Development Goals (SDGs). UNICEF's mandate and its strategic plan are well aligned with the 2030 Agenda. Particularly with regards to SDG 2 on zero hunger, SDG 3 on good health and well-being, SDG 4 on quality education, SDG 5 on gender equality and women's and girls' rights, SDG 6 on clean water and sanitation, and SDG 8 which includes the elimination of the worst forms of child labour, and recruitment and use of child soldiers. Denmark further sees UNICEF as relevant in relation to SDG 16 on peaceful, just and inclusive societies responding to the needs of children in fragile and conflict-affected contexts.

Globally, the world has witnessed significant progress for children across a variety of areas. Examples include the decline in the number of children who die before their fifth birthday (from 12.7 million in 1990 to 5.9 million in 2015); that stunting rates for children under five has been reduced by 41% between 1990 and 2015; that the number of HIV-infections among children aged 0-14 years has been reduced by more than 50% since 2010; and that gender parity in education continues to improve. The rapidly growing world population, however, means that much has to be done to ensure that the large cohorts of children entering the world these years will see similar or greater advances. While these achievements are worth celebrating, other aspects of children's lives have seen less progress. For example, children from the world's poorest families are two times as likely to die before the age of five than the average; 156 million children under five experience stunting; 61 million primary school-aged children are out of school; adolescent girls continue to be more likely to be illiterate than boys; and one in ten girls have suffered sexual violence, which also adversely impacts on their school enrolment. UNICEF has a unique mandate in the international development context to help address these global challenges for the enormous number of children living in the world these years.

Globally the number, scale and intensity of humanitarian crises spanning, both man-made and natural emergencies and protracted crisis, are the highest witnessed in decades and have resulted in the highest number of displaced people since the Second World War. More than 68 million people are either internally displaced or have been forced to cross national borders in search of safety. UNICEF's experience with humanitarian response is critical in this context as is the organisation's dual mandate enabling UNICEF to integrate a focus on resilience and medium-term and longer-term development objectives into its responses. UNICEF is also increasingly ensuring that all its humanitarian and development interventions are delivered using risk-informed approaches, which in practise 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 when appropriate, make an explicit contribution to peacebuilding and strengthening of social cohesion. UNICEF thus contributes to mitigating the refugee crises and addressing the root causes of migration, including through its work with education, child protection and social inclusion in humanitarian settings and through building resilience in vulnerable societies. This is well aligned with Strategic Aim 2 of Denmark's Strategy for Development Cooperation and Humanitarian Action focussed on *migration and development, including activities that contribute to addressing root causes of migration*.

The 2016 Multilateral Organisation Performance Assessment Network (MOPAN) found UNICEF's developmental and humanitarian activities to be relevant, inclusive, sustainable and efficient, which underlines the organisation's relevance in the current developmental context. The Danish mid-term review of the current UN organisational strategy from the same year noticed that UNICEF had experienced a rapid rise in its humanitarian budget over the last years, resulting in a relative decline in the share of core contributions, and noted the need to ensure adequate core resources for the organisation to ensure organisational effectiveness and accountability.

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

UNICEF's Strategic Plan 2018-2021 works across the full humanitarian-development nexus with goals spanning from the challenge of ensuring that children survive humanitarian crisis to building high-quality education systems and learning outcomes as an enabler for longer-term development. Another critical function in the humanitarian-development nexus is UNICEF's function as cluster lead for several key clusters (Child Protection, Education, Nutrition and WASH) and its contribution to building resilient capacity in these sectors. UNICEF is committed to the "Delivering as one" approach and the system-wide coherence principles contained in the Standard Operating Procedures. UNICEF's Strategic Plan is also guided by the resolution on the Quadrennial Comprehensive Policy Review of operational activities for the UN development system (QCPR), and the common chapters of the strategic plans of UNICEF, UNDP, UN Women and UNFPA, which focuses on creating a UN development system that responds to the changing world and through working in increasingly effective ways to deliver on the SDGs.

UNICEF is also committed to key Agenda 2030 principles such as "leaving no one behind" and "reaching the furthest behind", which explicitly permeate UNICEF's Strategic Plan 2018-2021 and its objectives – for example including reaching children with disabilities. The Strategic Plan also responds to the outcomes of the Addis Ababa Action Agenda of the Third International Conference on Financing for Development; the Paris Agreement under the United Nations Framework Convention on Climate Change; and the Sendai Framework for Disaster Risk Reduction 2015-2030. UNICEF must accordingly deliver development programmes that are adaptable to high-risk environments in fragile contexts, hence helping to stem instability and displacement. In accordance with the New Way of Working and Grand Bargain, UNICEF has committed to working across traditional silos for collective outcomes, bridging the divides between the humanitarian and the development system. UNICEF is therefore expected to facilitate joint context and risk analysis, joint needs assessments, multi-year planning (including alignment of UNICEF and Humanitarian Response Plans) and programming in crises and building the capacity of local actors to help localization of aid and promoting sustainability in preparedness and response.

In terms of strategic leadership and the commitment of staff to the mandate of the organisation, the 2016 MOPAN found that a *profound cultural ethos of the “rights of the child” permeates the organisation and translates into a strongly mission-driven institution*. The 2016 MOPAN also found UNICEF’s ability to embrace crosscutting issues of gender mainstreaming, equity, good governance and human rights to be one of its greatest strengths. Following the 2016 MOPAN’s recommendations, UNICEF has been working on improving its human resources management and its results-based management approaches and systems, which has led to significant efficiency gains and better accountability for results. Recommendations on further clarifying *the different roles the organisation can adopt in varied operating contexts* are fully reflected in the new Strategic Plan, which outlines how UNICEF will work towards its five Goal Areas in both humanitarian and development settings.

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

As outlined in Denmark’s Strategy for Development Cooperation and Humanitarian Action, Denmark works actively across the humanitarian-development-peace nexus, which aligns well with UNICEF’s overall approach of delivering on its mandate (the five Goal Areas) in all settings and contexts. Further, Denmark’s development policy’s human rights-based approach (HRBA) entails the realisation of children’s rights globally and places particular focus on the most marginalised and vulnerable, including girls’ rights. To this effect, UNICEF’s focus on health and education as two critical aspects of children’s rights aligns well with Denmark’s priorities in which health and education are highlighted as key enablers of social progress, including with regards to addressing inequality, lack of social cohesion and causes of migration.

In addition to its focus on protecting children’s rights, UNICEF works actively to promote gender equality and the rights of girls and boys respectively. Building on the UNICEF Gender Action Plan 2018-2021, as well as system-wide efforts to promote gender equality, gender results are integrated into each of the five Goal Areas of the Strategic Plan. This aligns well with Danish development policy, where gender equality is mainstreamed as highlighted in the *Strategic Framework for Gender Equality, Rights and Diversity in Danish Development Cooperation*. Denmark will continue to expect UNICEF to deliver gender-aggregated data and results with a focus on girls’ rights. The Danish 2016 mid-term review generally found UNICEF to be on track with regards to delivering against Danish priorities such as education, child protection and organisational reform.

Global youth is a key stakeholder in Danish development cooperation as three out of four of an estimated 1.8 billion young people now live in a developing country. Youth is also a main priority when it comes to humanitarian crises, which Denmark has committed to as a signatory to the Compact on Youth in Humanitarian Action. Denmark will work together with UNICEF to strengthen the focus on second decade of life, including through the Danish support to UNICEF’s innovation activities, which will help UNICEF deliver on its commitments to young people in its Strategic Plan.

4. Priority areas and results to be achieved

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

Based on Denmark’s experience of working with UNICEF at the global and local level, Denmark will, over the coming four-year period, focus its cooperation with UNICEF on the three priority areas detailed below. While Denmark stays fully committed to the Strategic Plan of UNICEF as a whole, the priority areas are selected to highlight the most important priorities from a Danish perspective relating to both core and non-core contributions. In this strategy the Danish priorities of education and health are joined under one priority area while child protection constitutes an individual area. This choice was necessary because only two ‘substantive’ priority areas can 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 setting. It does, however, not indicate that Denmark gives less priority to health and education respectively.

The Danish priorities focus on child-centric social services delivery and child protection – including through systems building – in development and humanitarian settings. This means that Denmark will also follow UNICEF’s efforts to further strengthen its humanitarian assistance delivery mechanisms and models. Denmark

annually earmarks funding to UNICEF's thematic fund for Humanitarian Action (and was amongst the top five partners contributing to flexible global thematic humanitarian funding in 2017) but also has a keen interest in following UNICEF's broader work on developing innovative and effective approaches to delivering humanitarian assistance with a clear focus on developing resilience and operating seamlessly in the humanitarian-development nexus. UNICEF's strategic plan outlines critical steps in this direction, such as the conduction of a "*common needs assessment and analysis of risks related to disaster, conflict, climate change and other shocks, and corresponding risk-informed programming with partners*". This will also include, for example, more focus on engaging the affected population including adolescents and "*recognizing the profoundly different and gendered impacts that crises have on women and men, girls and boys*". Due to UNICEF's dual mandate, Denmark expects UNICEF to lead the way when it comes to operating in the humanitarian-development nexus and to document good practises and approaches for the rest of the UN System to learn from.

With a particular focus on these areas and with the Danish human rights-based approach and focus on working across the humanitarian-development nexus in line with NWOW and The Grand Bargain, Denmark will hold UNICEF accountable for delivering on its stated commitments. At the same time, Denmark will advocate for the further strengthening and prioritisation of the below areas in consultations with UNICEF and its partners, particularly in connection with the mid-term review of the current strategic plan and the development of its successor plan.

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

Priority Area 1: Child-centric health and education delivery and system strengthening in development and humanitarian settings

While many aspects and elements impact child welfare, Denmark focuses – in its partnership with UNICEF specifically – on health and education as two critical services with tremendous impact on a child's life. This priority area supports the objectives outlined in *Denmark's Strategy for Development Cooperation and Humanitarian Action* because *if quality social services, including health and education are provided to children in development and humanitarian settings, then those services function as enablers for development, reduced inequalities, strengthened resilience and social cohesion and help address root causes of migration. This is because education and health are prerequisites for living productive and rewarding lives, for building the capacities to cope effectively with shocks and stresses and for contributing to peaceful and inclusive societies.*

In UNICEF's Strategic Plan 2018-2021 the focus on health is both a crosscutting concern and specifically articulated in its Goal Area 1, which aims to ensure that *every child survives and thrives*. The plan describes how "*More than 40 per cent of children under five are at risk of not reaching their physical, cognitive, psychological and/or social and emotional potential due to poverty or poor health and nutrition, including poor care and nurturing practices. The underlying causes include weak delivery systems, unsafe environments and protracted humanitarian crises*". Denmark expects UNICEF to advocate for the right to health and to help address easily cured infectious diseases, which continue to cause the death of millions of children every year with diseases such as pneumonia, diarrhoea and malaria remaining the primary causes of death among children under five – by mainstreaming digital health to strengthen health systems. UNICEF should also continue to focus on the survival of new-borns, which contributes to almost half the deaths among children under five. Providing quality maternal and newborn care services and practices, and increasing the proportion of women delivering in health facilities with skilled birth attendance will contribute to a reduction in preventable deaths. Recent technological advances in this domain should be leveraged to help UNICEF reach those furthest behind with health services. Adolescents (10-19 years of age) are a particularly underserved age group that needs a broad range of services delivered in a respectful way to address their specific needs. UNICEF should also develop its adolescent health and wellbeing programming to ensure that boys and girls in their teens have the possibility to thrive and develop both physically and mentally.

The focus on education is most explicitly articulated in UNICEF's strategic plan's Goal Area 2, which aims to ensure *that every child learns*. Denmark expects UNICEF to help address the challenge that globally, more than 175 million preschool-aged children, 61 million primary-school-aged children, 60 million lower-secondary-school-aged adolescents and 142 million upper secondary school-aged adolescents are out of school. This includes children living in fragile and conflict-affected contexts, who account for more than half of out-of-school children with girls in these settings particularly affected. National capacity must be built to improve the quality of health services. In

these contexts, there is a need to focus on the provision of education and skills programmes that include psychosocial support and other ‘enablers’ allowing children to go to school. The issue of children growing up in contexts of, or with legacies from, manmade or natural humanitarian crisis is of particular Danish concern. Girls growing up in conflict-affected countries are particularly negatively impacted with girls being 2.5 times more likely to be out of school than boys are. Denmark’s support to education in emergencies also includes Denmark’s support to Education Cannot Wait (ECW) and the Global Partnership for Education (GPE).

Even in contexts where children can go to school safely, there are serious quality issues in many educational systems with an estimated 250 million primary school-aged children not learning the basics of reading and mathematics. Hence, Denmark expects UNICEF to work with governments to strengthen their education systems for learning outcomes including in fragile contexts. This includes support to early learning policies and standards, learning assessment systems, mother tongue/multilingual education, teachers and teaching (including advocacy for comprehensive sexuality education and child rights education) and community participation at the school level for increasing demand and social accountability for quality service delivery. Denmark also expects UNICEF to keep an equity perspective and advocate for providing access to school to the most marginalized children, in particular children with disabilities, those from the poorest households, ethnic minorities and other disadvantaged girls and boys.

Denmark expects UNICEF to engage children and adolescents as part of the development, delivery and monitoring of both health and education interventions through empowerment and civic participation - in humanitarian settings in alignment with the *Compact for Young People in Humanitarian Action*, which Denmark has adopted. Specific indicators for this Priority Area are referenced in Annex 2.

Priority Area 2: Child protection in development and humanitarian settings

Denmark provides DKK 21-22 million annually in support of country-level activities for the thematic fund for Child Protection. This corresponds well with strategic aims of *Denmark’s Strategy for Development Cooperation and Humanitarian Action* focused on the promotion of peace, stability, protection and increased resilience in developing countries because *if* children are effectively protected against abuses and exploitation through a broad range of formal and informal protection mechanisms at all levels, *then* their prospects of growing into healthy, happy and productive individuals is increased; thus forming the basis for sustainable development and countering the cyclical nature of violence. This is *because* legacies of violence and abuse tend to reproduce themselves and child protection is therefore not only a moral obligation but also an investment in the future.

Denmark believes that UNICEF has a unique and irreplaceable role in the protection of children as a particularly vulnerable group often unable to fend for itself. UNICEF has a proven track record of identifying, developing, supporting and strengthening formal and informal child protection mechanisms at all layers of society and in all contexts. Denmark expects that UNICEF, in alignment with its strategic plan, will work with other UN entities and partners to protect children from violence and exploitation, focusing on reducing violence, eliminating harmful practices against girls, while also reducing exploitation and enhancing children’s access to justice. This work entails working with both governments on policy and legislative changes as well as communities on effective dialogue, behavioural change and informal protection mechanisms in families and communities - working, whenever possible, directly with children as part of the solution through empowerment and civic participation. In addition, UNICEF plays an important formal role in conflict contexts, where child protection issues are particularly critical, in co-managing the Monitoring and Reporting Mechanism (MRM) to document and report on six grave children’s rights violations.

Child protection objectives are aligned with Denmark’s strategic priorities, which highlights children as a group of specific concern and further points to the gender aspects of protection efforts as women, young girls and children are particularly vulnerable during disasters, conflicts and war. This aligns with UNICEF’s Goal Area 3, which seeks to ensure that, “*Every girl and boy is protected from violence and exploitation, in both humanitarian and development contexts. This includes all forms of violence, including gender-based violence, sexual exploitation and abuse*”. The Strategic plan’s references estimate that hundreds of millions of children experience some form of violence, exploitation or harmful practice growing up. The scars and legacies from such abuses are both a pressing moral challenge in its own right but also threaten to reproduce trauma from generation to generation. Besides the provision of psychosocial support, child protection must also focus on the protection of unaccompanied children in displacement crises, the reintegration of child soldiers and providing support for children-led households in an effort to meet the needs of the most vulnerable children. The Strategic Plan also points to the particularly grave situation faced by girls by referencing that an estimated one in 10 girls under the age of 20 has experienced forced intercourse, rape or other unwanted sexual acts. According to UNICEF, almost 750 million girls and women were married as children, and at least 200

million girls and women have undergone female genital mutilation/cutting. Children in vulnerable situations such as conflict, natural disaster, and/or displacement are particularly negatively impacted and at risk of violence, exploitation and abuse, including trafficking and smuggling, and a range of negative coping mechanisms. Furthermore, gender-based violence of this kind negatively affects girls' access to education - particularly in contexts of humanitarian crisis, which consequently prevents girls from acquiring critically needed tools for personal and professional development. There is, therefore, a need to ensure a strong dedicated focus on young girls, not least in humanitarian settings, due to their particular vulnerability, and due to the fact of how international data clearly documents the lack of progress in the advancement of the rights of young girls as compared to young boys. UNICEF has a specific responsibility to address this issue in its programmes and activities. Denmark expects UNICEF to further advance its protection work at global, regional, national and local level through the strengthening of both formal and informal protection mechanisms, structures and institutions, with particular emphasis placed on social services and workforce strengthening. Sexual and reproductive health and rights (SRHR) for young girls and boys also remain a key priority for Denmark, and Denmark expects UNICEF to complement the efforts of UNFPA in this regard. Specific indicators for this Priority Area are referenced in Annex 1.

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

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

UNICEF has identified four broad enablers to accelerate the delivery of the Strategic Plan comprising (a) internal governance; (b) management; (c) staff capacity; and (d) knowledge and information systems. The ability to identify, develop and sustain strong partnerships within the selected priority areas will remain an area of particular focus for Denmark as it is in 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. This includes horizontal integration through a business operations strategy that aims to simplify and harmonize business processes and consolidate administrative support services. Denmark expects UNICEF to take a lead role or to fully support such initiatives at global and country levels, including the pursuit of the outcomes defined in the Common Chapter of the UNICEF, UNDP, UN Women and UNFPA strategic plans. 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 reference to the Grand Bargain, Denmark expects UNICEF to deliver on its commitments to multiannual planning, the localisation agenda, transparency, etc. Denmark agrees with UNICEF's strategic plan and the Executive Board decisions underpinning it. Denmark also agrees that service-delivery should be largely centred in the least developed countries and countries in humanitarian situations, while other models can be explored for other types of countries.

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, capacitate and deploy the right types of staff to the field under the auspices of a capable, dynamic and professionally growing leadership at all levels of the organisation. Denmark thus values the strategic plan's focus on improving human resource management and development as well as its focus on leadership advancement.

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

Denmark has since the establishment of UNICEF's Innovation Fund in 2014 been a significant contributor. In UNICEF's Strategic Plan 2018-2021, *fostering innovation for children* is highlighted as one of its key change strategies, which includes enhancing the use of technologies to better engage communities and enhance social accountability, including in humanitarian action. According to the plan, UNICEF will focus on identifying the most promising programme innovations for different contexts while supporting partners to adopt, adapt and scale up the most successful approaches. This is central to the Danish partnership with UNICEF and in complete alignment with Denmark's broader TechVeloPMENT initiative with a focus on mainstreaming innovation across the organisation.

Furthermore, there is strong potential and mutual interest for technical collaboration and joint thought leadership around emerging technologies. Engagement with Denmark's Tech-Ambassador presents an opportunity for joint advocacy and engagement. Initial discussions have highlighted mutual areas of interest in frontier technology areas including blockchain, cryptocurrencies and artificial intelligence. UNICEF is engaged in a range of innovation networks, not only with traditional development and humanitarian partners, but also in networks focussed on, for example, innovative financing, product design and logistics. Denmark has expressed interest in UNICEF's ability to develop and provide contributions to the next generation of innovation fund models, including an equity fund and crypto-denominated fund. This positions UNICEF as a relevant partner for Denmark who can contribute to all of UNICEF's four focus areas for innovation: Products for youth, real-time information, infrastructure and knowledge products. In its work, UNICEF can leverage the broad range of actors it engages with on a daily basis through its programming, such as the media, national and local government officials, NGOs, specialists such as doctors and lawyers, private companies, schools, young people and the general public on issues related to children's rights. In its strategic plan, UNICEF also commits itself to enhancing multi-stakeholder partnership, which reflects the people-centred and partnership-centred nature of the 2030 Agenda.

In the coming strategic period 2019-2022, Denmark will continue the support along the same lines with DKK 10 million annually. As a major donor to UNICEF's Innovation Fund, Denmark expects UNICEF to further take innovative approaches, products and partnerships to scale including through increasing the delivery rate for received contributions and through new models and approaches¹, to clearly document the development impact of innovation and to communicate Denmark's critical role in enabling innovation in UNICEF. Funds should be prioritised to projects that have an aim of confronting perceived risks and based on lessons learned either be taken to scale or closed down.

5. Follow-up on Danish Priorities

Based on the priorities specified above, Denmark will continue to pursue an open and constructive dialogue with UNICEF over the next strategic cycle through its Permanent Mission in New York and in the context of the Annual High-Level Consultations between Denmark and UNICEF as agreed among the parties. 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's meetings, where Denmark engages actively, even in years when it is not a formal member. In addition, Denmark will continue to cooperate closely with Nordic and other like-minded countries including in WEOG groups regarding issues related to UNICEF including through regular coordination meetings prior to important discussions and decision-making. The engagement through dialogue 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.

UNICEF's presence in Copenhagen serves as an important platform for cooperation and Danish bilateral representations will engage with UNICEF offices in the field on issues of joint interest. Reporting will rely on UNICEF's own reporting, monitoring and evaluation systems in the case of core support, thematic funding and the Innovation Fund as outlined in the Strategic Partnership Agreement, which draws on UNICEF's Annual Report, UNICEF's Mid-Term Review of the Strategic Plan and other relevant reports. Based on this, Denmark will undertake a separate mid-term review of the present strategy. Denmark expects that UNICEF will become continuously better at taking recommendations from audits and reporting on their implementation to donors.

6. Budget

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

¹ See <https://unicefinnovationfund.org/> for current funding and expenditure rates.

In 2018, the core contribution is planned for DKK 43 million, DKK 72 million is provided in thematic and geographically earmarked funding in addition to DKK 10 million to Innovation Activities, 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 2019, 2020, 2021 and 2022 are foreseen to amount to a total of DKK 768 million, covering the course of the current strategy, and including annual core contribution, thematic and geographically earmarked contributions, support to Innovation Activities, Humanitarian Action, and Secondments. Contributions will be provided on an annual basis, subject to annual Parliamentary approval. Within the current setting, the balance between core and non-core resources is perceived to be well balanced, allowing Denmark to pursue its strategic interests while also investing in and contributing to UNICEF's ability to respond with flexibility to emerging opportunities and challenges in alignment with its mandate. This balance will be evaluated and revisited on an on-going basis in accordance with UNICEF's ability to and performance on delivering on Danish priority areas, its evolving portfolio and prioritisation, as well as responsibilities and opportunities.

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

7. Risks and assumptions

In its strategic plan UNICEF has identified a number of key assumptions on which the plan is based as well as a range of challenges, which could, if not efficiently mitigated and handled, undermine its implementation. The challenges include:

- Insufficient resources to implement an ambitious agenda towards achievement of the Sustainable Development Goals;
- Increasing scale of recurring and new humanitarian crises;
- In many contexts, inadequate capacity of national partners for at-scale implementation of programmes;
- Inadequate monitoring capacity, particularly in sudden and complex emergencies;
- Uneven focus on results for children among United Nations partners working together;
- Challenges with systems and procedures for United Nations partners working together; and
- Challenges in results-based budgeting as part of the broader management for results agenda of UNICEF.

While UNICEF's strategic plan does not explicitly list mitigation measures (for non-contextual risks), 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 assumption underpinning the plan is the availability of funding to effectively implement activities across all five goal Areas in all contexts with children and caretakers who need them.

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 outcomes listed in the table below according to the indicators selected and presented in the table. The outcomes are organised under the two 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 Indicators from the common chapter in the strategic plans of UNDP, UNFPA, UNICEF and UN Women and indicators relating to UN Reform	
Relevant outcome indicators drawn from the annex to the common chapter in the respective strategic plans, 2018-2021	
<u>QCPR 11.d</u>	<p>% of UNCTs with Joint Workplans (of Results Groups) that are aligned with the UNDAF and signed by all involved entities</p> <p><i>Reflecting the renewed focus on, and the revision of, the UNDAF as the key strategic and operational document at the country level and with the new reporting mechanisms outlined in the General Assembly Resolution on the repositioning of the United Nations development system in the context of the QCPR.</i></p>
<u>QCPR 61.a</u>	<p>Fraction of UNDG entities paying their full contribution of the UNDG Resident Coordinator (RC) system cost-sharing arrangement.</p> <p><i>Reflecting the new financing commitments outlined in the General Assembly Resolution on the repositioning of the United Nations development system in the context of the QCPR.</i></p>
<u>Indicator on contribution to UNDS reform</u>	<p>Implement and comply with the mandates related to the entities of the UN development system contained in General Assembly resolution 72/279 of 2018 on the repositioning of the United Nations development system, in the context of the QCPR</p>

Priority Area 1: Child-centric health and education delivery and system strengthening in development and humanitarian settings		
Relevant output indicators drawn from UNICEF's Final results framework		
<p><u>Output statement 1.a:</u> Countries have accelerated the scale-up of an essential package of maternal and newborn care services, including prenatal and postnatal/home visit supports</p>	<ul style="list-style-type: none"> 1.a.3. Number of countries implementing plans to strengthen quality of maternal and newborn primary health care <p><i>Note: It is assumed that if this output is achieved then UNICEF has successfully provided support through numerous entry points and through a variety of support mechanisms to strengthen maternal and new-born primary health care, which is a Danish priority as it is a prerequisite for a healthy life why is also why the ambitious increase in the target number is appreciated</i></p>	<p>Baseline 2018: 9. Target 2021: 30</p>
<p><u>Output statement 1.c:</u> Countries have accelerated the delivery of preventive, promotive and curative services for pneumonia, diarrhoea, malaria and other child health conditions</p>	<ul style="list-style-type: none"> 1.c.1. Percentage of countries that maintain no stock outs lasting more than one month at national level for ORS <p><i>Note: It is assumed that if this output is achieved then UNICEF has successfully supported national actors in sustaining adequate preparedness to address widespread and deadly communicable diseases in all countries, which is a Danish priority</i></p>	<p>Baseline: 92% Target: 100%</p>
<p><u>Output statement 1.b:</u> Countries have sustained immunization programmes at national and district level, including introduction of new vaccines, towards the realization of universal health coverage</p>	<ul style="list-style-type: none"> 1.b.5. Percentage of polio priority countries that had less than 5 per cent missed children at district level during the last polio vaccination campaign in at least half of all districts in the country (humanitarian) <p><i>Note: It is assumed that if this output is achieved then UNICEF has maintained an effective polio vaccination</i></p>	<p>Baseline: 85% Target: 85%</p>

	<i>programme in challenging humanitarian settings, which probably also indicate broader ability to operate in emergency humanitarian settings, which is a Danish priority</i>	
<u>Output statement 2.c:</u> Countries have institutionalized skills for learning, personal empowerment, active citizenship and employability	<ul style="list-style-type: none"> 2.c.1. Number of girls and boys who have participated in skills development programmes for learning, personal empowerment, active citizenship and/or employability through UNICEF-supported programmes. <i>Disaggregated for humanitarian settings</i> <p><i>Note: It is assumed that if this output is achieved then UNICEF has contributed constructively to addressing skills development needs in both development and humanitarian settings with ambitious targets of increasing the number of beneficiaries including girls.</i></p>	<p>Baseline 2016: Total: 2 million Girls: 1 million Boys: 1 million</p> <p>Target 2021: Total: 12.5 million Girls: 6.5 million Boys: 6.0 million (Cumulative)</p>
<u>Output statement 2.b:</u> Countries have strengthened their education systems for gender-equitable learning outcomes, including early learning	<ul style="list-style-type: none"> 2.b.3. Percentage (and number) of countries with effective education systems for learning outcomes, including early learning² <p><i>Note: This indicator relates to a focus on quality education and learning outcomes, which is a key Danish priority with realistic targets reflecting the time and resources needed to develop effective education systems for learning outcomes, including early learning</i></p>	<p>Baseline 2016: 24% Target 2021: 36%</p>

Priority Area 2: Child protection in development and humanitarian settings		
Relevant output indicators drawn from UNICEF's Integrated Results and Resources Framework		
<u>Output statement 3.a:</u> Countries have strengthened child protection systems for prevention and response services to address violence against children	<ul style="list-style-type: none"> 3.a.3. Number of countries in which an inter-operable information management system supports and tracks case management, incident monitoring, and programme monitoring (humanitarian) <p><i>Note: This indicator relates to UNICEF's contribution to ensuring that children are accounted for to enable their protection particularly when displaced and the increase by one third is considered realistic and acutely anticipated by Denmark</i></p>	<p>Baseline 2017: 33 Target 2021: 44</p>
<u>Output statement 3.a:</u> Countries have strengthened child protection systems for prevention and response services to address violence against children	<ul style="list-style-type: none"> 3.a.5. Prevention, risk mitigation and response services through UNICEF-supported programmes in humanitarian situations: <ul style="list-style-type: none"> (a) percentage of UNICEF-targeted girls and boys in humanitarian situations provided with psychosocial support, including access to child friendly spaces with intersectoral programming interventions; (b) percentage of UNICEF-targeted unaccompanied and separated girls and boys registered with family tracing and reunification services and family-based care or appropriate alternative services; (c) percentage of UNICEF-targeted girls and boys recruited and used by armed forces and groups that have been released and reintegrated with their 	<p>Baseline 2017: (a) 71% (b) 41% (c) 80% (d) 86%</p> <p>Target 2021: (a) 80% (b) 80% (c) 80% (d) 80%</p>

² Composite indicator that includes the following dimensions: i) early learning; ii) learning assessment; iii) mother tongue/multilingual education; iv) teacher's development; and v) community participation

	<p>families and provided with adequate care and services;</p> <p>(d) percentage of UNICEF-targeted girls and boys in areas affected by landmines and other explosive weapons provided with relevant prevention and survivor assistance interventions</p> <p><i>Note: This indicator relates to UNICEF's contribution to key dimensions of child protection, which are all key Danish priorities. The lower target (d) should be further investigated</i></p>	
<p>Output statement 3.a: Countries have strengthened child protection systems for prevention and response services to address violence against children</p>	<ul style="list-style-type: none"> 3.a.6. Percentage of UNICEF-targeted women, girls and boys in humanitarian situations provided with risk mitigation, prevention or response interventions to address gender-based violence through UNICEF-supported programmes <p><i>Note: This indicator relates to UNICEF's critical role in reducing gender based violence in humanitarian settings aimed at sustaining an 80% coverage, which is a Danish priority</i></p>	<p>Baseline 2017: 80% Target 2021: 80%</p>
<p>Outcome Statement 3: Girls and boys, especially the most vulnerable and those affected by humanitarian situations, are protected from all forms of violence, exploitation, abuse and harmful practices (FGM/C and child marriage)</p>	<ul style="list-style-type: none"> 3.4. Percentage of women and men who believe that FGM/C should be eliminated <p><i>Note: This indicator relates to Denmark's specific focus on reducing FGM/C and UNICEF's critical role therein establishing realistic but ambitious targets considering the complexity of the necessary social transition processes</i></p>	<p>Baseline 2017: Women: 61% Men: 57%</p> <p>Target 2021: Women: 71% Men: 67%</p>
<p>Outcome Statement 3: Girls and boys, especially the most vulnerable and those affected by humanitarian situations, are protected from all forms of violence, exploitation, abuse and harmful practices (FGM/C and child marriage)</p>	<ul style="list-style-type: none"> 3.b.3. Number of countries implementing a costed national action plan or strategy to end child marriage being implemented <p><i>Note: This indicator relates to UNICEF's critical role in addressing child marriage through supporting national action (with the indicator focusing on actual implementation) , which is a Danish priority</i></p>	<p>Baseline 2017: 3 Target 2021: 10</p>

Priority Area 3: Continuously enhance organisational effectiveness contributing to UN reform, curbing corruption and leveraging innovation		
Relevant output indicators drawn from UNICEF's Integrated Results and Resources Framework		
<p>H1.a. Fostering cross-sectoral and multisectoral programming that responds to children holistically and to the environment in which they grow up (cross-sectoral programming)</p>	<ul style="list-style-type: none"> H1.a.2. Percentage of country offices routinely engaging children in the planning, implementation, monitoring and evaluation of UNICEF country programmes <p><i>Note: This indicator relates to the need to engage directly with the intended beneficiaries to improve programmatic effectiveness and to further localise interventions, which is a Danish priority</i></p>	<p>Baseline 2018: 20% Target 2021: 60%</p>
<p>H1.c. Enhancing coherence and connectedness between at-scale capacity for humanitarian action and longer-term programming, including risk-informed programme design, preparedness, support to common needs assessments and national and local first responders (humanitarian and development integration)</p>	<ul style="list-style-type: none"> H1.c.1. Percentage of country offices that meet organizational benchmarks on: <ul style="list-style-type: none"> (a) preparedness (b) implementing risk-informed programming (c) promoting peaceful and inclusive societies <p><i>Note: This indicator relates to UNICEF's ability to operate effectively in the humanitarian-development-peace nexus, which is a Danish priority, with ambitious targets relating to analysis and action underpinning preparedness, risk-informed programming aimed at supporting resilience, and UNICEF's role in peacebuilding</i></p>	<p>Baseline 2018: (a) 60% (b) 25% (c) 31%</p> <p>Target 2021: (a) 90% (b) 55% (c) 43%</p>

H5.a. Leveraging the power of the private sector to improve the lives of children around the world, through harnessing their core business and their innovation and ensuring that they uphold child rights (leveraging private sector/corporate partnerships)	<ul style="list-style-type: none"> ▪ H5.a.1. Number of priority integrated partnerships that harness their core business, research and development, advocacy and marketing power for the cause of children <p><i>Note: The ambitious increase in the number of initiatives implemented in partnership with the private sector is in line with Denmark's focus on ensuring the inclusion of the private sector in UNICEF's delivery of its mandate</i></p>	Baseline 2018: 8 Target 2021: 30
H6.b. Accountability for results through strengthened contribution to system-wide coherence	<ul style="list-style-type: none"> ▪ H6.b.2. Percentage of country offices that are engaged in joint programmes (QCPR) <p><i>Note: Coherence and collaboration across the UN System is a Danish priority and joint programming is seen as a good proxy indicator for such strategic and operational alignment</i></p>	Baseline 2018: 66% Target 2021: 74%
H7.a. Promoting the use of new technologies to more efficiently and effectively serve children, especially the most disadvantaged (promote the use of new technologies)	<ul style="list-style-type: none"> ▪ H7.a.1. Percentage of countries implementing proven real-time information innovations at scale, including adaptation for humanitarian response <p><i>Note: Innovation is a Danish priority and the ambitious increase in the percentage of countries implementing proven real-time information innovations at scale, including adaptation for humanitarian response, is in line with Denmark's expectations to see its significant support to innovation in UNICEF being taken to scale.</i></p>	Baseline 2018: 40% Target 2021: 70%

Annex 2: Funding and key financial data

The total estimated revenue in UNICEF's integrated resources plan for 2018-2021 is close to USD 24 billion (equals to an increase by 23 pct.). In 2016, total revenue reached USD 4,884 million against a goal of USD 4,116 million. Core resources reached USD 1,312 million against a goal of USD 1,438 million. Non-core resources reached USD 3,571 million against a goal of USD 2,678 million.

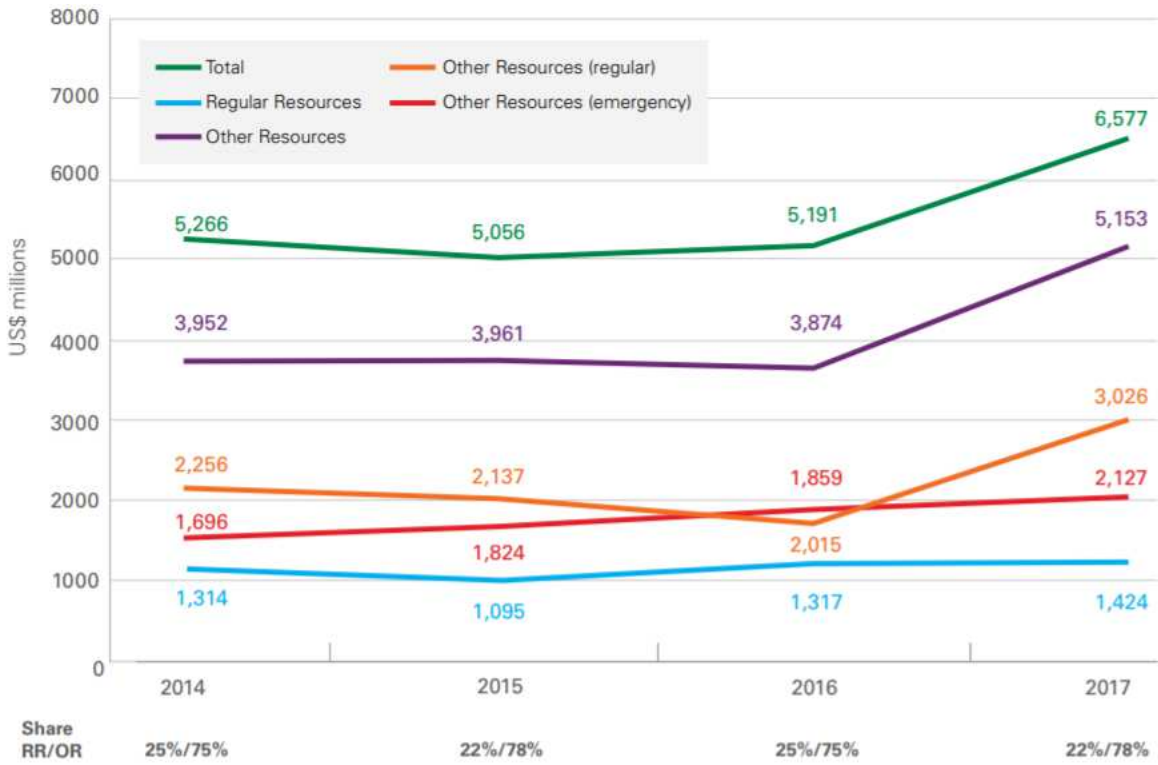
Over the past five years, UNICEF has experienced a decline in core resources and the ratio between core resources and other resources has become increasingly imbalanced in favour of non-core contributions. Other resources include "lightly earmarked" funds such as contributions to the thematic windows to "highly earmarked" funds to specific regions, countries or projects. Denmark's contribution comprises both core resources and earmarked contributions to the funding windows with specific recipient countries specified as well as funding earmarked for the innovation facility and Danish human resource contributions. The decline in core contributions makes it harder for UNICEF to respond effectively to countries that most urgently need the support of UNICEF.

Danish contributions to UNICEF 2018-2022*

Funding to UNICEF (2018-2022) as stipulated in the Danish draft Finance Act for 2019 (resources in DKK million)	2018	Planned 2019*	Planned 2020*	Planned 2021*	Planned 2022*
Core contribution	43	43	43	43	43
Innovation activities	10	10	10	10	10
Thematic funding pools					
Child protection, Education, Health	72	72	72	72	72
Humanitarian Action	40	60	60	60	60
Secondments	7	7	7	7	7
Total	172	192	192	192	192

* subject to annual parliamentary approval.

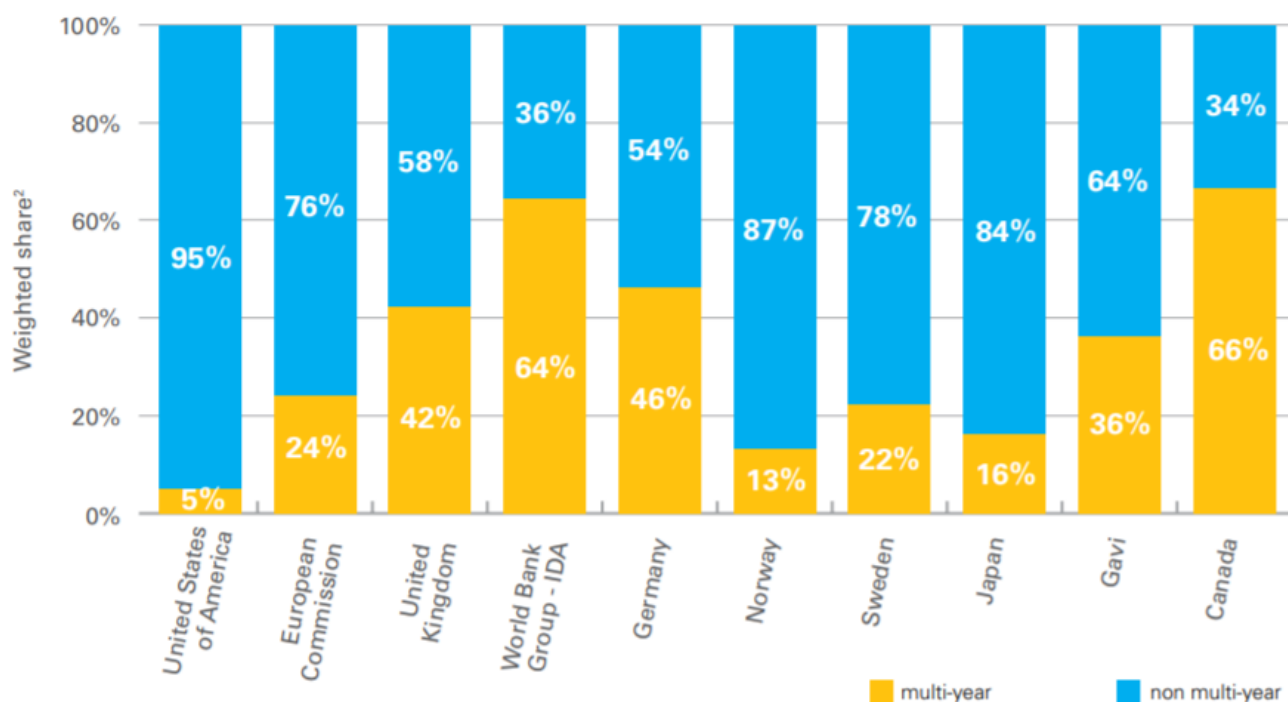
Revenue by funding type



Revenue by Resource Partner Category

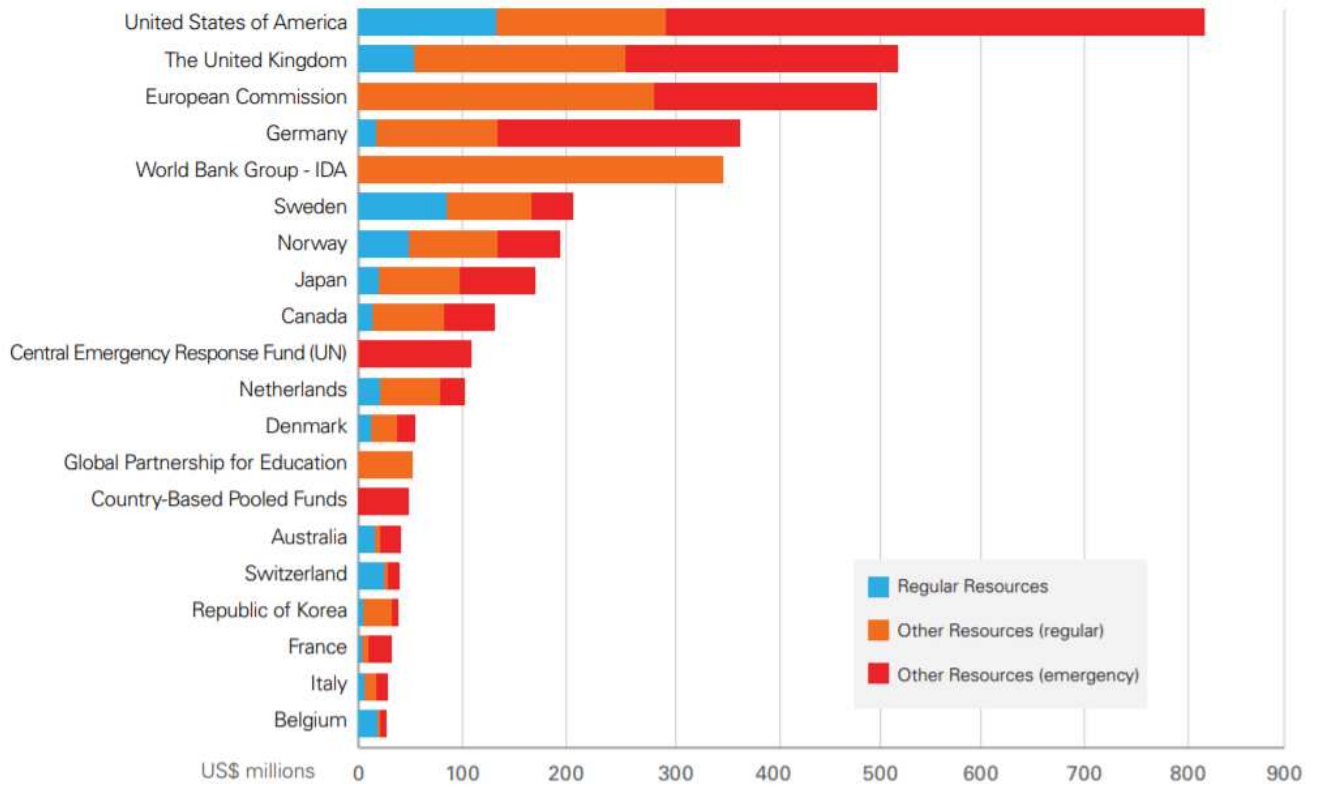


Share of Multi-Year Revenue of Top 10 Partners, 2017

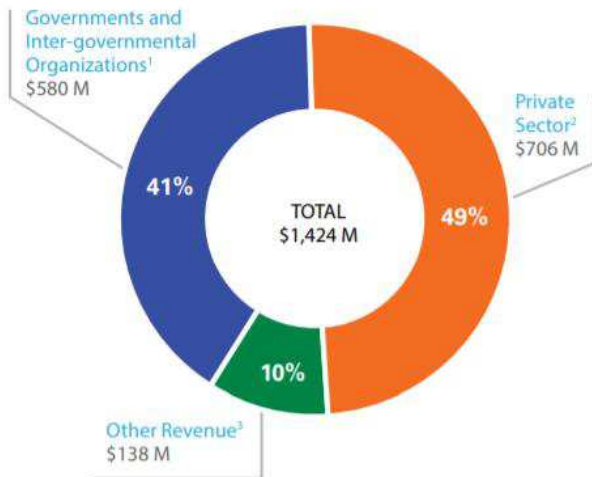


Top 20 Public Sector Resource Partners by contributions received, 2017

Rank 2017	Rank 2016¹	Resource Partners	Regular Resources US\$	Rank	Other Resources (regular) US\$	Rank	Other Resources (emergency) US\$	Rank	Total US\$
1	1	United States of America	132,500,000	1	164,169,984	4	518,608,623	1	815,278,607
2	3	The United Kingdom	53,691,275	3	202,973,845	3	264,241,103	2	520,906,223
3	2	European Commission			285,205,601	2	215,178,120	4	500,383,721
4	4	Germany	16,912,264	9	116,194,880	5	234,232,625	3	367,339,769
5	54	World Bank Group - IDA		4	351,393,769	1			351,393,769
6	5	Sweden	84,527,727	2	81,856,687	7	40,255,300	10	206,639,714
7	6	Norway	47,970,048	4	86,339,462	6	59,749,793	7	194,059,303
8	7	Japan	19,018,327	7	78,475,240	8	73,157,216	6	170,650,782
9	9	Canada	12,597,201	11	69,548,570	9	48,680,511	8	130,826,282
10	10	Central Emergency Response Fund (UN)					108,902,994	5	108,902,994
11	8	Netherlands	20,148,462	6	58,157,224	11	24,673,336	11	102,979,023
12	17	Denmark	12,501,435	12	24,183,200	14	18,415,224	14	55,099,859
13	11	Global Partnership for Education			52,286,959	12			52,286,959
14	12	Country-Based Pooled Funds					48,298,725	9	48,298,725
15	15	Australia	15,981,735	10	3,779,584	21	20,193,444	13	39,954,762
16	14	Switzerland	23,944,579	5	4,665,064	18	10,943,474	16	39,553,118
17	16	Republic of Korea	3,900,000	17	27,807,672	13	6,466,667	18	38,174,339
18	22	France	3,609,342	18	5,804,168	16	21,748,296	12	31,161,806
19	20	Italy	5,312,869	15	11,488,284	15	10,975,532	15	27,776,684
20	18	Belgium	18,295,655	8	1,684,300	25	7,306,895	17	27,286,850



Regular Resources Revenue by Type of Partner, 2017

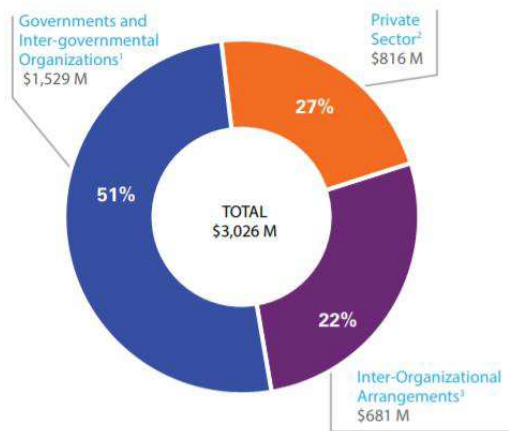


Top 20 Partners to Regular Resource by Contributions Received, 2017

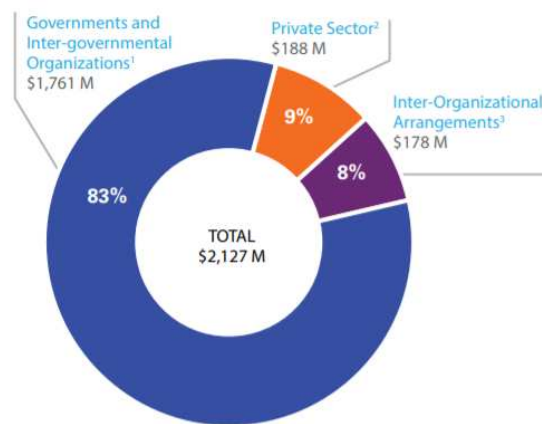
Rank	Resource Partners	Regular Resources US\$
1	United States of America	132,500,000
2	Japan NC	111,292,625
3	Republic of Korea NC	99,290,126
4	Sweden	84,527,727
5	The United Kingdom	53,691,275
6	Spanish NC	52,801,476
7	Norway	47,970,048
8	Germany NC	44,198,400
9	France NC	43,805,980
10	Sweden NC	41,826,049
11	Netherlands NC	41,112,687
12	Italy NC	35,353,950
13	United States of America NC	34,960,704
14	Switzerland	23,944,579
15	Netherlands	20,148,462
16	Japan	19,018,327
17	Belgium	18,295,655
18	Germany	16,912,264
19	Australia	15,981,735
20	United Kingdom NC	14,089,993

Other Resources by type of partner, 2017

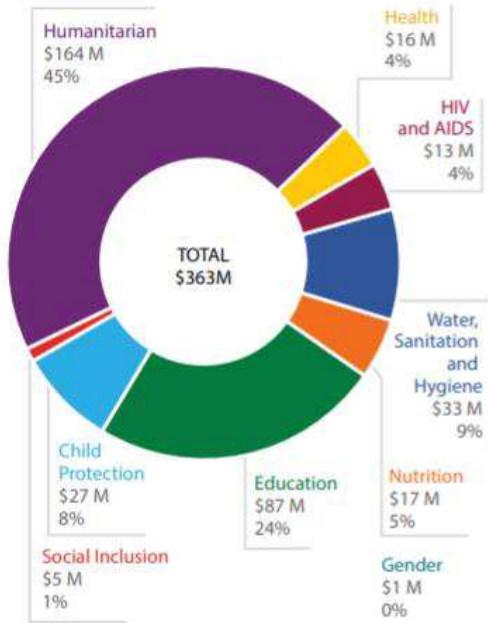
Other Resources (regular) Revenue by Type of Partner, 2017



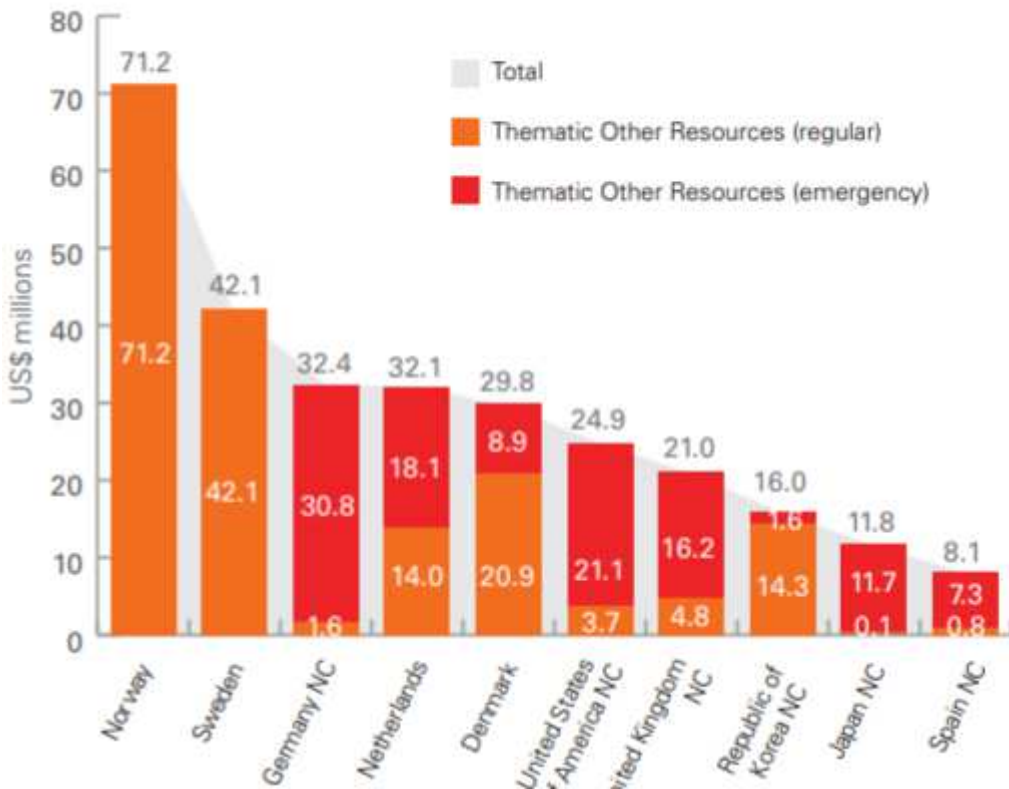
Other Resources (emergency) Revenue by Type of Partner, 2017



Thematic Contributions by sector, 2017



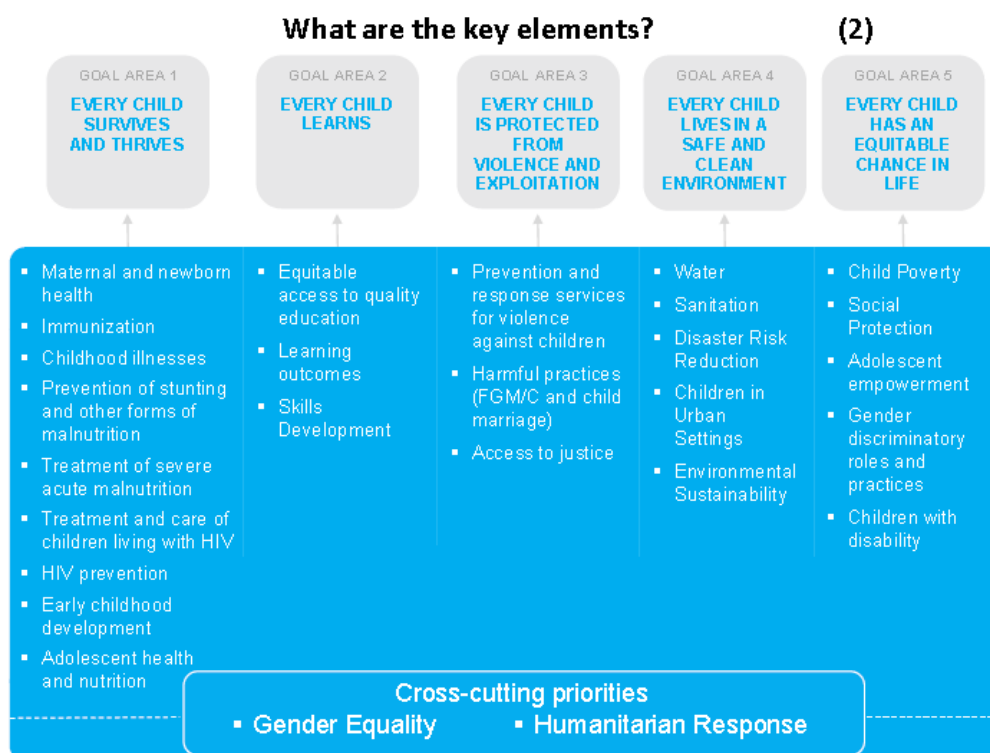
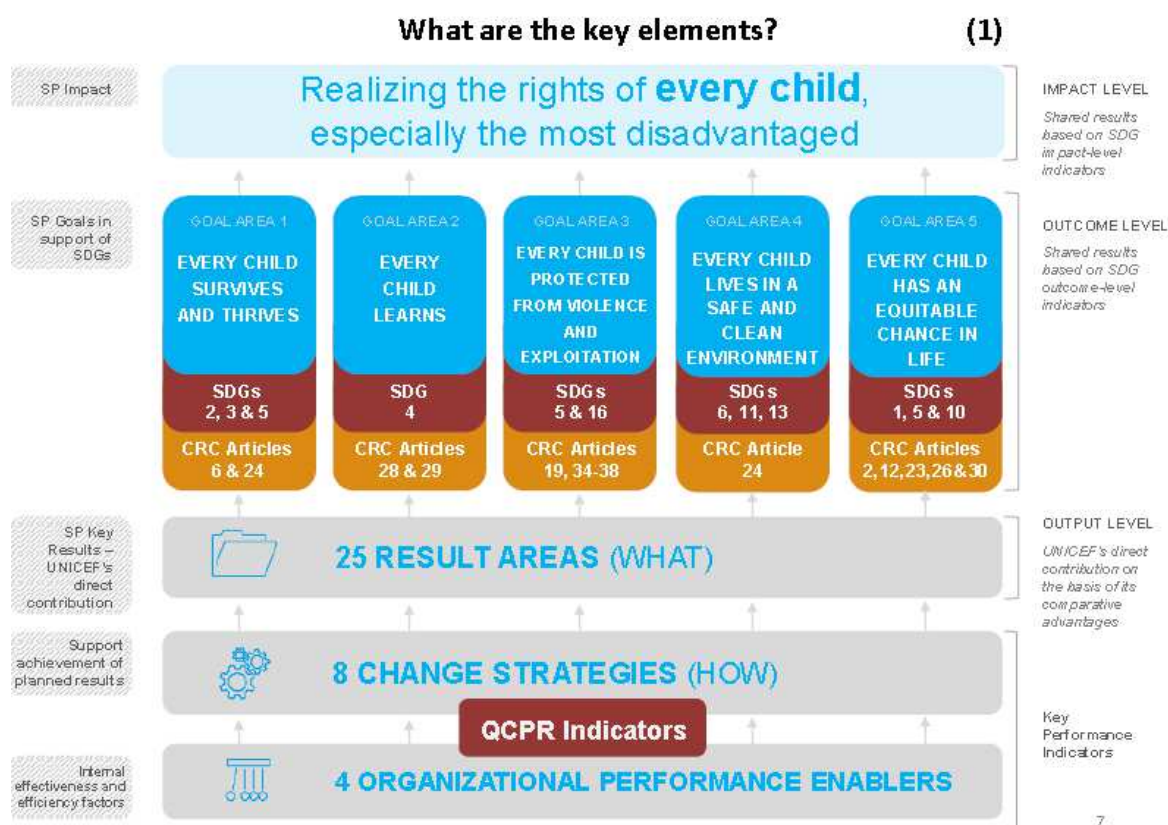
Top 10 Resource Partners to Thematic Funding by Contributions Received, 2017



Annex 3: Integrated results and resources framework, 2018-2021

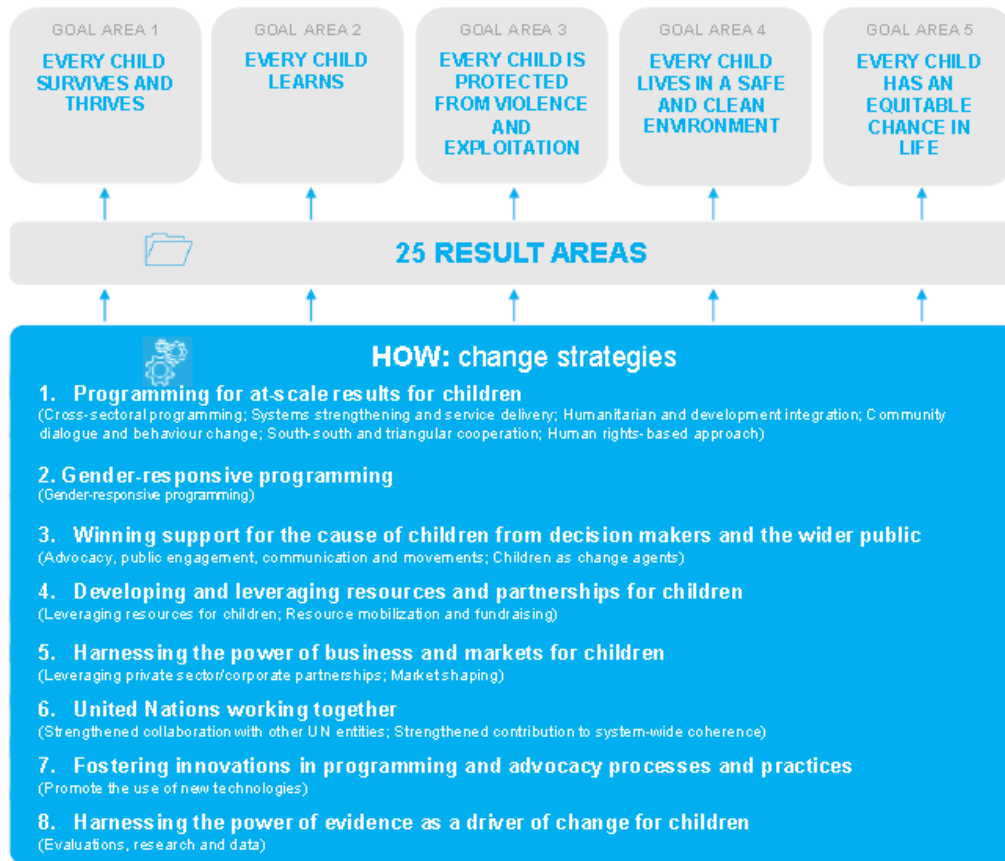
Goals	Functional cluster	2018-2021			
		Regular resources	Other resources		Total resources
			Programme	Cost recovery	
		\$m	\$m	\$m	\$m
Programmes		4 360.0	15 917.3		20 277.3
Goal Area 1 — Every child survives and thrives		1 744.0	6 366.9		8 110.9
Goal Area 2 — Every child learns		872.0	3 183.5		4 055.5
Goal Area 3 — Every child is protected from violence and exploitation		523.2	1 910.1		2 433.3
Goal Area 4 — Every child survives in a safe and clean environment		845.8	3 088.0		3 933.8
Goal Area 5 — Every child has an equitable chance in life		375.0	1 368.9		1 743.9
Organizational effectiveness and efficiency					
1	Higher quality programmes through results-based management	589.0	133.0		721.9
	Technical excellence in policy and programmes	500.2	124.2		624.3
	Technical excellence in procurement and management of supplies	53.5	8.8		62.3
	Technical excellence in humanitarian action	35.3			35.3
2	Improved management of financial and human resources in pursuit of results	459.9	6.4	1 138.0	1 604.3
	Leadership and corporate direction	10.7	1.9	26.5	39.1
	Corporate oversight and assurance	13.8		34.1	47.8
	Corporate financial, information, communications and technology, and administrative management	70.4	.6	174.1	245.1
	Staff and premises security	8.1		20.0	28.1
	Corporate external relations and partnerships, communication and resource mobilization	71.8		177.6	249.4
	Corporate human resources management	27.1	3.8	67.1	98.0
	Field/country office oversight, management and operations support	258.1		638.6	896.7
3	Coordination of the United Nations Development System	23.3	25.9		49.3
	United Nations coherence and cluster coordination	23.3	25.9		49.3
4	Special purpose	988.1	273.0	57.0	1 318.2
	Capital investment	23.0		57.0	80.0
	Private sector fundraising	725.1	273.0		998.2
	Other, including procurement services	240.0			240.0
Total resources		6 420.3	16 355.6	1 195.0	23 971.0

Annex 4: Key elements in UNICEF's Strategic Plan 2018-2021



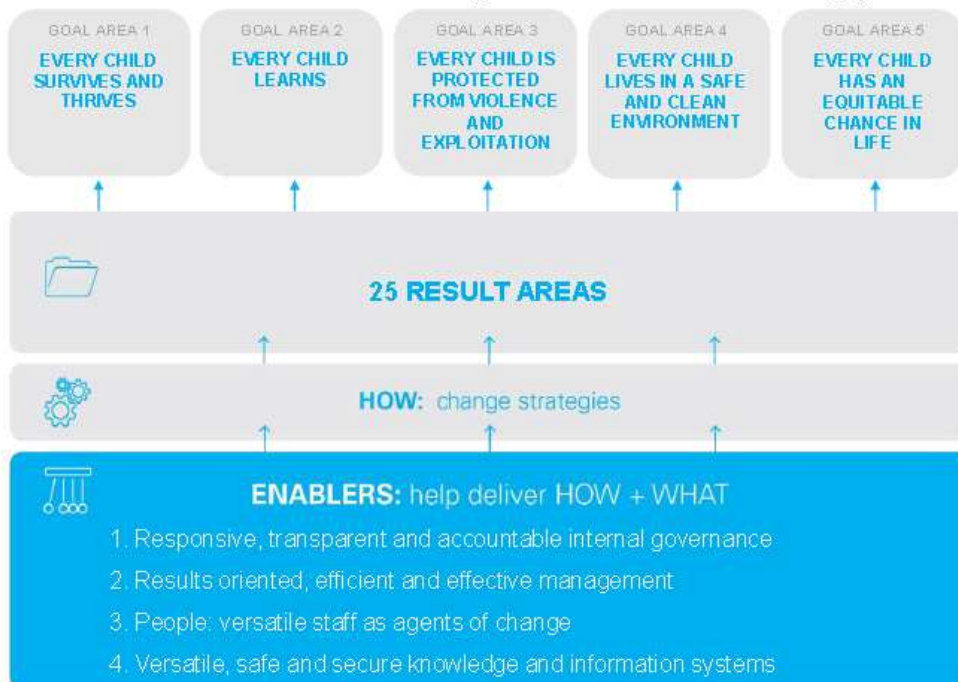
What are the key elements?

(3)



What are the key elements?

(4)



Annex 5: UNICEF Organigram

