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### **Foreword**

Civil society organizations are a fundamental part of the work UNICEF carries out on behalf of children around the world. Civil society groups have been indispensable partners since our inception. They have contributed not only to implementing programmes locally but also to advocating for better national policies and to elevating children to the top of the global development agenda. In fact, it was in part due to civil society efforts that UNICEF was established in 1946.

Today, the persistence and dedication of these groups helps to ensure that children's rights continue to be promoted and strengthened internationally and nationally. As UNICEF renews its focus on improving the lives of the most disadvantaged children, families and communities, we know that a key part of our success is due to the contributions of our partners throughout civil society. This guide is thus intended to help development professionals and organizations working across the diverse fields of child rights policy and practice.

Recent evidence shows that the world's most marginalized children are being left behind in the development process. We must do more at country and global levels to achieve the Millennium Development Goals with equity for all children. UNICEF believes that strategic partnerships are critical if we are to maximize the reach and impact of our programmes and build the local capacities necessary to achieve sustainable results for children.

We are, therefore, fully committed to working closely with civil society organizations to address the range of challenges children face everywhere – including in child protection, health, nutrition, water and sanitation, education, and HIV and AIDS, as well as in emergency and humanitarian crises. This guide provides useful tips and guidance on how best to do that, working together.

> Dr. Nicholas Alipui Director of Programmes, UNICEF

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#### **ACRONYMS**

CCA	Common Country Assessment	NGO	Non-governmental organization
CCCs	Core Commitments for Children	PCA	Programme cooperation agreement
	in Humanitarian Action	SSFA	Small-scale funding agreement
CSO	Civil society organization	UN	United Nations
IASC	Inter-Agency Standing Committee	UNICEF	United Nations Children's Fund
MDGs	Millennium Development Goals	UNDAF	United Nations Development
MoU	Memorandum of understanding		Assistance Framework
MTSP	Medium-term strategic plan		



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This guide has been created to strengthen partnerships and build new forms of collaboration for realizing the rights of all children everywhere. It is intended specifically for civil society organizations (CSOs) that have an interest in working with UNICEF, either formally or informally, to achieve results for children. As an intergovernmental organization dedicated to achieving equity for children across all areas of child rights, UNICEF recognizes that this global effort will succeed only through strong partnerships. The guide therefore provides key information that a CSO needs in order to consider, initiate, engage in and undertake a partnership or other form of collaborative relationship with UNICEF.

CSOs take many forms, including non-governmental organizations (NGOs), faith-based organizations, community-based organizations, women's groups, youth groups, social movements and trade unions, among many others. They play an active role in advocacy, awareness-raising and decision-making at the community, country and global levels. They are active in diverse contexts, including in countries undergoing development, in humanitarian crises or emergencies, and in industrialized countries. The UNICEF approach to CSO partnerships takes these different contexts into account, and this guide is designed for use across diverse contexts and thematic areas related to children.

UNICEF forms partnerships with civil society at subnational, national and global levels. The guide focuses primarily on partnerships at the level of a country programme, in both development and humanitarian action contexts, since that is where UNICEF engages in its core work.

The guide is organized into six sections, with additional information provided in the annexes: Section 1 describes how CSOs partner with UNICEF to address a range of child rights issues. Section 2 discusses some of the added benefits of working together in partnership, including what a CSO can expect UNICEF to contribute. Section 3 delves into the formal frameworks that UNICEF uses to partner with CSOs as well as informal partnerships and partnership principles. Section 4 provides an overview of United Nations country programming to highlight potential points of entry for partnerships at country level. This framework for understanding UNICEF as a decentralized organization is helpful for CSOs that then enter into formal partnership with UNICEF, a process laid out in section 5. While the emphasis of this guide is on country-level partnerships, section 6 highlights additional opportunities for CSOs to partner and engage with UNICEF, including through the UNICEF National Committees and global advocacy networks, in humanitarian response at the global level and in research and knowledge sharing.

Supporting documents related to civil society partnerships and the formal partnership process can be found in Annex I. UN terminology and key terms related to the work of UNICEF are defined in Annex II.

#### **UNICEF: AN OVERVIEW**

UNICEF is an intergovernmental organization that advocates for children and works to ensure provision of their basic needs and expansion of their opportunities to reach their full potential. Created in the aftermath of the Second World War, the organization's mandate was extended indefinitely by the United Nations General Assembly in 1953.

UNICEF is an essential part of the broader UN system, sharing its responsibility and mission to help States meet their human rights obligations to the children and women within their jurisdictions.

"UNICEF is mandated by the United Nations General Assembly to advocate for the protection of children's rights, to help meet their basic needs and to expand their opportunities to reach their full potential.... UNICEF is guided by the Convention on the Rights of the Child and strives to establish children's rights as enduring ethical principles and international standards of behaviour towards children... UNICEF is committed to ensuring special protection for the most disadvantaged children – victims of war, disasters, extreme poverty, all forms of violence and exploitation, and those with disabilities."

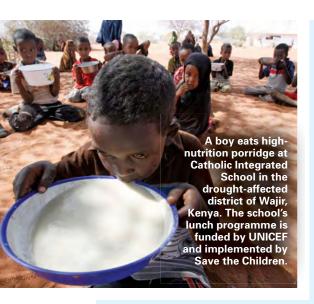
**Excerpt from the UNICEF Mission Statement, Executive Board Decision 1996/1** 

When the Convention on the Rights of the Child was adopted in 1989, the rights and principles it contained became a core part of the UNICEF mandate. The Convention provides a guiding framework for all of the organization's work, from mobilizing political will, resources and technical assistance for development to emergency and humanitarian preparedness and response.

Core rights and principles of the Convention on the Rights of the Child. The Convention is a legally binding instrument that takes a holistic approach to children's rights. It covers civil, political, economic, social and cultural rights. It spells out the basic human rights of children everywhere: the right to survival; to develop to the fullest; to be protected from harmful influences, abuse and exploitation; and to participate fully in family, cultural and social life. Four core principles that underpin the rights in the Convention are: non-discrimination; the best interests of the child; the right to life, survival and development; and respect for the views of the child.

Achieving equity for children. The principles of the Convention are integral to the UNICEF mandate to reach the world's most marginalized and excluded children. As the world strives to achieve global development goals for children and their families, there is an urgent need to address the growing disparities in progress among countries. UNICEF is committed to fostering equity for children through unity and collaboration with governments, civil society organizations and the private sector to renew the global focus on ensuring that the most marginalized and vulnerable children are not left behind in the development process.





#### SITUATION OF CHILDREN ACROSS THE GLOBE

The past decade has witnessed considerable progress towards the goals of reducing poverty and hunger, combating disease and mortality, promoting gender equality, expanding education, ensuring safe drinking water and basic sanitation, and building a global partnership for development. However, robust global economic growth and higher flows of investment and trade during most of the 1990s and 2000s failed to narrow disparities in children's development both within nations and among them. In some areas, such as child survival, disparities have actually increased.

Many developing countries – including some of the poorest – are advancing steadily towards achievement of the Millennium Development Goals. Yet sub-Saharan Africa, South Asia and the least

developed countries have fallen far behind other developing regions and industrialized countries on most indicators. Nearly half the population of the world's 49 least developed countries is under the age of 18. In that sense, these countries are the richest in children. But they are the poorest in terms of child survival and development. They have the highest rates of child mortality and out-of-school children and the lowest rates of access to basic health care, maternity services, safe drinking water and basic sanitation.

Nearly half of the 7.6 million deaths of children under 5 years old in 2010 took place in sub-Saharan Africa alone. HIV and AIDS affect this region far more than any other, and the fight against the epidemic requires reducing the generational transfer of the virus by preventing mother-to-child transmission, as well as accelerating prevention efforts among young people. Sub-Saharan Africa and South Asia together account for over two thirds of the 67 million primary-school-aged children currently out of school. These two regions also have the highest rates of child marriage, the lowest rates of birth registration and the most limited access to basic health care for children and to maternity services for women, especially for the poor.

Compared with their wealthiest peers, children from the poorest households throughout the developing world are doubly at risk of dying before age five. The odds are similar for stunting, underweight prevalence or being unregistered at birth. Throughout the developing world, children from the poorest quintile are around 1.5 times less likely to receive measles immunization, or to attend primary school, than the children from the richest quintile. Although gender gaps in education have narrowed over the past two decades, girls still face a higher risk of not attending school than boys, in rich and poor areas alike.

For girls, poverty and educational disadvantage exacerbate protection risks such as early sex and child marriage, which are widely associated with adolescent pregnancy and childbirth and their attendant health risks, as well as with increased exposure to sexually transmitted infections including HIV, domestic violence and social isolation.

These marked disparities in child survival, development and protection point to a simple truth: the Millennium Development Goals (MDGs) and other international commitments to children can only be fully realized, both to the letter and in the spirit of the Millennium Declaration, through greater emphasis on equity among and within regions and countries.





#### CSOs play a critical role in supporting UNICEF efforts to deliver results for children.

The majority of partnerships between UNICEF and CSOs take place at the country level.

## 1.1 What is 'civil society'?

It is difficult to define civil society in a few words, because it involves diverse actors within and across countries. For the purpose of partnerships, UNICEF understands civil society as the sphere of autonomous associations that are independent of the public and for-profit sectors and designed to advance collective interests and ideas. CSOs may be formal or informal, and they work within a broad range of political, legal, economic, social and cultural contexts. They do not represent a unified social force or a coherent set of values; they are as diverse as the people and issues around which they organize.

#### Types of CSOs include:

- International and national non-governmental organizations
- Community-based organizations
- Social movements
- Advocacy groups
- Trade unions
- Women's groups
- Foundations

- Faith-based organizations
- Professional voluntary associations
- Kinship-based networks
- Youth-led organizations
- Ethnic and tribal associations
- Independent media
- Social networks
- Think tanks and research institutes

CSOs can and do play an enormous role in promoting and protecting children's rights within their respective areas of influence. It is on the basis of this shared commitment to child rights that CSOs and UNICEF work together locally, nationally and globally.

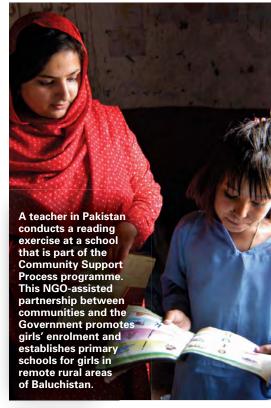
<sup>1.</sup> United Nations Children's Fund, 'UNICEF strategic framework for partnerships and collaborative relationships', E/ICEF/2009/10, 26 March 2009.

# 1.2 Civil society partnerships with UNICEF

The CSOs that work with UNICEF are infinitely diverse, offering a broad range of specialized knowledge and experience in areas pertaining to children. It is this diversity that produces some of the most innovative and effective achievements for children. The common thread linking UNICEF partnerships with CSOs is the shared objective of realizing children's rights.

CSOs work with UNICEF on a broad range of child-related issues (see box 1). Some partnerships, for example, focus on strengthening child protection systems in relation to violence and sexual abuse, while others implement new strategies for improving access to basic health services for mothers and children. UNICEF works with CSOs to create community-led plans for hygiene improvement and water safety and to ensure that all children have access to education. Some CSO partners focus specifically on children whereas others address a range of issues, including poverty, climate change, health, gender equality and violence.

Partnerships between CSOs and UNICEF use numerous strategies to achieve results for children. Many partnerships are formed to carry out programming for children in countries, where the majority of UNICEF work takes place. CSOs and UNICEF also work together with communities to engage in advocacy and policy reform and to promote child participation. Some partnerships focus on responding to emergencies or humanitarian crises, providing basic services to populations in need. Others concentrate on working with governments to ensure they meet child rights obligations. Some CSOs carry out a combination of all of this work, whereas others focus exclusively on a single area.





#### **BOX 1. EXAMPLES OF PARTNERSHIPS**

Improving birth registration in Liberia. A decentralized birth registration system was launched in July 2010 in Liberia, where only 4 per cent of under-five children are registered and possess birth certificates, the second lowest percentage in the world. Led by the Government, this new system aims to register all the estimated 1.6 million children in the country by the end of 2011. To assist the Government to meet this ambitious objective, UNICEF and Plan International (an international child-centred development organization) have combined forces to raise awareness of registration across the whole country, as well as develop databases to store records and train officials and volunteers to administer them. SOURCE: PLAN INTERNATIONAL.

**Creating child- and women-friendly spaces in Pakistan.** The severe floods that hit Pakistan in 2010 left many children homeless and vulnerable to neglect and abuse. In response, UNICEF worked closely with Pakistani NGOs such as the Indus Resource Centre to set up child- and women-friendly spaces. More than 54 safe spaces were set up in flood-affected areas, allowing children and women to come together and access basic services in a safe and protected environment. Communities were encouraged to take responsibility for operating the spaces after the project ended. SOURCE: UNICEF, 'AFTER CYCLOME YEMYIN BUILDING COMMUNITY AROUND CHILD-ERIENDLY SPACES IN PAKISTAN', 24 DECEMBER 2007.

Promoting child participation in Brazil. The Movimento Nossa Sao Paulo (Our Sao Paulo Movement) was formed by hundreds of social organizations, neighbourhood associations and residents of Sao Paulo to address extreme social inequities in the city. The movement's early focus on children's issues and efforts to promote adolescent participation provided common ground for collaboration with UNICEF. Working with the movement, UNICEF Brazil led a child rights working group, made up of more than 15 CSOs, to create a space for political dialogue and advocacy on children's rights. Source: UNICEF'S COLLABORATION WITH CIVIL SOCIETY: BRAZIL CASE STUDY', CIVIL SOCIETY PARTNERSHIPS. PROGRAMME DIVISION. DECEMBER 2010.

**Promoting religious cooperation to address conflict in Indonesia.** In the Maluku (Indonesia), where religious conflict has torn communities apart and led to intolerance and distrust, a coalition of Muslim-Christian NGOs partnered with UNICEF in 2002 to establish a Children's Parliament. The goal was to give children a voice and create opportunities for interaction among those from different religious backgrounds. Not only was it the first Children's Parliament in Indonesia, it was also the first significant event to cross the religious divide. The initiative led to peace-building activities that contributed to a peace initiative in the Maluku, including the integration of a peace education curriculum into the provincial education system.

SOURCE: UNICEF, 'ADOLESCENT PROGRAMMING EXPERIENCES DURING CONFLICT AND POST-CONFLICT', NEW YORK, 2004.



Partnerships between UNICEF and CSOs are critical to achieving results for children in both development and humanitarian action contexts. Sometimes they are organized through a formal agreement between organizations and sometimes they are carried out informally. The UNICEF-CSO partnership framework is flexible, so the specific form of the partnership can change over time as dictated by evolving circumstances.

### 2.1 What is a partnership?

Partnerships can encompass many different forms of collaboration. For the purposes of this guide, partnerships are defined as "voluntary and collaborative relationships between various parties in which all participants agree to work together to achieve a common purpose or undertake a specific task". All of the partnerships between UNICEF and CSOs are considered to be strategic partnerships, since their goal is to achieve results for children based on the UNICEF strategic priorities (see box 2).

Partnerships between UNICEF and CSOs have the following characteristics:

- They can be formal or informal agreements;
- They involve joint ownership and shared risks, responsibilities and benefits;
- They may or may not involve the transfer of financial resources;
- They are guided by the UNICEF Principles of Partnership;
- They are formed primarily with UNICEF country offices, though also at global level;
- They can be focused on both development and humanitarian action contexts;
- They can be created to carry out diverse joint activities, including advocacy, programming, service delivery, awareness-raising, knowledge-sharing, emergency response, research, prevention activities, capacity development and fundraising.

<sup>2.</sup> UN General Assembly resolution 62/211, 'Towards global partnerships', A/RES/62/211, 11 March 2008.

#### **BOX 2. UNICEF STRATEGIC PRIORITIES**

The UNICEF medium-term strategic plan (MTSP) guides UNICEF partnerships. The five focus areas are:

- 1. Young child survival and development
- 2. Basic education and gender equality
- 3. HIV/AIDS and children

- 4. Child protection from violence, exploitation and abuse
- 5. Policy advocacy and partnerships for children's rights

UNICEF is also committed to helping States realize their child-related commitments under the Millennium Declaration and MDGs, which address issues such as health, education and gender equality. As the 2015 deadline for achievement of the MDGs approaches, UNICEF has recommitted to carrying out its work through an equity lens that places priority on the most marginalized and vulnerable children. Advancing the global equity agenda is a strategic opportunity for strengthened partnerships with CSOs.





Joint ownership is a defining feature of partnerships. Through an initial and ongoing consultative process, both parties agree on the objectives and results to be achieved, including the implementation strategies and resources that each partner will contribute.

### 2.2 Formal partnership tools and agreements

Depending on the nature of joint work, a formal agreement may be appropriate. UNICEF uses three modalities for such partnerships: memorandum of understanding, programme cooperation agreement and small-scale funding agreement.<sup>3</sup>

- A memorandum of understanding (MoU) is used to formalize an agreement between UNICEF and one or more CSO partners to pursue common objectives at the global, regional or country levels. Each party pursues the joint objectives using its own resources. MoUs are typically used to define strategic alliances between UNICEF and a CSO or civil society network and declare agreement on intent, areas of common interest, spheres of cooperation and operational engagements.
- A programme cooperation agreement (PCA) is legally binding and defines a UNICEF-CSO partnership involving a transfer of UNICEF resources to the CSO. The agreement is jointly developed, with both UNICEF and the CSO collectively determining the justification for the partnership, the results to be achieved and the strategies for implementation. All parties are responsible for contributing intellectual resources to the initiative and are jointly responsible for the associated risks and successes. There are two types of PCAs, depending on whether the amount of money transferred is more or less than \$100,000. UNICEF typically enters into PCAs with CSOs that have specific capacities and advantages that make them uniquely qualified to carry out the work.
- A small-scale funding agreement (SSFA), similar to a PCA, is legally binding and identifies a programme initiative jointly developed and implemented by UNICEF and a CSO partner with UNICEF funds. The SSFA and the PCA differ on two key points: the financial value of UNICEF resources contributed to the initiative, in cash or in kind, and the complexity of the agreements. As of January 2010, an SSFA should be used when UNICEF will contribute less than \$20,000.

<sup>3.</sup> When the CSO will provide a specific service or good to achieve a predetermined result, the UNICEF office may choose to contract the organization on a special services agreement. Such contracts are not partnerships because UNICEF retains the primary responsibility for determining the design, management and results of the contractual relationship.

## 2.3 Informal partnerships

Informal partnerships are oriented towards achieving results for children and are used when the collaboration does not require a formal agreement. An informal partnership might be used, for example, when organizations are working together to identify child rights issues to address at the country level, performing joint advocacy or sharing knowledge.

Section 5 provides further information on the types of partnerships, criteria and the process for entering into a formal partnership with UNICEF.

# 2.4 Guiding principles for partnerships

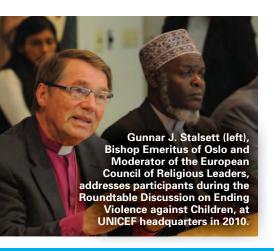
UNICEF partnerships with CSOs are guided by a set of principles that address important considerations such as:

- Mutual focus and commitment to the core values of the Convention on the Rights of the Child;
- Mutual accountability and contributions among all partners, with a focus on delivering results for children and women;
- Integrity, independence and equality of all partners;
- Transparency in all decision-making;
- Capacity development of national partners.

Throughout the course of the joint work, the partners should communicate regularly to ensure that the principles of partnership are being upheld. Annex 1 provides the full list of guiding principles.







# 2.5 Eligibility criteria for partnering with UNICEF

UNICEF engagement in partnerships and collaborative relationships aims to foster a child-focused development agenda and to build the capacity of partners and societies to execute effective and efficient social policies for children. The core criteria for partnership include respect for UN standards, including human rights; transparency and integrity; capacity to carry out the partnership; and the potential for achieving strategic results for children.

#### **KEY RESOURCES**

UNICEF, Executive Board: Key resources – Medium-term strategic plan, <a href="https://www.unicef.org/about/execboard/index-48196.html">www.unicef.org/about/execboard/index-48196.html</a>

UN Convention on the Rights of the Child, <www2.ohchr.org/english/bodies/crc/index.htm>

UN Millennium Declaration and Millennium Development Goals, <www.un.org/millenniumgoals/>

The UNICEF equity framework:

United Nations Children's Fund, Narrowing the Gaps to Meet the Goals, UNICEF, New York, 7 September 2010, <a href="https://www.unicef.pt/docs/Narrowing">www.unicef.pt/docs/Narrowing</a> the Gaps to Meet the Goals 090310 2a.pdf>

United Nations Children's Fund, 'Progress for Children: Achieving the MDGs with equity', no. 9, UNICEF, New York, 2010, <a href="https://www.unicef.org/publications/files/Progress\_for\_Children-No.9\_EN\_081710.pdf">https://www.unicef.org/publications/files/Progress\_for\_Children-No.9\_EN\_081710.pdf</a>

United Nations Development Group, 'The Human Rights Based Approach to Development Cooperation: Towards a common understanding among UN agencies', UNDG, 2003, <a href="https://example.com/nations-nat

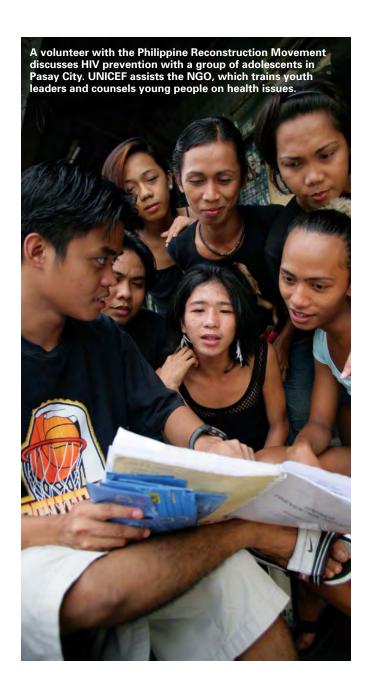


Partnerships with CSOs are a major UNICEF strategy for achieving results for children based on mutual ownership and investment. They support improved outcomes for children and are an important strategy for reaching the world's most marginalized children.

# 3.1 Benefits from UNICEF/CSO partnerships

The benefits deriving from UNICEF/CSO partnerships include:

- Stronger advocacy for children's rights. Partnerships can mobilize people and public opinion to build
  greater momentum for policy change locally, nationally and globally. Together, UNICEF and CSOs have
  successfully advocated for governments to lift general reservations to the Convention on the Rights of the Child.
- **Transformative potential.** Partnerships provide opportunities to combine the strengths of each partner to transform societies. In southern Mexico, for example, NGOs and local businesses worked with UNICEF to identify and carry out solutions to under-enrolment of indigenous children in primary school.
- **Greater aid effectiveness.** As expressed in the Paris Declaration on Aid Effectiveness and the Accra Agenda for Action, partnerships for development can greatly enhance the effectiveness of aid. Given the challenging global economic environment, partnerships are essential to ensure that aid targets the most vulnerable and marginalized children.
- **Innovations for children.** Partnerships create opportunities to strengthen innovative approaches and programming for children. For example, creative methods used by NGOs to encourage abandonment of female genital mutilation/cutting in certain African countries have been supported by UNICEF and adopted as a model by other UN agencies.
- **Strengthened knowledge base.** Knowledge and expertise form the basis of solid programming for children's rights. Partnerships allow for a greater exchange and transfer of knowledge across organizations in different fields of expertise. Universities and think tanks are valued partners of UNICEF for this reason, but community-based organizations with strong knowledge of a child's environment are just as important.
- Additional resources for children and UNICEF-supported programmes. Through partnerships, financial resources can be mobilized from governments, foundations and the corporate sector for children's programming and services.



# 3.2 UNICEF contributions to partnerships with CSOs

As an international, intergovernmental child rights agency, UNICEF holds a unique position at national and international levels. Some of the contributions that UNICEF can make to a partnership with a CSO include:

- Convening power. UNICEF works closely with a number of stakeholders, including governments, private actors and civil society. UNICEF uses this unique position to convene both public and non-public stakeholders around children's rights issues at the local, national and global levels.
- Global reach and country presence.

With a strong presence in 190 countries, UNICEF is an influential actor both globally and nationally. Using its capacity on the ground, UNICEF can foster greater alignment between global initiatives and national development strategies, acting as a conduit between local and national actors and global policymaking processes.

- **Technical expertise and efficient procurement.** UNICEF has the capacity to leverage the strategic funding priorities of global programme funds, donors and governments in favour of child-related outcomes. Through partnering with UNICEF, many CSOs have benefited from its technical expertise in matching local work to international priorities, preparing high-quality funding proposals and procuring resources.
- **Capacity development.** Many CSOs have found that their partnership with UNICEF has increased their capacity to advocate for children's rights and achieve results. UNICEF helps to strengthen CSO capacity to carry out work for children, which contributes to the sustainability of progress for children over time and broadens ownership of the development process (see box 3).





#### **BOX 3. CSO CAPACITY DEVELOPMENT**

Capacity development is one of the guiding principles of all UN country programmes. It is carried out at country level with governments (including ministries, parliaments, state agencies, etc.) and civil society.

Capacity development is a process through which individuals, organizations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives, defined within the norms of human rights and gender equality. UNICEF is committed to carrying out capacity development in partnership with CSOs because they undertake so much work with children and women, in both regular programming settings and during humanitarian response and emergencies.

UNICEF capacity development work that pertains to CSOs includes (1) enhancing the knowledge and technical skills needed to deliver results for children; (2) introducing new technologies for effective service delivery and supporting the strengthening of delivery approaches and organizational and management systems; and (3) enhancing the knowledge and skills of children and women themselves.

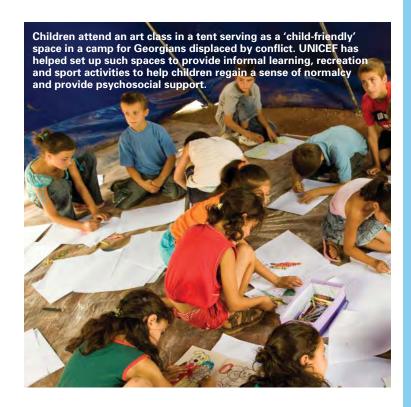
When a CSO wants to partner with UNICEF but faces capacity challenges, it may be possible to integrate capacity development into the partnership agreement. Such arrangements are worked out case by case between the UNICEF country office and the CSO.

CAPACITY DEVELOPMENT
OF NGOs IN GEORGIA
FOR IMPROVED CHILD CARE

As part of ongoing efforts to deinstitutionalize child care in Georgia, the Government, UNICEF and CSOs have been working together to implement an approach that favours small group homes and day centres for children in need of care. The majority of Georgian children currently living in institutions are poor and/or have disabilities. The success of this reform relies in part on the capacity of local CSOs, which will be charged with running these homes and centres and ensuring compliance with minimum standards. UNICEF is working closely with two national NGOs - First Step and Children of Georgia – as well as Save the Children International to carry out training and capacity development for about 15 NGOs charged with caring for children with disabilities. Financial support for the project comes from the United States Agency for International Development.

SOURCE: UNICEF GEORGIA OFFICE, 2011.

- Making innovations accessible. UNICEF seeks to identify and scale up delivery of innovative life-saving interventions, including through the use of new technologies (see box 4).
- Catalysing behaviour and policy change. Civil society partners have stressed that UNICEF makes a crucial difference by advocating for the development of policies and mechanisms that protect child rights and by raising public awareness around children's issues.
- **Financial support.** Through project cooperation agreements and small-scale funding agreements with CSOs (discussed in section 2), UNICEF can provide financial support for programme-related costs of the partnership.



#### **BOX 4. PARTNERING FOR INNOVATIVE CHILD DATA COLLECTION**

With the support of UNICEF, graduate students from Columbia University in New York developed RapidSMS, a system that uses basic mobile phones and SMS text messages to collect quality data from field locations. RapidSMS is now used by UNICEF Malawi to monitor under-nutrition in children, as an early warning system for famine detection.

SOURCE: UNITED NATIONS CHILDREN'S FUND, 'STRATEGIC FRAMEWORK FOR PARTNERSHIPS AND COLLABORATIVE RELATIONSHIPS', 26 MARCH 2009. E/ICEF/2009/10.



UNICEF works with CSOs, both formally and informally, in the context of country programmes, the primary vehicle through which UNICEF delivers on its mandate for children. The following section describes some of the key UNICEF programming stages that shape opportunities for partnerships.

# 4.1 A decentralized approach to children's rights

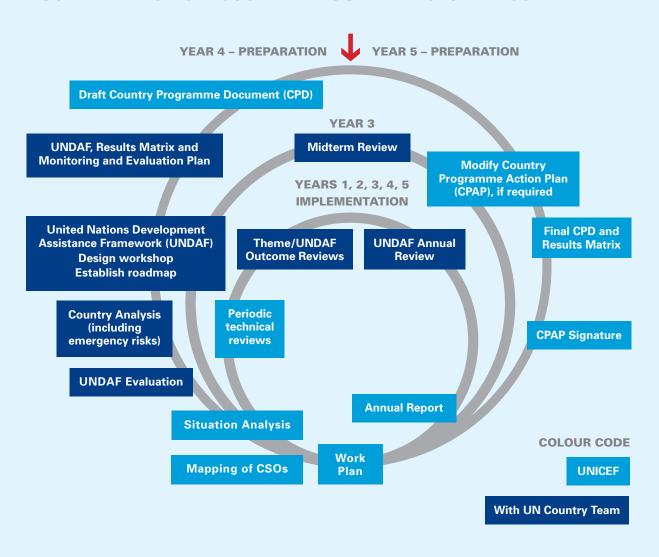
The heart of UNICEF work is in the field. There, country offices carry out the organization's mission through a programme of cooperation that is developed together with the host government. To ensure that the needs of children and women are met effectively, UNICEF has a decentralized structure in which country offices are the primary point of programming decision-making. These decentralized offices are supported by seven regional offices and UNICEF headquarters in New York, which provide technical support, guidance and coordination. UNICEF currently carries out programming in over 150 countries worldwide.

# 4.2 UNICEF country programmes

UNICEF country programmes are developed in the context of the United Nations Development Assistance Framework (UNDAF), prepared by UN agencies in cooperation with host governments and other partners. The UN country programming process is a collective effort aimed at achieving jointly identified priorities related to human rights and development. At country level UNICEF works in accordance with the UNDAF, providing its expertise on issues related to children and women.

While governments have primary responsibility for administration of national development processes and programmes, civil society also plays an essential role, particularly in implementation. CSOs are often responsible for providing basic services to children and raising awareness about gaps in policy, enforcement and practice on child rights issues. Through advocacy and dialogue, CSOs engage decision makers to ensure that children's rights are a central component of development and humanitarian action processes.

#### FIGURE 1. THE UNICEF COUNTRY PROGRAMME CYCLE IN CONTEXT



The UNICEF country programming process involves three main phases: (1) situation analysis and preparation of the country programme; (2) implementation of the country programme; and (3) monitoring and evaluation of results (see figure 1). A typical UNICEF country programme lasts for approximately five years. In unstable contexts such as during an emergency, the duration may be shorter.

#### 4.2.1 PREPARATION AND COUNTRY ANALYSIS

Preparation of a new UNICEF country programme begins with an analysis of the situation in the country grounded in key human rights and development challenges. The situation analysis aims to clarify the causes of problems facing children and women and linkages between issues affecting their rights. It may include specific studies, surveys, reviews and evaluations. CSOs, including groups of children and adolescents, have played an important role in carrying out situation analyses (see box 5).

The situation analysis emphasizes the focus areas in the UNICEF MTSP. It uses an equity-based approach that concentrates on vulnerable and marginalized populations. It is supported by a mapping of partners, both CSOs and private sector partners, who could potentially contribute to UNICEF efforts.

The situation analysis contributes to the UN Common Country Assessment (CCA), which forms the basis for preparation of the UNDAF.

#### **BOX 5. ENGAGING CHILDREN IN THE SITUATION ANALYSIS IN NEPAL**

UNICEF Nepal works in partnership with an independent radio station that reaches adolescents nationwide, engaging them in conversation on development issues important to them. Children and adolescents are invited to send free text messages to UNICEF about their views on issues. Their comments are collected on the UNICEF website and analysed. This mechanism allows incorporation of children's views into the situation analysis and other parts of the UNICEF country programme in Nepal.

SOURCE: UNICEF, 'MULTIMEDIA INITIATIVE ENCOURAGES DISCUSSION AMONG NEPAL'S YOUNG PEOPLE', 6 MAY 2010.

Programming planning is results-based, meaning that partners agree on a problem to be addressed, identify its root causes and then determine the strategic results to be achieved and the sequence of steps needed to achieve them. The UNDAF is based on the priority issues agreed on by the UN country team, host government and partners. These priority issues, strategies and allocated responsibilities are then reflected in the UNDAF results matrix.

The UNICEF role in the UNDAF emphasizes the needs of children and women. UNICEF contributes a child-rights perspective to the process. It formulates a child-focused country programme based on the UNDAF and its own mandate and the MTSP priorities.<sup>4</sup>

In some cases, partner CSOs are identified early in the preparation process and delegated responsibility in the UNDAF results matrix. The country programme preparation process also lays the groundwork for future collaboration between UNICEF and CSOs.

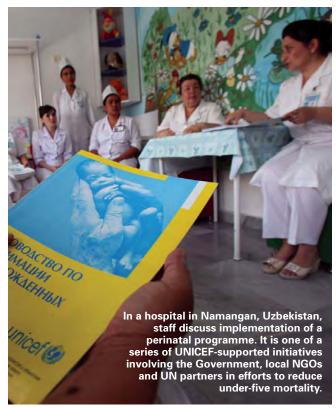
#### 4.2.2 IMPLEMENTATION OF THE UNDAF

Once the preparation and analysis have been completed, the members of the UN country team, host government and partners begin to carry out their responsibilities as defined by the UNDAF. At this point, UNICEF and CSOs may form new partnerships, either formal or informal, to carry out work in support of the priority areas related to children.

Further information on the formal partnership cycle is provided in section 5.

<sup>4.</sup> The UNICEF country programme is assembled in a country programme document (CPD) and summary results matrix, which reflect the key issues and strategies identified in the UNDAF. The CPD is then cleared by the UNICEF regional director and Executive Board prior to implementation.







### 4.2.3 MONITORING AND EVALUATION OF THE UNICEF COUNTRY PROGRAMME

An important component of programming is monitoring the progress towards the desired results, by both UNICEF and its partners. This obligation carries over to CSOs that partner with UNICEF in the country programme. Monitoring and evaluation processes should provide opportunities for CSOs to give their input on the work carried out, including areas where greater attention is needed (see box 6).

# BOX 6. CIVIL SOCIETY CONSULTATION AND DIALOGUE WITH UNICEF MALI

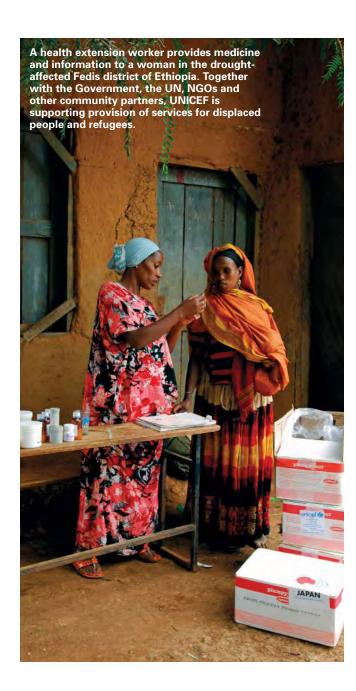
In June 2008, UNICEF Mali and the country's Ministry of Foreign Affairs co-convened a meeting with partners to discuss the 2008-2012 UNICEF country programme. International and national NGOs, community-based organizations and other civil society actors were invited to participate in the meeting and to comment on the country office's performance as a partner during the previous country programme. The CSOs provided feedback on UNICEF strengths and weaknesses as a partner and offered a number of recommendations to strengthen collaboration between the country office and civil society.

SOURCE: UNICEF, 'UNICEF'S COLLABORATION WITH CIVIL SOCIETY: MALI CASE STUDY', CIVIL SOCIETY PARTNERSHIPS, PROGRAMME DIVISION, DECEMBER 2010.

# 4.3 Programming for children in humanitarian, emergency and post-crisis contexts

When a humanitarian or emergency situation<sup>5</sup> occurs, the UNICEF country office is responsible for the organization's first level of response, while the regional office and headquarters provide support in accordance with the severity of the situation. The response is guided by the Core Commitments for Children in Humanitarian Action (CCCs). The CCC sector-specific programme is designed to support elements of humanitarian reform, in particular through a wider inter-agency cluster approach. The Inter-Agency Standing Committee (IASC) global clusters are meant to ensure a more coherent and effective response at country level by mobilizing groups of agencies and NGOs to respond strategically across key sectors. Within the global cluster system, UNICEF works with CSOs in child-related areas such as water, sanitation and hygiene; nutrition; education; child protection; and gender-based violence.

<sup>5.</sup> In accordance with the CCCs, a humanitarian situation is defined as any circumstance in which humanitarian needs are sufficiently large and complex to require significant external assistance and resources, and where a multisectoral response is needed with the engagement of a wide range of international humanitarian actors. An emergency is defined as a situation that threatens the lives and well-being of large numbers of people and requires extraordinary action to ensure their survival, care and protection. The capacity of a country to respond to the crisis is a factor in determining the threshold for a situation becoming 'humanitarian'.





In a crisis or post-conflict situation, a post-conflict needs assessment or other analysis may be carried out at various levels and phases of the development cooperation process and programme cycle. It typically includes a situation analysis that identifies significant threats and risks faced by children and women, their root causes and the response capacity of those with the duty and responsibility to address them. The participation of children, adolescents and community groups should be integral to this process.

Following the initial response to a humanitarian or emergency situation, the country programme continues to serve as the framework for carrying out programming and support at the country level, with modifications made to reflect the new context.

#### **KEY RESOURCES**

United Nations Development Group, 'Common Country Programming Processes', <www.undg.org/index.cfm?P=226>

United Nations Development Group, 'Toolkit: Resources for the improved function of the UN development system at the country level', <toolkit.undg.org/>

United Nations Children's Fund, 'UNICEF Executive Board: Repository – Country programme documents', <a href="https://www.unicef.org/about/execboard/index">www.unicef.org/about/execboard/index</a> 46487.html>

United Nations Children's Fund, *Core Commitments for Children in Humanitarian Action*, UNICEF, New York, May 2010, <www.unicef.org/publications/index\_21835.html>



Formal partnerships between CSOs and UNICEF are created to achieve specific results for children in areas of mutual concern. The partnership is carried out through a series of steps delineated in the partnership agreement. This section lays out the stages of the typical partnership cycle.

A formal partnership with UNICEF involves four stages: (1) initiating the partnership; (2) designing and implementing the partnership; (3) monitoring and evaluating the partnership; and (4) concluding the partnership (see figure 2). The partnership principles govern all stages of the process and rely on regular communication between partners. At the conclusion of the agreement, there can be further discussion about strategies to ensure sustainability of the results achieved, including by continuing the partnership on a formal or informal basis.

# Stage 1: Initiating the partnership

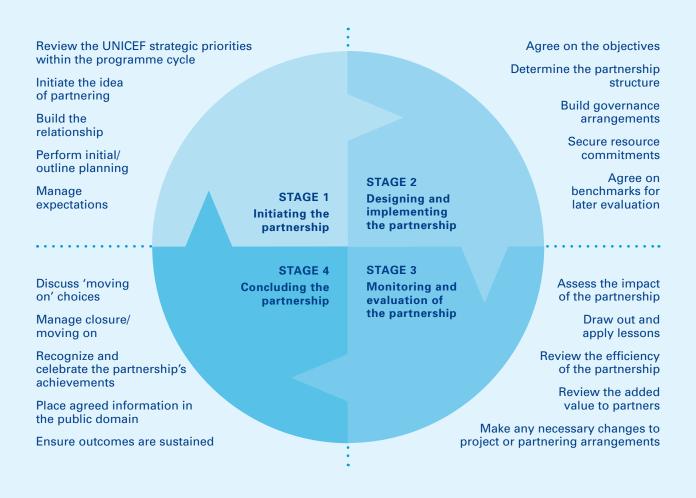
# 1. IDENTIFICATION OF THE NEED FOR PARTNERSHIP BASED ON STRATEGIC PRIORITIES

#### BY UNICEF:

Key times when UNICEF might initiate a partnership include:

- As part of the country programme development process, including formulation of the expected results in the country programme action plan (or UNDAF action plan as appropriate), a UNICEF country office may decide that some desired results of the country programme would be most effectively realized through CSO partnership(s).
- UNICEF might then carry out a mapping exercise to identify potential partners, followed by selection of suitable organizations. This could occur during preparation of the situation analysis, an emergency preparedness and response plan, or during 'scoping' of the development environment. This process may also take place following identification of a new problem that requires a response through a new partnership or additional partners.

#### FIGURE 2. STAGES OF PARTNERSHIP



SOURCE: ADAPTED FROM THE PARTNERING INITIATIVE, THE PARTNERING TOOLBOOK, INTERNATIONAL BUSINESS LEADERS FORUM, LONDON.

#### BY A CSO:

It is also possible for a CSO to initiate a partnership with UNICEF. The steps in this process include:

- Obtain and review information about the current UNICEF strategic priorities and programming;
- Determine where the UNICEF country office is in the country programme cycle;
- Carry out a self-assessment to see whether the organization meets the UNICEF requirements and expectations for partnership (remembering that an inability to meet these requirements does not automatically preclude a partnership but should be discussed at the initial meeting);
- Consider and assess the CSO's comparative advantage in relation to the UNICEF strategic priorities and programming;
- Contact the UNICEF country office to set up a meeting to discuss how the CSO's work could add value to UNICEF and how UNICEF could strengthen the CSO's work for children;
- Prepare documents and materials that provide further information about the CSO's work in the field, its organizational structure and other details.

#### 2. DISCUSSION BETWEEN UNICEF AND A PROSPECTIVE CSO PARTNER

Some of the issues that should be discussed during meetings between UNICEF and a prospective CSO partner include:

- Each organization's strategic priorities;
- Each organization's internal structure and procedures governing partnerships;
- Each organization's existing partnerships, including with the host government and within the UN system;
- Expected results of the UNICEF country programme, both longer term (programme component) and shorter term (intermediate) results;
- Specific areas of collaboration in the country;
- The meaning of partnership and its implications for each organization;
- The potential structure for the partnership in accordance with the UNICEF partnership framework (formal or informal; MoU, PCA or SSFA).

# 3. DETERMINATION OF THE MOST STRATEGIC FORM OF PARTNERSHIP AGREEMENT

The formal agreement chosen depends on the goal of the partnership, as the three forms of agreement (MoU, PCA and SSFA) have different requirements. For example, if a CSO seeks to partner with UNICEF in order to strengthen joint advocacy around shared goals, an MoU may be the most appropriate form of partnership as it does not involve the transfer of resources.

For partnerships that involve carrying out joint programming, or where the capacity of a CSO is limited, a PCA or SSFA may be more appropriate. Both of these agreements require the CSO to be screened to determine whether it fulfils the UNICEF eligibility criteria. The benefits and limitations of these agreements should be discussed with the UNICEF country office's PCA Review Committee.

Further information on UNICEF partnership agreements can be found in annex I.

# 4. UNICEF ASSESSMENT OF THE CSO TO DETERMINE CAPACITY AND COMPLIANCE WITH INTEGRITY REQUIREMENTS

Discussions on the development of a partnership may begin with an in-depth review of each organization's capacities, particularly in regard to their technical, managerial and organizational strengths. Generally speaking, UNICEF considers three levels of organizational capacity prior to entering into a partnership: programme, integrity and financial.

During this stage, any capacity gaps should be identified and discussed. The CSO should therefore expect that UNICEF will review its work to ensure its ability to execute the partnership as agreed. UNICEF also needs to ensure that the CSO's work is consistent with its mandate, core principles, strategic priorities, etc.

Note that the capacity requirements for partnership vary depending on the type of partnership. For example, issues of financial capacity will weigh much more heavily during consideration for a partnership formalized through a PCA agreement as opposed to an MoU, since the latter does not involve a financial transaction. Where a need for greater capacity has been identified, the possibility of integrating capacity development into the partnership agreement may be discussed.

# Stage 2: Designing and implementing the partnership

#### 1. PARTICIPATORY PLANNING

Civil society partners should participate in both design and implementation of the programme. UNICEF and the civil society partner jointly determine the objectives and implementation strategies for the initiative, with each partner investing tangible resources (cash or supplies) and/or intangible resources (knowledge, time or technical expertise). Throughout the partnership, UNICEF and the partner share responsibility for the initiative's successes and failures.

# 2. CONFIRMATION OF EACH ORGANIZATION'S INTENT AND PROCEDURES FOR FORMALIZING A PARTNERSHIP

Once the programmatic purpose for collaboration is established, the relationship can be formalized. At this point it is important to jointly determine the structure of the relationship, which will depend on the role the CSO will play.

# 3. DISCUSSION OF THE POTENTIAL RISKS AND REWARDS FOR EACH ORGANIZATION

After the parties have agreed to pursue a partnership, a risk assessment should be carried out. For UNICEF, four key factors should be considered:

- Legal status of the CSO in its country of origin (i.e., is it legally registered as a not-for-profit entity?);
- Capacity of the CSO to fulfil its responsibilities to the partnership;
- Financial responsibility and transparency (particularly for PCA and SSFA agreements);
- A previous UNICEF history of working with the CSO, where applicable.

These questions should be discussed and relevant documentation reviewed. Negative answers to any of the risk assessment questions do not necessarily preclude a partnership, but they suggest additional precautions may be

## BOX 7. KEY STEPS FOR MONITORING AND EVALUATING THE PARTNERSHIP DURING IMPLEMENTATION

- · Agree on procedures for monitoring and evaluating the partnership;
- · Assess the impact of the partnership;
- · Identify and apply lessons learned;
- · Review the partnership's efficiency;
- Review the added value of the partnership from the perspective of each partner;
- · Make any necessary changes to the project or the partnership.

SOURCE: ADAPTED FROM THE PARTNERING INITIATIVE, THE PARTNERING TOOLBOOK, INTERNATIONAL BUSINESS LEADERS FORUM, LONDON.



needed to manage potential risks. Where financial transactions are involved, the UNICEF office may need to adjust the quantity of resources to be transferred to the partner or increase audit requirements. For an MoU, the risk assessment should address reputational risk.

#### 4. ADDITIONAL STEPS

Additional steps in designing the partnership include:

- Drafting a work plan;
- Initiating assessment procedures;
- Drafting the programme document or agreement;
- Finalizing the assessments and associated reports;
- Finalizing the programme document;
- Preparing and signing the partnership agreement;
- Launching the partnership.

# Stage 3: Monitoring and evaluation of the partnership

Monitoring and evaluation are critical to ensuring strong and effective partnerships. At the operational level, UNICEF and CSO staff involved in managing the partnership need to ensure that the relationship fulfils mutually agreed principles such as independence, respect, transparency and equality. Joint ownership also ensures that the partnership achieves the agreed results. For these reasons, regular monitoring of the partnership and its outputs is an important strategy for gauging the partnership process and determining what changes, if any, need to be made along the way (see box 7).

Monitoring and evaluation must address both the joint programming activities and the quality of the partnership itself.

Monitoring and evaluation addresses partnership results and partnership performance:

- Partnership results address the extent to which a partnership adds value and contributes to achievement of programme results. Monitoring and evaluation activities should therefore be conducted in the context of programme monitoring and evaluation.
- Partnership performance addresses the extent to which the partnership process is effectively and efficiently managed. The guiding principles of partnership can provide a starting point for this monitoring and evaluation (see section 2.4 and annex I).

The two forms of monitoring and evaluation are equally important. Improving the quality of collaboration across organizations supports attainment of greater results for children and establishes the groundwork for stronger future collaboration.

Monitoring is an ongoing and systematic collection and analysis of data related to specific indicators. It provides the partners with evidence of the extent of progress and achievement with regard to expected results and the use of allocated funds. Monitoring provides initial information on progress towards intended objectives, outcomes and impacts. It also supports both proactive and reactive decision-making by the partners. Strong monitoring of a partnership therefore combines information at all levels of activity to provide a comprehensive picture of performance, allowing management to facilitate decision-making and learning.

Monitoring tracks progress towards the agreed results and checks whether the assumptions made and risks identified at the initial and design stages are still valid or need revision. Regular dialogue between partners is essential for identifying and addressing emerging challenges (see box 8).

Evaluation of a partnership is an assessment, as systematic and impartial as possible, that focuses on the expected and achieved accomplishments of the partnership as well as the quality of the partnership itself. An evaluation should provide evidence-based information that is credible, reliable and useful, enabling the timely incorporation of findings, recommendations and lessons.

Monitoring and evaluating the partnership allows for:

- Checking the progress of partnership development or implementation against agreed milestones as a way to plan next steps;
- Raising awareness on issues and challenges to be addressed;
- Enabling continuing learning and adaptation throughout the partnership to improve performance and replicate lessons learned for future collaboration;

#### **BOX 8. ADDRESSING THE OBSTACLES AND CHALLENGES OF PARTNERSHIPS**

Working in partnership is often challenging, complex and multi-faceted. Challenges and obstacles naturally arise due to differences in organizational structures and modes of operation, circumstances within the country, etc. Each organization comes to the table with different expectations and requirements, and these must be carefully considered. Differences in capacity or technical expertise may lead to complementary outcomes, but they can also pose difficulties in ensuring respect for equality within the partnership as well as the independence of each organization. Many challenges may arise in the course of a partnership, so its success relies in part on the ability of partners to address and overcome obstacles as they arise. Regular monitoring of the partnership is critical to this process.

- Focusing on specific aspects of the partnership process, such as communication strategies, capacity development of partners, changes in internal institutional arrangements;
- Measuring the impact of the partnership relative to the agreed objectives;
- Measuring the added value of the partnership beyond the alternatives available to meet goals and objectives;
- Maintaining a written record of activities and outcomes that can be used to strengthen future partnerships;
- Providing accountability to funders and partners.

UNICEF addresses the strategic role and performance of CSO partnerships in annual reports and midterm reviews, noting results achieved as well as operational challenges and opportunities for future engagement. In addition, the portfolio of active PCAs and other partnership agreements is periodically reviewed by the UNICEF country or programme management team, in conjunction with the PCA Review Committee. This review considers the diversity of CSO partners, the results achieved by each partnership and the tangible and intangible contributions the partnerships have made towards the UNICEF strategic objectives for civil society engagement.





# Stage 4: Concluding the partnership

#### 1. DISCUSSION OF THE PARTNERSHIP'S CONCLUSION AND NEXT STEPS

Where duration of the partnership has been clearly defined from the outset, it technically dissolves once it has achieved its original objectives. However, termination of a formal agreement does not necessarily signal the end of a relationship between UNICEF and a CSO. The partners should ensure continuity of the relationships, capacity development and trust cultivated during the course of the partnership. Ultimately, realizing children's rights relies on long-term sustainability of the good efforts carried out through partnerships, even after the conclusion of a formal agreement. To ensure continuity of the benefits of collaboration, UNICEF and CSOs should continue to consult periodically, providing updates on their work, changing policies and priorities, etc.

#### 2. FINAL EVALUATION OF PARTNERSHIP

UNICEF offices are encouraged to formally evaluate long-term and recently completed civil society partnerships. Efforts should be made to focus on the quality of the partnership, including the programmatic results achieved. The evaluation process should be participatory, with partners and stakeholders informed about and involved in relevant phases of assessment.

Once the assessment is complete, those who contributed to the evaluation should be briefed on key findings and engaged in dialogue on lessons learned and recommendations for future initiatives.

#### 3. SUSTAINABILITY OF OUTCOMES

Practical suggestions for sustaining a partnership's outcomes include:<sup>6</sup>

- Give public recognition to the partnership for its achievements;
- Place agreed information in the public domain;
- Identify individuals or spheres of influence that could help sustain the partnership's impact over the longer term;

<sup>6.</sup> Adapted from the Partnering Initiative, The Partnering Toolbook, International Business Leaders Forum, London.

- Remain engaged with partners, inviting them to participate in relevant consultative processes and keeping them abreast of the latest developments within the organization;
- Ensure that the capacity of local actors is adequate to sustain the results of the partnership once it has ended.

#### 4. EARLY TERMINATION OF THE PARTNERSHIP AGREEMENT

Sometimes early termination of a partnership might need to be considered, due to unforeseen circumstances, organizational challenges, changing contexts or other factors. For this reason, regular communication and monitoring measures should be put in place from the outset. This allows for any challenges to be addressed in a coordinated way. However, if it becomes clear that little or no progress has been made towards achievement of the objectives, corrective actions should be agreed upon and documented, along with a timeline for implementation and any necessary modifications to the budget. Responsibility for corrective actions should be clearly assigned. The partners should make every effort to provide support to ensure that corrective actions are taken as effectively and efficiently as possible.



#### **KEY RESOURCES**

United Nations Children's Fund, 'UNICEF Strategic Framework for Partnerships and Collaborative Relationships', UNICEF Executive Board Annual Session, E/ICEF/2009/10, 26 March 2009.

United Nations Children's Fund, 'UNICEF Programme Cooperation Agreements and Small Scale Funding Agreements with Civil Society Organizations', UNICEF, New York, December 2009.



CIVIL SOCIETY GUIDE TO WORKING WITH UNICEF 6. ADDITIONAL OPPORTUNITIES FOR COLLABORATION

While UNICEF work at country level provides the greatest opportunity for partnership with CSOs, there are additional forms of collaboration. This section provides a brief look at other opportunities for CSOs and UNICEF to work together, including at the global level, to advance children's rights.

### **6.1 UNICEF National Committees**

UNICEF currently has 36 National Committees, which are established as independent local NGOs. The National Committees serve as a public face and dedicated voice of UNICEF in industrialized countries, working tirelessly to raise funds from the private sector, promote children's rights and secure worldwide visibility for children threatened by poverty, disasters, armed conflict, abuse and exploitation. Because UNICEF is funded exclusively by voluntary contributions, National Committees are integral to its work, collectively raising around one third of its annual income. This support comes through contributions from corporations, CSOs and more than 6 million individual donors worldwide. The National Committees also engage with many different partners - including the media, national and local government officials, NGOs, specialists such as doctors and lawyers, corporations, schools, young people and the general public – on issues related to children's rights.

# 6.2 Global advocacy networks for children

Global advocacy networks play an important role in advancing children's rights. UNICEF is an active participant in many formal and informal child rights networks at global, regional and national levels. Such networks provide opportunities to share knowledge and technical expertise and to collaborate in advocacy efforts, joint programming and emergency response across organizations. Global networks that actively engage CSOs include the Child Rights Information Network, NGO Group for the Convention on the Rights of the Child, NGO Committee on UNICEF, and Global Network of Religions for Children.

#### SAMPLE OF GLOBAL ADVOCACY NETWORKS FOR CHILDREN

#### **Child rights**

Children's Rights Information Network (CRIN): <www.crin.org>

NGO Group for the Convention on the Rights of the Child: <a href="https://www.childrightsnet.org">www.childrightsnet.org</a>

#### **Education**

United Nations Girls' Education Initiative (UNGEI): <www.ungei.org>

The Inter-Agency Network for Education in Emergencies (INEE): <www.ineesite.org>

#### **HIV and AIDS**

HIV and AIDS global advocacy campaigns: <a href="https://www.unicef.org/aids/index\_55827.html">www.unicef.org/aids/index\_55827.html</a>

#### **Early Childhood Care and Development**

The Consultative Group on Early Childhood Care and Development: <www.ecdgroup.com>

#### Gender

Gender Based Violence Prevention Network: <a href="https://www.preventgbvafrica.org">www.preventgbvafrica.org</a>>

#### **Faith-based Organizations**

World Day of Prayer and Action for Children: <www.dayofprayerandaction.org>

#### **Water & Sanitation**

Sanitation and Water for All: <www.sanitationandwaterforall.org> Global Hand Washing Day: <www.globalhandwashingday.org>

# 6.3 NGO Committee on UNICEF

Based in New York, the NGO Committee on UNICEF is made up of approximately 60 NGOs that support work around children's rights and development at the international level. In existence for over 50 years, the NGO Committee promotes NGO participation in global events such as the 2002 UN Special Session on Children. It carries out most of its work through thematic working groups on issues such as children without parental care and children with disabilities.

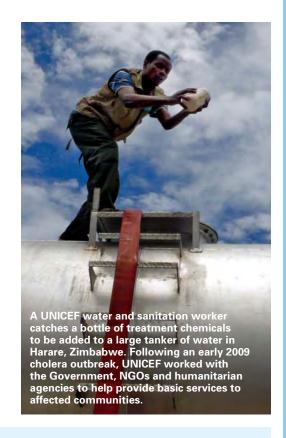
# 6.4 Engagement with UNICEF headquarters

UNICEF headquarters, located in New York, provides technical and administrative support and coordination for the organization as a whole. A 36-member Executive Board guides and monitors UNICEF activities in areas such as policy

and programme development and administrative and financial management. As UNICEF is an intergovernmental organization, Executive Board members are government representatives elected by the UN Economic and Social Council, usually for three-year terms. CSO representatives can attend UNICEF Executive Board meetings, which provide an opportunity for further exchange around issues of mutual interest. The NGO Committee on UNICEF provides input to the Executive Board during annual meetings.

# 6.5 Standby arrangements in emergencies

In sudden humanitarian crises, UNICEF country offices and CSOs can face operational requirements that cannot be met immediately. Standby arrangements are a tool for strengthening



#### **BOX 9. STANDBY ARRANGEMENTS BETWEEN UNICEF AND CSOS**

The Danish Refugee Council, Save the Children Sweden and Norwegian Refugee Council are UNICEF standby partners. Standby arrangements with these organizations have provided the basis for the global Child Protection Cluster Rapid Response Team. Each of the three partners has pledged to assign a full-time staff member who can be deployed within 48 hours to support a humanitarian crisis as child protection cluster coordinator or in support of the cluster lead.

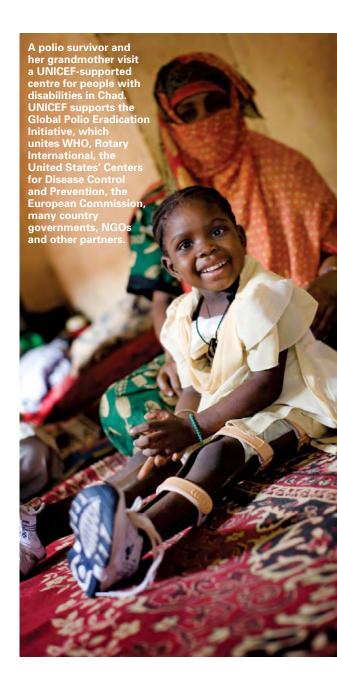
SOURCE: UNICEF, 'PARTNERSHIPS AND COLLABORATIVE RELATIONSHIPS CASE STUDY ON STANDBY ARRANGEMENTS IN EMERGENCIES', JUNE 2009.

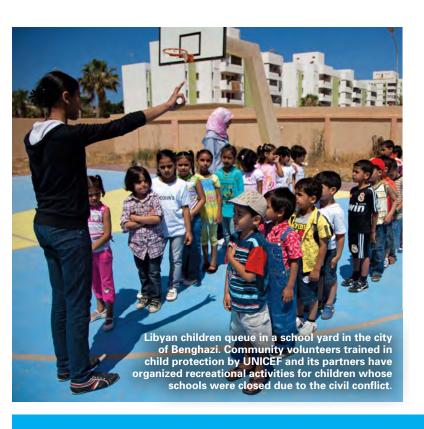
emergency response capacity (see box 9). Under such an arrangement, partners maintain a pool of operational resources including personnel, technical expertise, services and equipment that can be deployed to UNICEF to enhance the response capacity at the onset of an emergency.

While standby arrangements are primarily made to support immediate response to a rapid-onset emergency, these partnerships have helped to strengthen capacity development of partner countries for emergency preparedness and risk reduction. Standby arrangements are established through inkind contractual arrangements. Increasingly they support the broader IASC global cluster response.

# 6.6 Research collaboration

UNICEF maintains relationships with a number of universities, research and policy institutes, and other knowledge-based organizations in order to share technical expertise. The UNICEF Innocenti Research Centre located in Florence collaborates regularly with UNICEF headquarters and field offices on its research projects. The Centre explores neglected areas of child rights and well-being, informing policy and practice in numerous countries around the world. It also establishes cooperative relationships, both formal and informal, with research institutes around specific areas of shared work.





# 6.7 Post-2015 Development Agenda

As the United Nations and global community chart the post-2015 development agenda, UNICEF and like-minded civil society organizations have a shared responsibility to ensure that children and young people are at the centre of any new global priorities. UNICEF will promote a child-centred approach to sustainable development so that all children can grow up healthy, well-educated and protected from harm.

#### **KEY RESOURCES**

UNICEF National Committees: <www.unicef.org/about/structure/index\_natcoms.html>

NGO Committee on UNICEF: <www.ngocomunicef.org>

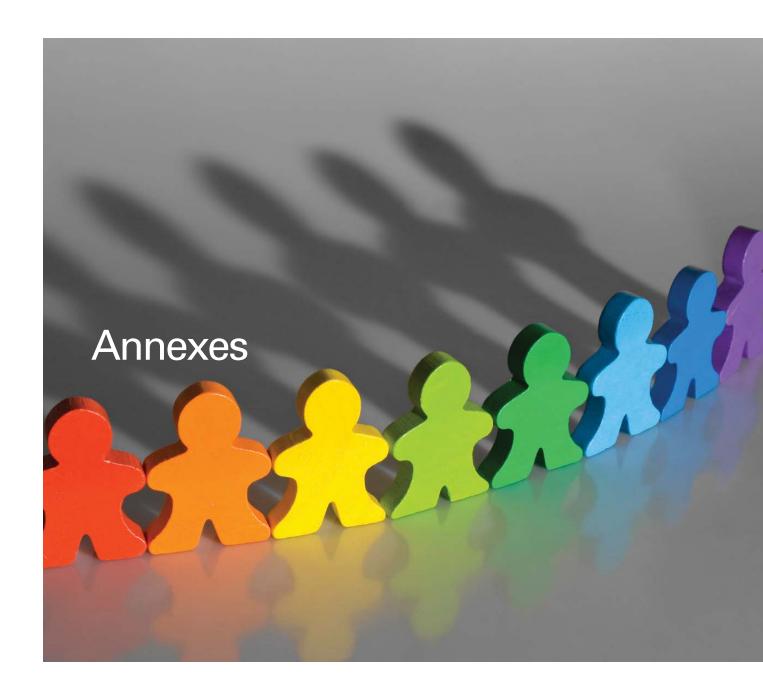
IASC Cluster Approach: <oneresponse.info/GlobalClusters/Pages/default.aspx>

UNICEF Innocenti Research Centre: <www.unicef-irc.org/>

Better Care Network: <a href="http://www.bettercarenetwork.org/ben/">http://www.bettercarenetwork.org/ben/</a>>

Child Protection Working Group: <www.cpwg.net>

Active Learning Network for accountability and Performance in Humanitarian Action: <a href="http://www.alnap.org/">http://www.alnap.org/</a>



# Annex I: Resources for partnerships

#### A.GUIDING PRINCIPLES FOR UNICEF PARTNERSHIPS WITH CIVIL SOCIETY AND OTHER ACTORS

- 1. Mutual focus on delivering results for children and women, especially the most disadvantaged. UNICEF engages in partnerships that directly contribute to the effective and efficient implementation of agreed programmes of cooperation and humanitarian interventions. Such partnerships must contribute clear value to the achievement of UNICEF strategic priorities and internationally agreed conventions and development goals, including the Convention on the Rights of the Child, the Convention on the Elimination of All Forms of Discrimination against Women and the MDGs.
- 2. Mutual commitment to the core values of the Convention on the Rights of the Child and the principles of good governance, notably transparency, accountability and sound financial management. UNICEF and its partners will each bring specific skills, resources and abilities to the partnership or collaborative relationship based on their respective tolerance for risk and in response to the needs of the relevant programme environment at national, regional and global levels. UNICEF will not partner with organizations found to be in breach of core UN norms or with any other entities that pose a reputational risk to UNICEF.
- **3. Equity among all partners.** The objectives and activities pursued throughout the life of a partnership or collaborative relationship should be fully transparent and involve mutual accountabilities and mutual contributions as well as shared risks and benefits among all partners.
- **4. Integrity and independence of partners.** Partnerships need to maintain the integrity and independence of both UNICEF and the partner(s).
- **5. Cost-effectiveness of the partnership.** Partnerships should seek to minimize administrative and financial costs, without compromising accountability or effectiveness.
- 6. Forms of cooperation appropriate to the context and the goals to be pursued. These arrangements should be formalized through a written, legally enforceable programme cooperation agreement or small-scale funding agreement when funds, supplies or other resources are transferred from UNICEF to the partner.

- **7. Equality among all partners.** Equality requires mutual respect among all partners, regardless of the size or power of any one partner. The participants must respect each other's mandates, obligations, principles and independence.
- **8.** Transparency in all decision-making processes that affect the partnership. Transparency is achieved through open and participatory dialogue, with an emphasis on consultation and sharing of information from the earliest stages of the partnership. Communication and transparency, including financial transparency, increase the level of trust among partners.
- 9. Responsibility to fulfil all obligations and commitments to the partnership. Partner organizations have an ethical obligation to fulfil their responsibilities to the partnership in a responsible and context-appropriate manner. They may agree to undertake activities only when they have the means, competencies and skills needed to deliver on those commitments.
- **10. Complementarity among partners.** The diversity of the development and humanitarian community is an asset when organizations build on their comparative strengths and advantages and complement each other's contributions.
- **11. Capacity development of national partners.** Partnerships with national and international CSOs will actively pursue opportunities to develop the capacities of these organizations at national and community levels. Capacity development initiatives will be undertaken in accordance with the goals and commitments expressed in the Paris Declaration on Aid Effectiveness and Accra Agenda for Action.

## B. CORE ELEMENTS AND GOOD PROGRAMMING PRACTICES UNDER A HUMAN RIGHTS-BASED APPROACH TO DEVELOPMENT

The human rights-based approach can be characterized by several points of common understanding (see box A1):

- 1. All programmes of development cooperation, policies and technical assistance should further the realization of human rights as laid down in the Universal Declaration of Human Rights and other international human rights instruments.
- 2. Human rights standards contained in, and principles derived from, the Universal Declaration of Human Rights and other international human rights instruments guide all development cooperation and programming in all sectors and in all phases of the programming process.
- 3. Development cooperation contributes to the development of the capacities of 'duty-bearers' to meet their obligations and/or of 'rights-holders' to claim their rights.

#### **BOX A1. THE HUMAN RIGHTS-BASED APPROACH**

#### **Defining elements of the** human rights-based approach

Assessment and analysis take place in order to identify the human rights claims of rights-holders and the corresponding human rights obligations of duty-bearers as well as the immediate, underlying and structural causes of the nonrealization of rights.

Programmes assess the capacity of rights-holders to claim their rights and of duty-bearers to fulfil their obligations. They then develop strategies to build these capacities.

Programmes monitor and evaluate both outcomes and processes guided by human rights standards and principles.

Programming is informed by the recommendations of international human rights bodies and mechanisms.

#### Good programming practices essential to a human rights-based approach

People are recognized as key actors in their own development, rather than passive recipients of commodities and services.

Participation is both a means and a goal.

Strategies are empowering, not disempowering.

Both outcomes and processes are monitored and evaluated.

Analysis includes all stakeholders.

Programmes focus on marginalized, disadvantaged and excluded groups.

The development process is locally owned.

Programmes support accountability of all stakeholders.

Programmes aim to reduce disparity.

Top-down and bottom-up approaches are used in synergy.

Situation analysis is used to identity immediate, underlying and basic causes of development problems.

Measurable goals and targets are important in programming.

Strategic partnerships are developed and sustained.

SOURCE: UNITED NATIONS DEVELOPMENT GROUP, 'THE HUMAN RIGHTS BASED APPROACH TO DEVELOPMENT COOPERATION: TOWARDS A COMMON UNDERSTANDING AMONG THE UN AGENCIES', UNDG, NEW YORK, 2003.

#### C. TYPES OF PARTNERSHIP TOOLS AND AGREEMENTS

Туре	Main purpose	Financial value	Administrative features
Memorandum of Understanding	Non-binding agreement that articulates a common desire to work together at the global, regional or national level to achieve shared objectives. No resources are exchanged among partners.	Not applicable	Reviewed by relevant chief of section
Programme Cooperation Agreement			
Comprehensive or 'more complex' PCA format	Legally binding agreement to achieve common programme results through a jointly defined strategy, with shared risks, responsibilities, resources and results. Involves a joint work plan and budget.	> \$100,000	Reviewed by the relevant chief of section and PCA Review Committee; final approval from the head of office
'Lighter' PCA format	Resources may be transferred to the partner to assist it in carrying out its roles. The partner is uniquely positioned and has specific capacities or advantages to carry out its roles under the PCA.	< \$100,000	Reviewed by the relevant chief of section; final approval from the head of office.
Small-scale Funding Agreement	Legally binding agreement to achieve common programme results through a jointly defined strategy, with shared risks, responsibilities, resources and results. Primarily used to strengthen the capacities of national CSO partners.  Limited support is provided to a local/grassroots organization or other CSO, not to exceed \$20,000.	< \$20,000	Reviewed by the relevant chief of section; final approval from the head of office.
	Flexible, with highly simplified planning format and reporting requirements.		

#### D. UNICEF PROCESS FOR REVIEWING AND APPROVING PCAS

Partnership agreements that do not involve a significant amount of UNICEF resources and pose a low risk to the organization are generally reviewed and approved by the country office chief of section and head of office. Partnership agreements that call for a significant transfer of UNICEF resources, or otherwise expose the organization to a relatively high level of financial or reputational risk, are typically reviewed and endorsed by the PCA Review Committee in the country office.

#### Submitting a PCA proposal to the PCA Review Committee

As of January 2010 UNICEF offices are required to establish a PCA Review Committee. Composed of senior and mid-level programme and operations staff, the Committee provides unbiased institutional oversight of PCAs. It is responsible for ensuring that PCAs:

- Are consistent with the interests and strategic objectives of UNICEF;
- Comply with relevant procedures and policies;
- Are recommended to the head of office for approval and signature upon approval by the Committee.

In fulfilling these responsibilities, the Committee considers whether:

- The proposed PCA and supporting documents have been developed consistent with the principles of partnership;
- The technical and financial assessments of the proposed partners have been completed;
- The justification for selection of the partner is sound, based on its ability to fulfil the obligations it has agreed to undertake within the partnership;
- The risks have been thoroughly assessed and risk management strategies put in place, as necessary;
- The PCA is justified on programmatic grounds;
- The provisions for cost-effectiveness and mutual accountability have been comprehensively and equitably defined.

The Committee may provisionally endorse a proposal, pending completion of the required documentation within a reasonable time period. In endorsing a PCA, the Committee recommends signature by the head of office or his/her delegate.

# Annex II: Glossary of terminology

**Annual work plan (AWP)** – A plan that describes the specific activities to be supported by an agency during the year in order to achieve the results specified in its country programme action plan. The annual work plan includes a timeframe, budget and responsibilities for completing the activities, and it is signed by the agency and implementing partners(s).

**Basic Cooperation Agreement (BCA)** – The agreement UNICEF establishes with each partner country seeking UNICEF cooperation for children and women. It outlines the general principles under which UNICEF will operate in the country and constitutes the legal basis for its presence and programme operations.

**Civil society** – The sphere of autonomous associations that are independent of the public and for-profit sectors and designed to advance collective interests and ideas. Civil society organizations include, for example, international and national NGOs and community-based organizations, civic movements and advocacy groups, trade unions, faith-based organizations and professional voluntary associations.

**Cluster approach** – Introduced to strengthen the effectiveness of humanitarian response by clarifying the division of labour among organizations and better defining their roles and responsibilities. The IASC has designated global cluster leads in 11 areas of humanitarian activity including nutrition, protection (under which child protection is a sub-cluster) and education.

**Committee on the Rights of the Child –** The body of independent experts that monitors implementation of the Convention on the Rights of the Child by its State parties. It also monitors implementation of two optional protocols to the Convention, on involvement of children in armed conflict and on the sale of children, child prostitution and child pornography.

**Common Country Assessment (CCA)** – A document jointly prepared by the UN agencies resident in a country to provide basic information for programming assistance. The CCA aims to achieve a deeper knowledge of key development challenges, based on a common assessment, analysis and understanding of the country's development situation.

**Convention on the Rights of the Child (CRC)** – Since its adoption in 1989 after more than 60 years of advocacy, the Convention on the Rights of the Child has been ratified more quickly and by more governments (all except Somalia and the United States) than any other human rights instrument. The basic premise of the Convention is that children (defined as below the age of 18) are born with fundamental freedoms and the inherent rights of all human beings. The Convention takes a holistic approach to children's rights, covering civil, political, economic, social and cultural rights and addressing the specificities of childhood that render the need for unique forms of protection and promotion of rights. It sets out four core principles that frame all of the rights it contains: non-discrimination (article 2); the best interests of the child (article 3); the right to life, survival and development (article 6); and respect for the views of the child (article 12).

Core Commitments for Children in Humanitarian Action (CCCs) - The central UNICEF policy to uphold the rights of children affected by humanitarian crises and a framework around which it seeks to engage with partners. The updated CCCs continue to promote predictable, effective and timely collective humanitarian action and to clearly outline the areas in which UNICEF can best contribute to results. Initially developed in 1998 and reviewed in 2004, the current revision shifts the emphasis from activities to clear, collective results for children and women. It updates the UNICEF overarching humanitarian policy with changes in the context in which humanitarian action takes place, including new evidence and best practices as well as humanitarian reform, in particular the cluster approach (see definition above).

**Country management team (CMT)** – The primary advisory body to the country representative of a UN agency for most management issues, consisting of senior staff from Programme and Operations sections and staff representatives.

Country programme document (CPD) - A description of the outcomes, outputs and strategies to be adopted in a proposed country programme of cooperation. The CPD is submitted to the UNICEF Executive Board first as a draft for comments and then for final approval, together with a summary results matrix. (It was previously referred to as a country note and country programme recommendation.)

Country programme action plan (CPAP) - A formal agreement between a government and UNICEF, providing the framework for each party's responsibility during the country programme period to achieve the jointly defined goals and planned results for children and women.

**Country programme management plan (CPMP)** – A plan drawn up during the preparation of a new country programme, describing the budget for the human and financial resources needed by the UNICEF country office in support of the new programme.

**Country programme of cooperation** – The overall term for UNICEF cooperation in a country, directed to a variety of services and activities to benefit and support the human rights of children and women.

**Direct cash transfer (DCT)** – One of the four cash transfer modalities under the harmonized approach to cash transfers (see definition below). Under this modality cash is transferred directly to the implementing partner prior to the start of the activities so it can meet its obligations and make expenditures in support of the activities agreed in the annual work plan. Requests for funding and reporting on expenditures under this modality are covered by FACE (see definition below).

**Direct payment** – One of the four cash transfer modalities under the harmonized approach. Under this modality payments are made directly to vendors and other third parties for obligations incurred by the implementing partner, based on requests signed by the designated official of the partner in support of activities agreed in the annual work plan. Requests for funding and reporting on expenditure under this modality are covered by FACE (see definition below).

**Emergency** – A situation that threatens the lives and well-being of large numbers of a population and requires extraordinary action to ensure their survival, care and protection.

**Equity approach** – An approach to development that calls for renewed attention to the most marginalized and vulnerable children and families in order to ensure that the Millennium Development Goals and other priorities are realized for all children in an equitable manner.

**Focus areas** – The principal themes for children that UNICEF has identified in its medium-term strategic plan, which guide the organization's work and serve as the primary means for delivering on its goals. For the 2006–2013 period, the five focus areas are: (1) young child survival and development, (2) basic education and gender equality, (3) HIV/AIDS and children, (4) child protection from violence, exploitation and abuse, and (5) policy advocacy and partnerships for children's rights.

First call for children - A principle that the rights and basic needs of children should be given priority in allocation of resources, in bad times as well as good times, at national and international as well as local levels.

Funding authorization and certificate of expenditures (FACE) - A form designed for the use of implementing partners and United Nations Development Group Executive Committee agencies in order (1) to request the disbursement of funds; (2) to authorize an implementing partner to incur expenditures up to a certain amount; (3) to report on expenditures incurred in the reporting period; (4) to certify the accuracy of the data and information provided by the implementing partner; and (5) for the agency to approve the amount to be disbursed.

**Gender mainstreaming** – A globally accepted strategy for promoting gender equality. Mainstreaming involves ensuring that gender perspectives and attention to the goal of gender equality are central to all activities, including policy development, research, advocacy/dialogue, legislation, resource allocation and planning, implementation and monitoring of programmes and projects.

Harmonized Approach to Cash Transfers (HACT) - A management system launched in 2005 for cash transfers to implementing partners with the aim of simplifying and harmonizing the rules and procedures and strengthening the capacity of implementing partners (including CSOs) to effectively manage resources. HACT relies on micro-assessments carried out with implementing partners during programme preparation to determine levels of risk and capacity gaps to be addressed. It also uses a harmonized format, known as FACE, for implementing partners to request funds and report on how they have been used (see definition above).

**Humanitarian action** – Any circumstance in which humanitarian needs are sufficiently large and complex to require significant external assistance and resources and a multisectoral response, with the engagement of a wide range of international humanitarian actors. This may include smaller scale emergencies; in countries with limited capacities, the threshold will be lower than in countries with strong capacities.

Inter-Agency Standing Committee (IASC) - The primary mechanism for inter-agency coordination of humanitarian assistance. Under the leadership of the Emergency Relief Coordinator, the IASC develops humanitarian policies, agrees on a clear division of responsibility for the various aspects of humanitarian assistance, identifies and addresses gaps in response, and advocates for effective application of humanitarian principles. Together with the Executive Committee for Humanitarian Affairs, the IASC forms the key strategic coordination mechanism among major humanitarian actors.

**Indicator** – A measure used to detect change in a situation, progress in an activity or the results (process, output, outcome, impact) of a project or programme.

**Input** – A human, financial, material, technological or information resource mobilized for an activity.

**Impact** – The longer term intended or unintended result (technical, economic, socio-cultural, institutional, environmental or other) of a programme, corresponding to the programme goal. The impact describes the changes at the level of rights-holders (children and women).

**Joint programming** – Denotes very close collaboration during programme preparation and implementation support. In countries with harmonized programme cycles, joint programming usually starts with the Common Country Assessment and continues with preparation of the UNDAF and a joint strategy meeting.

**Key result** – An important outcome, produced in at least significant part from UNICEF cooperation, that contributes to the sustained realization of children's and women's rights in the country.

**Millennium Development Goals (MDGs)** – A set of 8 goals and 18 targets adopted by world leaders in 2000, to be achieved by 2015, with the aim of reducing extreme poverty and hunger, improving health and education, empowering women and ensuring environmental sustainability.

**Medium-term strategic plan (MTSP)** – The plan detailing the key UNICEF strategic priorities, closely reflecting the global priorities set through the Millennium Declaration and the MDGs, as well as national priorities set through national development plans and poverty reduction strategies, etc. The UNICEF global plan provides a framework for responding to global and national human rights and development priorities through specific focus areas.

**Midterm review (MTR)** – A review carried out during the course of a UN country programme, usually at the midpoint, by the UN country team and partners to determine results achieved thus far, as well as challenges and areas in need of more targeted attention.

**Output** – The specific products (goods, services or other) resulting from one or more activities.

Outcome - The results generated by a programme, typically related to institutional change, quality of coverage of a service or behavioural change. The achievement of outcomes normally depends on the contributions of several partners.

**Poverty reduction strategy (PRS)** – A national strategy often developed with the assistance of the World Bank.

**Regional management team (RMT)** – A team composed of the UNICEF regional director and representatives from all area and country offices in that region plus staff representatives.

**Reimbursement** - One of the four cash transfer modalities under the harmonized approach. Under this modality, cash is transferred to implementing partners to cover obligations made and expenditures incurred by them in support of activities agreed in an annual work plan. Requests for funding and reporting on expenditure under this modality are covered by FACE (see definition above).

**Result (or result chain)** – Results can be obtained at various levels of a country programme. Typically, the result of an activity or project is referred to as an output, the result of a programme is referred to as an outcome and the resulting change in the situation of the intended rights-holders is referred to as an impact. Results at different levels form a results chain, which describes the necessary sequence to achieve the desired objectives (input  $\triangleright$  output  $\triangleright$  outcome  $\triangleright$  impact).

**Results-based programming** – An approach to programming that demonstrates the causal relationship between the intended results at different levels (outputs, outcomes and impacts). It requires that the sum of planned interventions is sufficient to achieve the planned results, and helps to map the UNICEF contribution within the programme of cooperation and the UNDAF.

**Results framework** – An 'organigram' of results. The results framework illustrates the necessary lower-level results that lead to achievement of a strategic, higher-level result.

**Results matrix** – A matrix showing the desired key results of a country programme. The summary results matrix should be attached to the revised country programme document and included in the country programme action plan. It indicates the key strategic improvements to the country situation that will be attributable to the UNICEF-assisted country programme. These expected key results are linked to the priorities of the MTSP and the expected outcomes of the UNDAF, the World Fit for Children Plan of Action and the Millennium Agenda.

**Strategic partnership** – A partnership designed to advance and achieve specific goals related to one or both partners' organizational objectives.

**UN Development Assistance Framework (UNDAF)** – A framework of operational activities of the UN system at the country level, developed by the UN agencies and the government, usually at the beginning of the process for developing country programmes. It helps UN agencies to achieve consensus on priority issues for development cooperation and the broad distribution of roles and responsibilities to support national efforts to achieve the MDGs and other human rights and development-related commitments.

**UNDAF results matrix** – A matrix attached to the UNDAF describing the expected UNDAF outcomes and the outcomes and outputs of individual agencies' country programmes of cooperation.



