



Child
Friendly
Cities
Initiative

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Guidance Note

The Child Friendly Cities Initiative



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Glossary

Decentralization is a process in which authority for planning, management and resource allocation is transferred from the central government to regional or local government departments. There are three types of decentralization: devolution is the transfer of authority to local government; delegation is the transfer of authority to semi-autonomous public authorities (e.g., housing authorities); and de-concentration is the transfer of authority to ministry departments at the subnational level.

Local governance refers to the way local decisions are made and implemented. This includes decisions regarding the mobilization, prioritization, allocation, and utilization of public resources to deliver local goods and services and ultimately – whether explicit or implicit – who will benefit from the services. Local governance is shaped by formal national, regional, and local government policies and by informal interactions and relationships among various levels of government and local actors (e.g., local government, private sector, civil society, communities, traditional or religious leaders). While decentralization is intended to formalize local governance, local governance takes place in both centralized and decentralized contexts.

Local government refers to local-level bodies and institutions created by a constitutional, legislative, or executive power for the purpose of carrying out specific functions. The term ‘local government’ includes all levels of government below the national level (or state level, in federal contexts). Local government exists in contexts that are rural (e.g., districts, communes) and urban (e.g., towns, municipalities). Local government includes institutions with varying mandates and powers, for example: mayor or governor (appointed or elected); local councillors or assembly members (appointed or elected); technical and administrative units that deliver services assigned to local government (e.g., education department, social affairs department); and local offices of semi-autonomous government agencies (e.g., water authority). Local governments usually play a prominent role in local governance.

Social Protection is a set of policies and programmes aimed at preventing and protecting all people against poverty, vulnerability and social exclusion, throughout their life cycle placing a particular emphasis on vulnerable groups. This protection can be provided through social insurance, tax-funded social benefits, social assistance services, public works programs and other schemes guaranteeing basic income security and access to essential services¹.

Social Services at the local level are a range of public services provided by the local government, private, profit and non-profit organizations. These public services aim to strengthen wellbeing of people in the community, including children, build stronger and more resilient communities, and promote equity and opportunity. Social services include the benefits and facilities such as education, health care, child protection services, police, fire service, subsidized housing, etc.

Child-friendly may refer to anything (city, town, law, policy, plan, project etc) that takes into account and integrates the best interests and rights of children, and makes sure that needs and priorities of children are reflected to improve the well-being of children and enjoyment of their rights.

¹ SPIAC-B. n.d. “Collaboration for Policy Coherence and Development Impact”. New York: Social Protection Inter-Agency Cooperation Board.







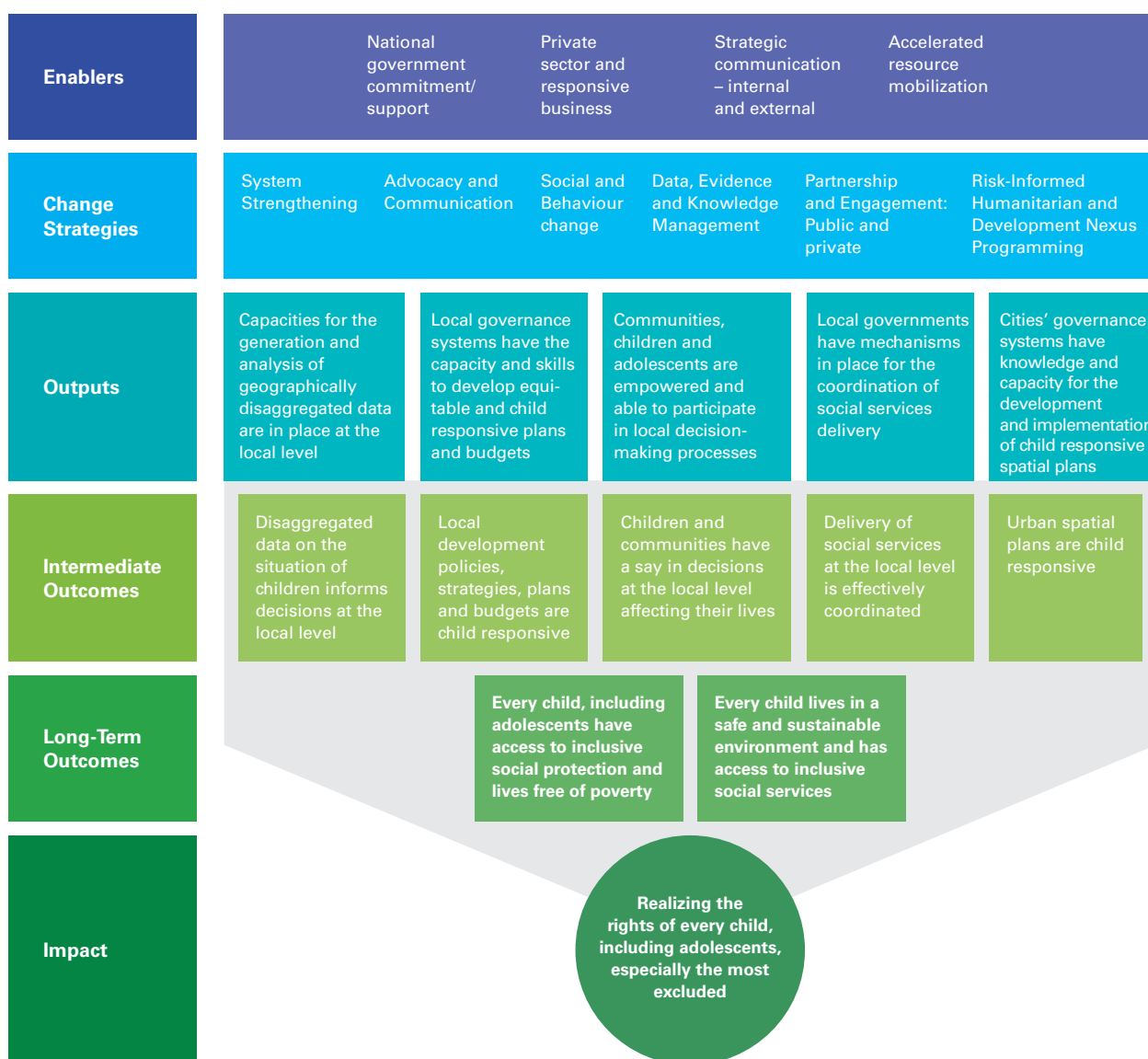
1. Introduction

Subnational and local governance programming is an integral part of UNICEF's support for the realization of children's rights within countries. Achieving outcomes for children at the subnational and local levels is done through the application of the **Subnational and Local Governance Programming Framework**² that adopts a *territorial lens* as a principle for sustainable local development and the realization of child rights. The Subnational and Local Governance Programming Framework enables programming in rural and urban areas, considering differences in contexts, advising on programme entry points for adequate programming and policy solutions that work for whole territories, and providing optional engagement platforms.

The **Child Friendly Cities Initiative** (CFCI) is an optional engagement strategy within the overall subnational and local governance programming framework in UNICEF. CFCI is a UNICEF-led initiative that supports local governments and other (local and national) stakeholders, including children themselves, in realizing the rights of children at the local level using the UN Convention on the Rights of the Child as its foundation. The outcomes achieved through CFCI contribute to the Theory of Change outlined in the **Subnational and Local Governance Programming Framework document**:

² UNICEF 2022, Enhancing Subnational and Local Governance to Accelerate Results for Children: Subnational and Local Governance Programming Framework for UNICEF Country Offices and National Committees

Theory of Change³



Applying the CFCI as an engagement platform for implementing subnational and local governance programming requires relevant capacities in both local governments and UNICEF offices, including offices of UNICEF National Committees. Functioning local governance systems and elected local governments should be in place to enable effective implementation of the initiative. It is, therefore, recommended that CFCI is primarily implemented in municipalities⁴ (rural or urban) in countries with significant institutional capacity at the local level, where CFCI standards and minimum criteria can be met.

³ UNICEF applies the United Nations General Assembly (UNGA) definition of child poverty: “Children living in poverty are deprived of nutrition, water and sanitation facilities, access to basic health-care services, shelter, education, participation and protection, and while a severe lack of goods and services hurts every human being, it is most threatening and harmful to children, leaving them unable to enjoy their rights, to reach their full potential and to participate as full members of the society.”

⁴ Municipality is an administrative division (city, town, village), or local government body, having the powers of self-government or jurisdiction as granted by national and regional laws to which it is subordinate.





2. Rationale, objectives and target audiences

In order for UNICEF to support a CFCI in any country, it is necessary that certain criteria are present and specific procedures and processes are followed to ensure consistency of the approach and programmatic quality. Where these criteria and procedures may not be adhered to, it is advised that an alternative strategy for working on local governance be used.

A review of the CFCI implementation across UNICEF programme countries and National Committees was conducted in 2021 with the objective of strengthening the programmatic approach and results-based management and to ensure that CFCI contributes to the outcomes outlined in the **Subnational and Local Governance Programming Framework**.

The review considered issues related to the utilization of the CFCI platform in supporting local governance programming objectives and application of mandatory criteria linked to results and risk mitigation measures.

Recommendations for strengthening CFCI implementation and alignment with mandatory criteria were provided to all countries that continue applying CFCI as an engagement platform, confirming the need for adapted guidance on CFCI to support the effective implementation of the initiative.

2. Rationale, objectives and target audiences

The objective of this guidance is to complement and support the UNICEF **Subnational and Local Governance Programming Framework** in the application of CFCI within UNICEF programming in both Country Offices and National Committees. For National Committees the implementation of this guidance will always be defined within the parameters of their agreed scope of action, as recognized in the Cooperation Agreement and in line with [Programming Guidance for High Income Countries \(HICs\)](#)⁵ and any further associated internal guidance. Specifically, the Guidance offers:

- An introduction to the CFCI and its guiding principles, and implementing strategies for child-friendly local governance.
- A set of programmatic preconditions that should be in place before a CFCI is established.
- Global minimum criteria that should be met before UNICEF can recognize a city or a community as child friendly.
- A detailed outline of the CFCI process and program cycle.
- Guidance to support results-based management and monitoring of results.
- Internal and external programming considerations and risk management.

The guidance is intended for UNICEF staff in Country Offices and National Committees but may also be useful to external stakeholders involved in the CFCI implementation.



⁵ Users of this framework document external to UNICEF can find information from the [UNICEF Executive Board Document E/ICEF/2021/26 on UNICEF experience in high-income countries and in countries transitioning from upper-middle-income to high-income status](#)





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3. The Child Friendly Cities Initiative

3.1 Defining a Child-Friendly City or Municipality

A Child-Friendly City or Municipality: A child-friendly city is a city, town, municipality or any system of local governance committed to fulfilling child rights as articulated in the Convention on the Rights of the Child. It is a city or municipality where the voices, needs, priorities and rights of children are an integral part of public policies, programmes, and decisions. Thus, a child-friendly city is a city that is fit for all.

The Child Friendly Cities Initiative: The Child Friendly Cities Initiative (CFCI) is a UNICEF-led partnership and engagement platform that supports cities and municipalities in their efforts to become child friendly and achieve results for children in their territories.

The CFCI supports partnership building by bringing together government and other stakeholders such as civil society organizations, the private sector, academia, media and, most importantly, children, young people and child-led organizations that wish to make their cities and municipalities responsive to the needs of children.

When local governments commit to engage in local governance programming through the CFCI platform, UNICEF enters into a formal partnership agreement with partner local government(s). Formalizing this partnership is mandatory through a Memorandum of Understanding (MoU). Often partnerships with a regional or central-level government structures are established to enhance commitment and support scale up. As part of the management of the initiative, partner governments establish local Steering Committees where a wide range of local actors will further be engaged in the formulation and implementation of the local initiative.



3.2 The CFCI and relevant strategic frameworks

A CFCI should be guided by a number of strategic frameworks, including the Convention on the Rights of the Child (CRC), related General Comments and reporting processes, strategies and structures, the Sustainable Development Goals, the national country programming framework and objectives, and relevant national government policy documents or plans, such as National Child Action Plans, national development plans, or decentralization processes.

Convention on the Rights of the Child

The CFCI builds on four key articles of the CRC.

- **Non-discrimination** (Article 2): The rights of all children are respected, without discrimination of any kind irrespective of the child's or his or her parent's or legal guardian's race, colour, sex, language, religion, political or other opinion, national, ethnic, or social origin, property, disability, birth, or other status.
- **Best interests of the child** (Article 3): The best interests of children are a primary consideration in decisions that may affect them with State Parties assuring the care and protection necessary for their well-being.
- **The inherent right to life, survival and development** (Article 6): Children have the right to life, with States Parties committed to ensuring the maximum extent possible, their right to survival and healthy development.
- **Respect for the views of the child** (Article 12): Children have the right to voice their opinions and have these be taken into account in decisions that affect them.

The CFCI may have an important role in contributing to CRC reporting within countries providing information on steps local governments have taken to put it into effect and on progress in the enjoyment of children's rights in their territories.

Country-level planning and reporting processes

The CFCI, as an engagement platform, supports the implementation of the programming objectives, contributes to the achievement of results across sectors within the framework of goals and strategies set out in the UNICEF Country Programme Document in programme countries and in the Joint Strategic Plan in countries where National Committees operate, and enables monitoring and reporting of results for children at the subnational and local levels.

Engaging with decentralized levels of governance

Decentralization or the process of transferring political, fiscal, and decision-making powers and functions from central government to local government is among the most important reforms of the past 50 years. Decentralization reforms are being implemented to varying degrees in the majority of low- and high-income countries. Engaging with decentralized levels of governance will affect different aspects of development, from the nature and territorial development to national wealth and economic growth and, more broadly, to overall child well-being.



3.3 Guiding principles

The principles of child-friendly programming at the subnational and local levels

Subnational and local governance programming within UNICEF should follow the key principles outlined in the **Subnational and Local Governance Programming Framework**.⁶

Implementation of subnational and local governance programming improves cross-sectoral effectiveness and strengthens integration of sectors for the delivery of services and achievement of better results for children at the local level. A multisectoral approach at the local level enables scale up of good practices in system strengthening and capacity building, co-ordination of service delivery, behaviour change activities and community engagement.

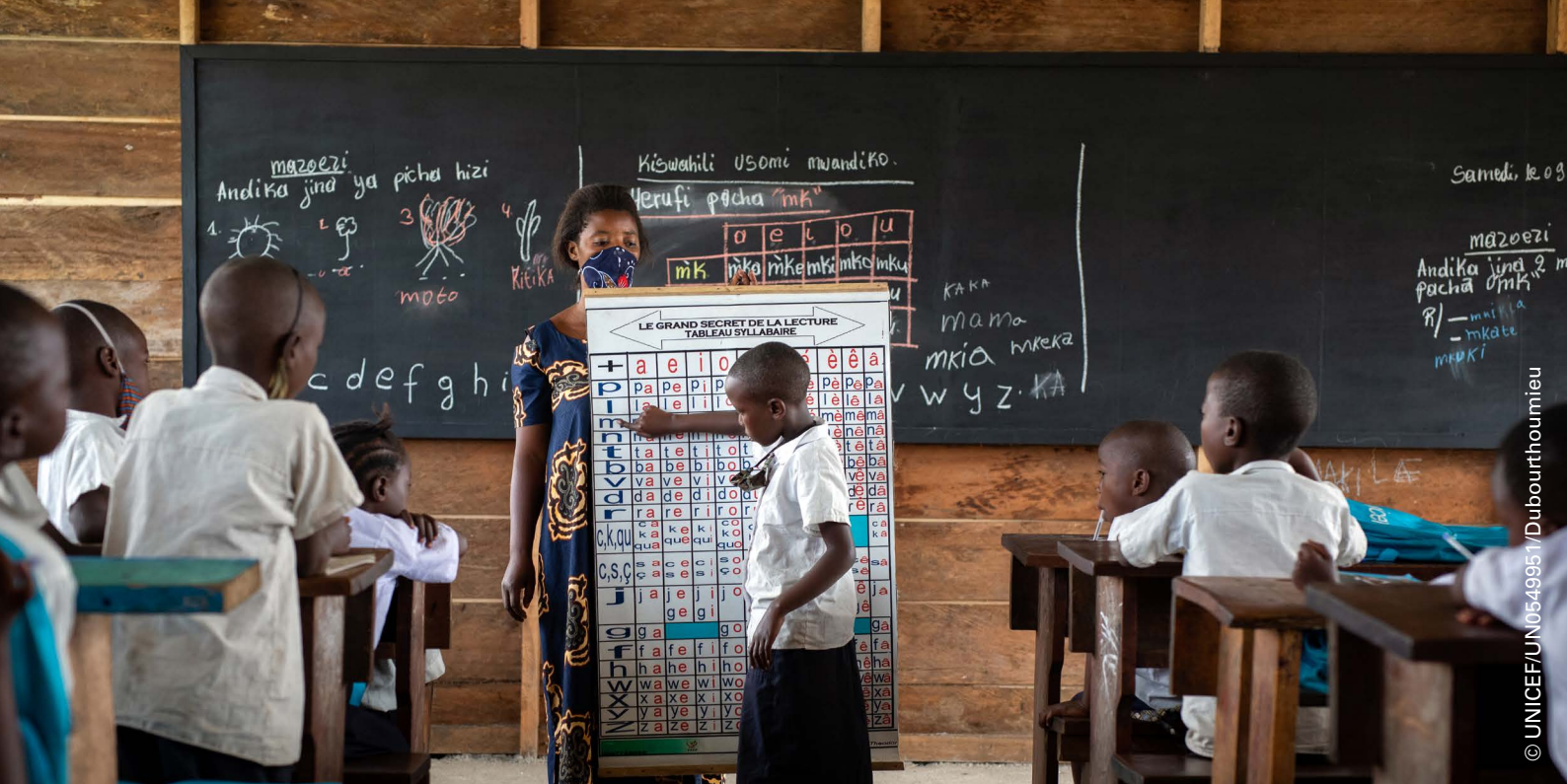
An important principle for good programming is the application of a territorial perspective to local governance programming,⁷ or going beyond administrative boundaries, aiming at more effective solutions to local problems. This enables an understanding of the needs and deprivations that affect children and families and provides common solutions for whole territories that would unlock their development potential.

Good subnational and local governance programming should be based on a bottom-up identification of priorities and be context specific, reflecting the issues encountered in different territorial contexts such as remote rural areas or urban areas, including urban slums and informal urban settlements. At the same time, it should also be integrated utilizing common components applicable to all subnational and local governance systems to support child-responsive planning and budgeting, financing of services and strengthening accountability.



⁶ UNICEF 2022, Enhancing Subnational and Local Governance to Accelerate Results for Children: Subnational and Local Governance Programming Framework for UNICEF Country Offices and National Committees

⁷ *The territorial perspective is an approach that enables better interlinkages between cities and their surrounding zones, and between rural and urban areas, analysing challenges and identifying policy solutions that work for whole territories and looking beyond administrative boundaries. It implies considering the range of government and non-government actors contributing to children's development within a geographical area. For more information refer to the Subnational and Local Governance Programming Framework.*



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4. Elements to be considered for establishing new CFCLs and aligning existing CFCLs

Before embarking on a new CFCL, a Country Office or National Committee must:

- a) Be certain that the CFCL will fulfil the global minimum criteria for a CFCL, established through an assessment.
- b) Consider the human and financial resources that will be committed for a CFCL from UNICEF and from participating national and local stakeholders and governments.
- c) Ensure UNICEF staff and participating local governments are familiar with the mandatory risk mitigation measures, including the MoU, the Brand Procedure and child safeguarding standards.⁸

If these requirements present an obstacle, an alternative strategy for engagement with local governments can be applied.

⁸ Appendix 10 of UNICEF Guidance “Engaged and Heard! Guidelines on Adolescents Engagement and Civic Participation” provides an assessment tool and information on enhancing safeguarding for children.



4.1 Global minimum criteria

All CFCIs including existing initiatives should follow established global criteria that provide for alignment with the main principles for UNICEF programming according to the programme context for subnational and local governance programming. CFCI is a global engagement platform in which implementation requires the articulation of specific national and local issues. CFCI implementation must contribute to the realization of the rights of children within the context of national priorities, translating these commitments at the subnational and local levels, and support the overall programme results for children.

The global requirements to be applied when a CFCI is being designed as an implementing platform for engagement in local governance programming are as follows:

The CFCI should follow the child-rights approach and be rooted in the CRC

The Convention on the Rights of the Child should constitute the foundation for the CFCI. CFCI implementation should apply a child-rights approach to programming. Currently in many countries, the CFCI is implemented through a holistic child-rights approach based on the general principles and measures of implementation of the CRC.⁹

The CFCI should contribute to measurable results for children

The CFCI should not be developed and implemented in isolation as a stand-alone project. It should always be a core part of the Country Office or National Committee strategy and programme, and contribute to results at the local level. The CFCI strategy should be based on local situation analysis, and rooted in sectoral results (e.g., social protection, education, child protection, WASH, etc.) and cross-cutting workstreams (e.g., social and behaviour change, child and youth development, child-rights advocacy). As a partnership platform it should contribute to strengthening coordination between different sectors, extending access to and improving coordination of basic services. In addition, it may support equity and help reduce disparities and discrimination that ultimately leads to reducing poverty. The CFCI is also a key platform in promoting the participation of children and young people in local decision-making processes.

The CFCI should integrate the UNICEF Local Governance Approach to Programming

The [Local Governance Approach to Programming](#) includes both horizontal and vertical relationships, including with national government systems and institutions and different local stakeholders. The CFCI should build on the [Local Governance Approach to Programming](#) as relevant in different contexts, by integrating the four key Action Areas outlined in the guidance into their programming or advocacy interventions:

- Country Offices should support the establishment and strengthening of reliable administrative data systems for core sectors that permit regular tracking of progress on priorities and actions for children set in the local development plans, including through advocacy with national statistical offices and administrative data systems. National Committees should advocate for better data, evidence and improved systems that enable the monitoring of child-rights situation at the local level.
- Country Offices should support strengthening of local government capacity in the preparation of evidence-based local development plans that address the needs of children, and in the development and execution of efficient, effective and equitable local budgets. National Committees should engage in advocacy for system changes that enable better results for children.¹⁰

⁹ GENERAL COMMENT No. 5 (2003). General measures of implementation of the Convention on the Rights of the Child (arts. 4, 42 and 44, para. 6)

¹⁰ Providing capacity building and technical assistance for system strengthening to local governments can only be done by UNICEF (in accordance with the Cooperation Agreement and in line with [Programming Guidance for High Income Countries \(HICs\)](#))



4. Elements to be considered for establishing new CFCIs and aligning existing CFCIs

- Build (Country Offices) or advocate for (National Committees) strong social accountability mechanisms at regional and local levels by facilitating meaningful and inclusive child and youth participation and supporting local governments to systematically involve children, adolescents and their families in local decision making.
- Support (Country Offices) and advocate (National Committees) with local government to coordinate and support the provision of equitable service delivery. Country offices may engage in strengthening existing horizontal and vertical coordination structures and mechanisms, improving services through addressing inequalities in access and quality of services; and supporting a range of public, private and community actors to realize children's rights at the local level.

Two other important requirements, in addition to the above global criteria, should be taken into account when planning for CFCI implementation. Commitment to these two criteria should be demonstrated before UNICEF recognition for a CFCI can be initiated.

1. Enabling meaningful and inclusive child participation (e.g., through advocacy for and with established and institutionalized mechanisms such as child and youth councils throughout all phases of the CFCI cycle), noting that child participation under the CFCI is both a means and an end goal.

Meaningful and inclusive child participation

Participation is a fundamental right of every child – children of all ages, from all communities, of all abilities, and in all parts of society. None must be excluded. Enabling children to be involved in decisions that affect them is an inherent recognition of human dignity. It is also a means for realizing other rights, including protection, and ensuring that local policy is responsive to children's needs and priorities.

Children's participation is consequently integral to the creation and implementation of the CFCI at the local level, where children's active citizenship can be exercised more easily and immediately than at the national level.

The perspectives of children are essential to ensure that the policies, services and facilities they use or that affect them reflect and address their concerns, ideas and priorities. Children have unique insight into their own lives, which will offer important perspectives that are likely to be missed if they are excluded.

Furthermore, through participation, children acquire greater competencies, skills and knowledge that in turn benefit the communities in which they live. Presenting child participation not only as a child rights issue but also as a way to strengthen key local services may motivate local leaders to demonstrate commitment.

For examples on child participation, please see UNICEF study on child and youth councils in UNICEF National Committee countries "[Effective, representative, and inclusive child participation at the local level](#)"

For more information on meaningful child participation, please see [Child and Youth Councils: Guidance to Support Meaningful Participation](#)¹¹ and [Engaged and Heard: Guidelines on Adolescent Participation and Civic Engagement](#).

¹¹ UNICEF 2022, Child and Youth Councils: Guidance to Support Meaningful Participation



2. Demonstrated dedication to eliminating discrimination against children and young people in policies and actions developed by the local government, including in the CFCI.

Demonstrated dedication to strengthening equity and eliminating discrimination

CFCIs must reach out to and include all children without discrimination. Children's rights apply equally to every child. To be recognized as child-friendly, the local government needs to demonstrate efforts to understand and remove all the barriers that get in the way of children realizing their rights throughout the CFCI cycle. These barriers may be caused by laws and policies, the physical or built environment, poverty, attitudes, cultural beliefs, communication, or language. They may be rooted in direct discrimination, where policies deliberately exclude certain groups of children. Or they may derive from indirect discrimination where a group of children are excluded as an unintended consequence of a policy.

Before embarking on engaging with local government partners through the CFCI, a UNICEF Country Office or National Committee is advised to consult and seek guidance from the local governance/urban specialists within the UNICEF Social Policy and Social Protection Programme Group at UNICEF Headquarters, who are responsible for the CFCI guidance development and oversight within UNICEF.



4.2 Assessing readiness for a CFCI

UNICEF's decision to engage through CFCI should be informed by a thorough assessment of the capacity, authority (assigned responsibilities), readiness and demonstrated will of government partners and other local stakeholders to engage and commit resources to achieving results for children in the selected territories. Critical issues to be considered are:

- The roles, responsibilities and authority of local governments, particularly relating to services for children.
- The role and commitment of national government to the objectives of CFCI.
- The acceptability of risk mitigation measures.

Local government roles and responsibilities

A local government's request to launch a CFCI and UNICEF's decision to support it should be informed by a situation analysis assessing the situation of children, the deprivations they face, the social factors and the governance context in the country, the roles and responsibilities of different levels of government (decentralization context), the power relations (political economy), and the capacity of government structures and institutions and other local stakeholders to take action and deliver on results for children. The analysis should inform the decision on whether or not the CFCI can be an adequate strategy for achievement of results for children at subnational and local levels in a specific country, including where it could add value to the strategies for addressing child-rights violations identified. In different decentralization settings, the CFCI may or may not be the best approach to strengthen the realization of child rights locally. For example, the CFCI may not be the most suitable approach in highly centralized countries where local governments have very limited power over decisions impacting the situation of children at the local level, including service delivery or allocation of resources, or in settings where the local governments have very limited institutional capacity. The CFCI should be implemented in partnership with municipalities and local authorities that have decision-making power over resources and interventions in the public sector and have sufficient capacity and systems to implement the functions allocated to them, including the planned interventions that will come through engagement in the CFCI implementation process.

National government role and commitment

An important consideration in the process of decision making on engagement through the CFCI is the potential partnership to be established with national governments. National, subnational and local governments can play an important role in ensuring the success and future sustainability of the CFCI, especially in countries where the CFCI is taken to scale. National government engagement and partnership can include both political and financial support, and is essential for longer-term sustainability under national ownership.

A strong partnership with the national government has many advantages. The government's support often increases the interest from communities to participate. Furthermore, it is more challenging to establish a nationally relevant initiative without national government involvement. As per the Cooperation Agreement and in line with Programming Guidance for High Income Countries (HICs), National Committees will not be able to work directly with higher levels of government if they do not have a formal agreement. Their role will be to advocate with the local government and CFCI partners for changes at the national level that may impact positively on the implementation of children's rights in the country.



However, there are some risks that should be considered:

- If significant parts of the CFCI collaboration are outsourced to external partners, UNICEF may have less direct influence over programme design, and less direct contact with the cities and communities participating in the initiative.
- Political affiliations may limit the interest of local governments to engage in the process if local political leadership is of a different party. In highly polarized political climates, the initiative may risk becoming politicized if not supported by all parties. Consider seeking alliances with non-party-affiliated actors, such as national associations of municipalities, to counter this risk.
- Continuation of the initiative relies on the goodwill of the government, especially when the government is a key funding source, and the funding is not institutionalized.
- In federal systems, the national government has very little influence and the regional government plays a more important role. In this case, partnerships with regional or other subnational governments become increasingly relevant.
- Strong engagement of one ministry may limit the engagement of other ministries. Therefore, a balanced representation of different line ministries should be given consideration before partnerships are established.

Risk mitigation

The UNICEF CFCI brand and logo tied to the CFCI recognition are controlled by UNICEF. Whenever an agreement with the national government is established, it should be backed by a clear agreement regarding UNICEF's ownership of the brand and the recognition process (see Section 8 on exiting the CFCI when a full handover is considered).



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4.3 Setting the management structure and coordination of the CFCI

Managing and coordinating the CFCI requires dedicated human resources. Whenever possible, it is good practice to build on existing structures and coordination mechanisms. Staff appointed or recruited for this task should have solid coordination and project management skills, with a focus on experience in overseeing child-rights situation analyses and monitoring and evaluation.

To support the implementation and coordination of CFCI activities, it is recommended that the following management and coordination structures are established: national coordination body, local steering committee and local CFCI secretariat. These structures need not necessarily be newly established but may be incorporated within existing structures if this is more efficient, and the configuration can be adjusted to best meet local needs.

National coordination body

A national coordinating body should be established to guide and oversee the implementation of the CFCI whenever several cities are involved in the initiative.

Local steering committee

A local steering committee should be established within the city or municipality to provide overall guidance and direction on the implementation of the CFCI.

Local CFCI Secretariat

A local coordinating unit, often called a CFCI Secretariat, should be established within the CFCI partner city or municipality to lead, facilitate, coordinate and oversee the inclusion of the child-related priorities in the local development plan and their implementation.

Annex 1 outlines the roles and responsibilities of different management and coordination structures and their memberships.

4.4 Developing partnerships

The CFCI is a cross-sectoral initiative where partnerships are essential and ideally include the government at different levels, civil society, the media, academia and the private sector. Partnerships are important to achieve the indirect objective of the CFCI to build local capacity and institutions to ensure sustainable results for children. Establishing, facilitating and coordinating a CFCI Network are integral to a successful and inclusive CFCI. A broad stakeholder network can be of significant value, as the exchange of ideas and good practices can strengthen the CFCI by generating learning and building capacity. Having a wide base of local practitioners working to advance the well-being of children helps to build the sustainability of the initiative. Other partnerships may also be valuable, such as with local government associations, parents associations, or with children's organizations.

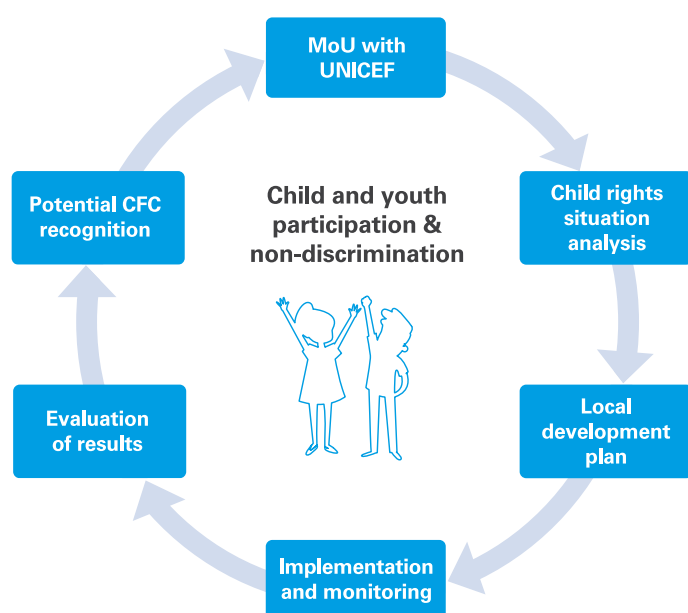




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5. The CFCI process and cycle

To ensure an integrated and coherent approach to CFCI implementation that contributes to results for children, the following mandatory steps constituting the CFCI cycle¹² should be implemented throughout the CFCI implementation process:



1. Memorandum of Understanding (MoU) with UNICEF
2. Child-rights situation analysis
3. Actions prioritized and included in the local development plan (Synthesis Action Plan for Children)¹³
4. Implementation and monitoring of the activities in the “Synthesis Action Plan for Children”
5. Evaluation of the implementation and results for children
6. Potential recognition of a Child Friendly City

¹² The CFCI Cycle includes the basic steps (six steps) involved in the planning, implementing, and evaluating the CFCI. They follow the basic programme cycle. The duration of the CFCI cycle may differ, depending on the capacities of the local government, and on the time required to implement the CFCI planned activities included in the local development plan.

¹³ See Section 5.3 in this document for information about the “Synthesis Action Plan for Children”



5.1 Securing national and local government commitment: The CFCI Memorandum of Understanding

Once it has been decided to engage a city or municipality in the CFCI, this partnership should be formalized by an official commitment to partner with UNICEF. This is done through signing a formal MoU between UNICEF and the partner local government. The MoU outlines the terms and criteria for the cooperation.

The standard MoU for the CFCI stipulates:

- Goals and objectives to be met before UNICEF recognition of the city/municipality as child friendly can take place
- Clearly defined timeline for implementation
- Agreement on the type of evaluation mechanism
- The mandatory requirements for the use of the CFCI brand and logo
- Entitlements and responsibilities upon recognition by UNICEF as a “Child Friendly City”
- An exit clause should UNICEF decide that rights violations have occurred or are occurring, or the collaboration has damaged or will seriously damage UNICEF’s reputation, brand, or mission.

The MoU is also a means to prevent any reputational risk that may be imposed on UNICEF in entering in official partnership with a government partner and allowing for the use of its CFCI brand and logo, which is officially registered and protected.¹⁴ When assessing a potential partnership, the UNICEF Country Office or National Committee should consider any potential risk to its reputation, brand and mission.

To ensure sustainable commitment, it is recommended that the MoU be signed by the municipal council and not the sitting local government. This is also a measure to ensure that the CFCI not be pursued for political gain. Alternatively, it is recommended to obtain a declaration of intent by the local government to continue the CFCI process after an electoral period when there is still a functioning MoU in place.

A **municipal council** is the legislative body of a city, a municipality or local government area having to do with all aspects of life in this territory. Depending on the location and classification of the municipality it may be known as a **city council, town council, town board, community council, rural council, village council, or board of aldermen**. The municipal council includes the elected municipal councilors representing political parties (in party-system elections) or community groups and structures represented in the territory. The municipal council is usually responsible for the adoption of the local development plan and annual budget.

All UNICEF Country Offices and National Committees can apply the standard MoU (template provided in Annexes 2 and 3). Additions can be made to these following consultations and approval of the respective office legal advisor. The MoU must include as a minimum the clauses outlined above.

¹⁴ UNICEF Procedure on Brand Management for the Child Friendly Cities Initiative (CFCI), Document number: PROCEDURE/PG/2022/001, effective date: 10 January 2022



5.2 Local child-rights situation analysis

If a UNICEF Country Office or a National Committee decides to engage in partnership with local governments through the CFCI, a local situation analysis is carried for each city, municipality or local government area. The local situation analysis establishes an understanding of the specific deprivations and child-rights issues faced by children, young people and their families in the respective territory and of the context, and addresses the roles and decision-making processes of the local government and other important stakeholders. The local situation analysis will be used to support the identification of opportunities to influence government interventions for children at the local level, given the specific decentralization framework.

The local situation analysis informs the development of the local development plan, establishes the baseline against which progress and impact will be monitored and evaluated, provides evidence for policymaking, and identifies needs for local capacity development.

For both Country Offices and National Committees implementing the CFCI, the local child-rights situation analysis should ideally be conducted by the local government. A National Committee may advocate for elements to be included in the analysis and facilitate child participation. In cases where the National Committee is requested to assist with the situation analysis, this should be done in collaboration with UNICEF. For Country Offices, the situation analysis can be done by the local government or in partnership with the local government and be owned by them. As a minimum, the situation analysis should involve the following stages:

1. Mapping, analysis and participation of relevant local stakeholders to ensure consensus on the findings of the situation analysis, including:
 - i. Children and young people, including children living in vulnerable and marginalized contexts
 - ii. Child and youth organizations
 - iii. Parents and parental organizations/associations
 - iv. Relevant ministries and institutions such as national statistics offices
 - v. Local government institutions
 - vi. Academia
 - vii. Civil society organizations and community groups operating in the field of child rights
 - viii. Business (private sector)
 - ix. Media
2. Analysis of available evidence on children, including:
 - i. A review of the Concluding Observations of the Committee on the Rights of the Child
 - ii. A review of laws, policy documents, research and other resources related to child rights and well-being produced by civil society, oversight authorities and universities, among others
 - iii. Available and disaggregated data on children, especially data on excluded and deprived children living in marginalized communities
 - iv. Consultations with local stakeholders (as identified in Step 1 as mapping, analysis and participation of relevant local stakeholders).
 - v. Interviews, surveys and focus-group discussions, including with children, to assess:
 - interest,
 - expectations,
 - views on priority areas,
 - existing processes, and
 - gaps, risks and constraints to be anticipated.



UNICEF New Generation Situation Analysis Toolkit provides guidance for the development of a subnational situation analysis as well as an urban-specific situation analysis for when partnership(s) will involve large urban settings.

Once finalized, the situation analysis should be widely disseminated for consultation with all local stakeholders and used to build a consensus for the setting of specific child-focused goals and objectives, and to design relevant activities and interventions to address disparities and enhance child-rights realization at the local level. The plan should be presented in an accessible and child-friendly format.

5.3. Local development plan



Including targeted child-related priorities, goals and objectives in the local development plan is a balancing act that takes into consideration the findings in the child-rights situation analysis, the global UNICEF minimum criteria, and the interest and independence of the local government as a democratic institution. This shapes programmes for children based on collecting evidence, and listening to children and how they define their needs. This will provide stronger better-targeted programmes and more impactful results than programmes based on assumptions.

The CFCI-related activities should be an integral part of the main local development planning and budgeting cycle, ensuring that child-responsive goals, objectives and actions are reflected in the local government strategic priorities and are supported by adequate human and financial resources allocated for their implementation. Integrating the CFCI in existing planning processes and structures enables better and more effective child-responsive local strategies and helps ensure sustainability. The main role of National Committees is to advocate for the integration of child-related priorities in the local development plans and budgets, while Country Offices may also engage in providing technical assistance to CFCI implementing local governance partners.

Local development plans usually reflect a country's national priorities and targets laid down in national strategies and frameworks, depending on the level of decentralization and autonomy of local governments. Ensuring a synergy between national strategic priorities and local action for children will improve coherence and support for local development activities for children and enhance support from national government institutions.

UNICEF Country Offices should also consider alignment between UNICEF Country Programme (CP) goals, objectives and activities and the objectives prioritized in the CFCI implementing local governments' local development plans, seeking to achieve convergence of different sectoral interventions at the local level.





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Developing and integrating the goals (outcomes), objectives (outputs) and activities for children to be included in the local development plan involves several steps, including prioritization of activities, developing indicators to monitor progress and impact, and identifying roles, responsibilities, budget, resources and deadlines, as well as ensuring adequate support for implementation and achievement of tangible results. In addition to the approval of the local development plan within the agreed regulatory provisions, the child-friendly elements of the plan should also be validated by UNICEF staff or National Committee representatives to ensure that the proposed activities are adequate and address child needs in an effective and efficient way that would lead to positive changes in the life of children in the respective territory.

Since the local development plan is a complex planning document including priorities in different areas and sectors (housing, environment, culture, transport, education, etc.), it is recommended that child-related priorities and activities included in the local development plan as part the CFCI implementation process are summarized in a “**Synthesis Action Plan for Children**” document along with the baseline and indicators for monitoring. This would allow the CFCI team to better oversee the process of implementation, provide support or act in case issues arise, and will facilitate the final evaluation process.



Prioritization of activities

CFCI should be seen as a progressive approach to strengthening child-rights realization through a long-term commitment and capacity building. As it may not be possible to address all child-rights issues in the first planning cycle, it is recommended to distinguish between the most pressing issues to be included as priorities and the less pressing longer-term objectives to be addressed in the following CFCI cycles. This prioritization of goals, outcomes and activities aims to address the most severe child deprivations and to reach out to the most excluded and marginalized children first.

The selected set of goals, objectives and activities should align with national and locally identified priorities for children and child well-being, as reflected in the UNICEF Country Programme, or Joint Strategic Plan for the National Committees. Issues prioritized by children at the local level should also be carefully considered and integrated throughout the prioritization process.

The prioritization process should integrate the most effective change pathways considering the available human and financial resources and capacities of the implementing partners. The prioritization process should be consultative and transparent, involving a wide range of stakeholders, including children, young people and their families.

Decision on the monitoring and evaluation framework, including assessment of reliable and relevant local administrative or other data on the situation of children

The existence of reliable administrative data systems is one of the factors that can facilitate the implementation of CFCI. The issues of data quality, access and analysis should be addressed at the time of the identification of targets and indicators. A multi-stakeholder approach through collaboration with academic institutions, statistical offices and central governments could mitigate this challenge. Assessing the quality of data used in the recognition process is one of the key roles of UNICEF. While reliable and quality data might only be available to some extent, the CFCI can be used to provide technical support and advocate for strengthening data collection systems and analytical capacities of local partners for the generation and use of evidence for planning and decision making.

Development of indicators

It is crucial to identify indicators against which progress and impact of planned goals, objectives and activities being implemented will be monitored and evaluated. This is an important step in demonstrating the results of the CFCI and the impact it has on children's lives. The selected indicators should be monitored by the CFCI implementing local government, and ideally be part of the monitoring of the local development plan.

A good indicator will have three components:

- A unit of measure, either quantitative or qualitative reached across the city/municipality (e.g., a number)
- A unit of analysis (e.g., children)
- Context being measured (e.g., living in a community where the CFCI is implemented)

To monitor progress and impact, it is essential to establish a baseline and target value for each indicator. The baseline is the most recent, known status for an indicator (starting point) and targets are what is to be achieved by the end of the programme. It is important to note that achieving results at impact level is a long-term process and may not be attributed to CFCI alone.

The indicator value can be obtained from data collected from the situation analysis or from secondary data sources (such as official statistics and Management Information Systems). To make the exercise cost effective, additional baseline assessments should be conducted after logic frameworks are finalized (with desired chain of results and associated indicators) and after data gaps have been determined.

A new global CFCI Monitoring Framework is currently being developed. The framework will provide a menu of indicators that measure the process of CFCI implementation, as well as result indicators (outcome, output and impact) for CFCI implementing local governments to select from for monitoring and assessing the results achieved through CFCI and the change in children's lives in their territory. As indicated above it is expected that the indicators will be integrated as part of the mainstream local government monitoring system of the partner local government and will not constitute a separate process.

Roles, responsibilities and deadlines

To ensure achievement of tangible results the child related activities in the local development plan should be supported by clear identification of roles and responsibilities of all partners and stakeholders for implementation of each activity. Setting realistic deadlines for implementation of activities and achievement of planned results is mandatory as it links to the evaluation and recognition process for the CFCI.

Budgeting and resourcing the child-related activities in the local development plan

Allocating adequate human and financial resources for the implementation of all child-related activities is of primary importance for ensuring positive outcomes for children in the respective territory. Consideration of the available financial resources should be made early in the process of launching and engaging with a CFCI. If local government funding resources are insufficient, the local steering committee will need to identify alternative resources or consider raising more money.

UNICEF's framework for public finance for children sets out five principles that should guide public budgeting for children:

- Adequacy
- Transparency and accountability
- Equity
- Efficiency
- Effectiveness

While the financing of education and health services may be determined at the national, regional or provincial level, local governments can advocate with the national government for increased resources for the services for children they are responsible for, just as they can consider whether their own distribution of resources is equitable. The degree of autonomy local governments have over budgets is related to the degree of decentralization and the extent of discretionary resources.





5.4 Role of children, young people, their families and the wider communities

A key purpose of the CFCI is to ensure that children are included and visible in local planning and budgeting processes. Establishing and integrating a local child and youth council or using a different form or mechanism for child and youth participation at the local level will enable the inclusion of children in all processes and decisions affecting their lives. It is important that the child and youth participation mechanism is representative of all groups of children, especially the most marginalized and vulnerable groups (children with disabilities, migrant children, children from poor backgrounds or living in remote areas). The child and youth participation mechanism should be institutionalized and provide for meaningful participation of children and young people, ensuring that their views are being adequately integrated in local strategies and planning documents.

For more information on meaningful child participation, please see [Child and Youth Councils: Guidance to Support Meaningful Participation](#)¹⁵ and [Engaged and Heard: Guidelines on Adolescent Participation and Civic Engagement](#).

5.5 Assigning the CFCI Candidate City Status

Assigning the CFCI Candidate status is a voluntary part of the process. Some countries use it, others do not. It may help in giving visibility to the efforts of the local government in moving towards a child-friendly city. If this status is applied, after the local development plan is being approved and adopted, the city can receive the CFCI Candidate City Status and can be assigned the right to use the CFCI Candidate City brand and logo.¹⁶ The use of the brand is regulated by the UNICEF Procedure On Brand Management for the Child Friendly Cities Initiative (CFCI).¹⁷

¹⁵ UNICEF 2022, [Child and Youth Councils: Guidance to Support Meaningful Participation](#)

¹⁶ In exceptional circumstances CFCI Candidate City status can be assigned after signing the MoU. In such cases UNICEF and the partner local government should develop and agree on a risk mitigation plan in line with Annex A. p.5 of the Brand Procedure.

¹⁷ Document number: PROCEDURE/PG/2022/001 EFFECTIVE DATE: 10 JANUARY 2022



5.6 Implementation of the child-related activities included in the local development plan

Once the local government's local development plan is finalized and agreed upon, the next stage is for the CFCI implementing partners to accomplish the goals and objectives identified within their area of responsibility, with a focus on meeting agreed deadlines and respecting available budgets.

The implementation process should integrate the following approaches:

Child-friendly laws and policies

Local governments should progressively work towards ensuring that all relevant aspects of the legal framework and policies under their control promote and protect child rights. The ability to influence policy and legislative frameworks at the local level depends on the roles and responsibilities delegated to local government in the different policy areas. A local government may have decision-making authority on primary health provisions but not on setting health standards. Or it may have responsibility for preschool provision and early childhood development services, but not for secondary school education. Where there is limited or no authority for local governments to influence legal frameworks at the local level, their role will be to collect data and evidence, and use it to advocate for policy changes with subnational and national governments that have the decision-making powers to implement the needed changes. Working in partnership and advocating with other local stakeholders is essential for local governments achieving results for children. Partnering and advocating with actors such as civil society organizations, parents' associations, local governance associations, local businesses as well as regional and national government institutions will strengthen local governments' efforts in influencing and advocating for changes in child-related policies and strategies.

Inclusive child participatory mechanisms and processes

Participation is a fundamental right of all children as defined in Article 12 of the CRC and lies at the heart of building a child-friendly city. The active engagement of children, including those that are marginalized and vulnerable, is essential if the policies, services and facilities that they use or that affect them are to reflect and address their concerns, ideas and needs. Establishment of a functional and effective child and youth participation mechanism is an essential part of the CFCI implementation. The [Guidelines on Adolescent Participation and Civic Engagement](#) and the [Child and Youth Councils: Guidance to Support Meaningful Participation](#) provide useful approaches and tools for engaging children and young people at the local level. The main role of National Committees should be to advocate with local governance stakeholders for the establishment of functional child participation mechanisms and the engagement of children in local decision making, using the UNICEF guidance.

Community empowerment

The CFCI should apply a whole-community approach, as it involves a representative group of stakeholders directly or indirectly working with children. This takes place by inviting local civil society organizations, community groups, academia and local businesses to participate in the local Steering Committee. Often these partners are directly responsible for implementing various child-related activities under the local development plan, either independently or together with the relevant departments within the local government. These partners benefit, alongside the local government, from UNICEF's capacity-building efforts, guidance and support.



Capacity building to create sustainable results for children

The long-term objective of the CFCI is to strengthen the capacity of local governments and relevant actors to advance child rights. This capacity building takes place throughout the various phases of the CFCI cycle and can include guidance, technical assistance, trainings, and knowledge and peer exchange with other Child Friendly Cities. The main areas where technical assistance for capacity development should be considered fall within the key priority areas of the UNICEF Local Governance Programming Approach: strengthening evidence generation and data collection systems; improving planning and budgeting capacities and systems; establishing effective child and youth participation mechanisms and strengthening accountability and improving coordination of social services delivery at the local level. As per the Cooperation Agreement and the [Programming Guidance for High Income Countries \(HICs\)](#), National Committees may provide capacity-strengthening support and technical assistance only in partnership with UNICEF.

Elimination of discrimination and promotion of equity

Active measures to eliminate discrimination and promote equity by working to guarantee equal opportunities and equal access to all services and targeting the children and their families living in marginalized and vulnerable situations should be demonstrated through policies and actions by the local government.

Communication, awareness raising and advocacy

Child rights must be known and understood by all stakeholders. Local government decision makers, public servants, experts, civil society organizations, parents, caregivers and children need to not only be aware of child rights, but also understand the concept and be able to put their understanding of child rights into practice in everyday situations. Local governments should be encouraged to incorporate community mobilization and awareness-raising activities throughout the CFCI process to build interest and strengthen knowledge in the CFCI process and child rights.



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5.7 Monitoring of results

The effectiveness and impact of the CFCI can only be understood if systems are in place to measure the positive changes (impact) on children's lives following the implementation of the CFCI, at both the local and subnational levels, and potentially at the national level.

The evidence of progress, results and impact for children generated through the monitoring and evaluation can be used for advocacy and encouraging other municipalities and the national government to adopt measures to promote and strengthen child rights.

Involving all local partners and stakeholders, including children and young people, in the process of monitoring of CFCI implementation is important as it leads to better accountability and transparency at the local level.¹⁸

There are two levels of monitoring that relate to the indicators:

Process monitoring and regular progress reports

To ensure timely, effective and coordinated implementation of all elements and steps of the CFCI cycle, process monitoring of the implementation process should be put in place. Process monitoring can be done by the Local Steering Committee supported by the National Coordination body.

- Ensure all Steering Committee members are well informed of the CFCI process and steps, especially the mandatory elements of the process.
- Convene regular meetings or conference calls to take stock of progress and identify and agree on how to deal with opportunities and potential challenges.
- Request implementing partners to report regularly to the Steering Committee, for example through meetings, on progress and accomplished tasks.
- Communicate the completed tasks/steps, for example through communication in local media. It is important for people in the community to follow progress.
- Invite children to conduct real-time feedback on child participatory processes to ensure the initiative is on the right track.

Results monitoring

A rigorous monitoring of the implementation of the child-related activities in the local development plan or the "Synthesis Action Plan for Children" should be put in place to take stock of the progress, identify bottlenecks and plan corrective actions. Monitoring of results and reporting on progress should be part of the regular monitoring and reporting process of the local authorities using the indicators included in the local development plan. It is recommended that annual monitoring reports be developed to include an analysis of the progress, enable the identification of bottlenecks and recommend corrective actions. The role of the National Committees would be to advocate for relevant indicators and a system that would enable the collection of data and reporting on the selected indicators. Country Offices may also engage in providing system-strengthening support for data collection and reporting on results.

¹⁸ UNICEF, 2019 Adolescent participation in UNICEF monitoring and evaluation



5.8 Evaluation of CFCI results

The CFCI implementation and completion of the respective local development action plan should be evaluated independently at the end of each CFCI cycle. It is strongly recommended that mid-term reviews take place to assess whether activities are on track and if corrective interventions are needed. Independent evaluation of the CFCI is a mandatory requirement for cities and municipalities to be able to achieve the full Child Friendly City Status.

As with monitoring, the evaluation of the CFCI comprises two components: **Evaluation of process**, which establishes coordination and management mechanisms for the CFCI, including conducting a situation analysis, developing and adopting the agreed activities in the local development plan, etc.; and **evaluation of results** achieved in comparison to the baseline indicators defined in the local development plan.

The evaluation upon which the recognition is granted should be conducted by an external independent party as part of an evaluation committee or working together with the local governments or other local partner organizations. A review committee can comprise members from national government institutions, local government associations, civil society, academia, relevant professionals, and representatives of UNICEF Country Offices or National Committees. It can also include representatives from local authorities, provided there is balanced political representation and no conflicts of interest. The evaluation responsibility may be given to a consultancy firm to guarantee and safeguard the independence of the evaluation process. Other solutions include expert groups (with often UNICEF participation) or government ministries. UNICEF's role in the review committee would be to provide oversight and review results, as well as ensure the protection of UNICEF's name and brand.

Involvement of children and young people in the process would be an asset and strengthen its effectiveness and legitimacy.

It is recommended to upload the child-rights situation analysis, and the respective child-related goals objectives and activities in the local development plan, as well as the evaluations to the city's or municipality's website to ensure transparency and accountability.

Based on evaluation findings, the final decision regarding recognition is most often done by UNICEF. Other common setups are independent committees, of which UNICEF is part, consisting of local partners, government ministries, academic experts, or other entities involved in the CFCI process.



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5.9 UNICEF “Child Friendly City” recognition

A city or municipality is recognized as a “Child Friendly City” by UNICEF upon a positive evaluation of the implementation of the child-related goals, objectives and activities in the local development plan and achievement of planned results for children. The evaluation should ensure that the city or municipality meets the minimum criteria for obtaining the recognition. As part of this recognition, the city or municipality obtains the right to use the CFCI brand and logo and receives a certificate,¹⁹ acknowledging its commitment to and active engagement in advancing child rights.

The global minimum criteria for obtaining recognition by UNICEF are threefold:

- Demonstrated solid results for children based on the priorities goals and objectives for children set in the local development plan.
- Meaningful and inclusive child and youth participation.
- Demonstrated dedication to enhancing equity and eliminating discrimination, including through reaching out to the most excluded and marginalized children and young people, as demonstrated through policies and actions by the local government, including in the CFCI.

Duration of the recognition

The recognition by UNICEF as “Child Friendly City” is granted for a defined period (usually not more than five years) corresponding to the length of the subsequent CFCI cycle. Pending a positive evaluation of the second CFCI cycle, the recognition will be extended for the following cycle. Regardless of the length of the CFCI cycle, the national governing body should review the CFCI regularly (at least bi-annually), including after each election, to ensure the city or municipality is upholding its commitments under the MoU and local development plan. The MoU should include an exit clause in case of rights violations or other events or actions that put UNICEF’s reputation, brand or mission at risk after the partnership agreement has entered into force.

Sharing the recognition responsibility and quality control

UNICEF has the responsibility for the final decision on assigning the recognition following the positive evaluation, and adherence to minimum criteria for recognition and demonstrated results for children. Recognition should not be based only on self-assessment of progress.

It is recommended that in the recognition process, UNICEF engage with relevant partners, such as association of municipalities, research institutions and civil society organizations, that could share the accountabilities of the recognition process and be part of the robust monitoring and evaluation system. The recognition process should not be handed over to a third party or government. UNICEF must have oversight to mitigate reputational risk, and to avoid corruption and politicization of the initiative. Only cities and municipalities partnering with UNICEF through a Country Office or National Committee, and where UNICEF has had a substantial role in the recognition process, can be recognized as Child Friendly Cities/Municipalities by UNICEF. UNICEF can still support initiatives managed exclusively by governments but will not allow these initiatives to use of any reference to UNICEF or to the CFCI brand and logo.

¹⁹ Template of the certificate is shown under Annex 5.





6. Internal programmatic considerations

6.1 Resourcing the CFCI

The availability of sufficient resources should be considered carefully as part of the decision for engaging with the CFCI. While the child-related priorities with respective activities included in the local development plan should be funded through local government budgets, CFCI implementation will also require resource allocation from UNICEF, or the National Committee engaged in implementation.

The resourcing needs for the CFCI should be informed by a careful assessment of the role UNICEF will play in supporting the programme, the number of localities to which the programme will be scaled up, and the resources available from partners.

The resources that a UNICEF Country Office or National Committee will initially require are **human resources (staff)** to ensure management, coordination and oversight of the CFCI implementation on behalf of UNICEF or the National Committee. In most UNICEF Country Offices and National Committees, one to three staff members are supporting the initiative. It is notable that the number of staff working on the initiative is not necessarily related to the number of localities that are supported through the CFCI. The CFCI is a partnership requiring a cross-sectoral approach and coordination within all sectors of the country programme (for Country Offices) and within the overall operation of the National Committees. It requires senior management commitments and support for promoting the partnership and for coordinating and ensuring convergence with all sectors where UNICEF works within the CFCI implementation process.



Additional financial resources will be needed for **providing technical assistance** for systems strengthening, capacity development and training of partners to enable them to effectively act upon their roles in supporting achievement of results for children within their territory. Technical support should primarily focus on the key local governance programming areas (see UNICEF Local Governance Programming Approach Technical Guidance).

Resources for **advocacy, communication and resource mobilization** should also be considered within the CFCI implementation plan. The CFCI recognition, for example, is an event that should be widely communicated and would require resources. Such resources would be very important for achieving commitment from all stakeholders, strengthening sustainability and supporting scale up.

The level of resources available to support the CFCI varies significantly between countries. The amount of resources (both in terms of budget and human resources) is a function of the size of the National Committee or Country Office. Consequently, what might seem like a low level of engagement in absolute terms might represent a significant commitment compared to the size of the office. Also, what works in one country context might not be replicable in another. Very different delivery modes can be used to reach the same impact, and this should be kept in mind when considering implementation models (see Annex 4 for descriptions of different implementation models).

Ideally, the question of scale (how many cities should be engaged in the initiative) should be considered early on in the design of the initiative based on the assumption of growing demand. That said, the lack of resources to respond to ever-increasing interest and requests for support from local governments is a challenge that many UNICEF Country Offices and National Committees alike face. Often, offices have a dilemma: either to maintain a strong relationship with a selected few cities or municipalities, or to go for scale and opt for a lighter approach with a significantly higher number of cities and communities. Both approaches have advantages and limitations.

6.2 Roles and responsibilities across the organization

Headquarters – Public Finance and Local Governance Unit

The Public Finance and Local Governance Unit within Social Policy and Social Protection Programme team at UNICEF headquarters is managing the CFCI at the global level. Its responsibilities include:

- Developing overall programmatic guidance and tools including organizational procedures, and providing strategic advice and overall leadership.
- Oversees adherence of CFCI implementation based on the UNICEF Subnational and Local Governance Programming Framework²⁰ and mandatory requirements set in this guidance, as well as following the Brand Management Procedure.
- Partnership development and resource mobilization.
- Management of the CFCI Network and Reference Group, which consists of CFCI focal points in UNICEF Country Offices and National Committees.
- Knowledge management and communication through the CFCI online Community of Practice (internal) and the CFCI website (external).
- Training and capacity building.
- Facilitates exchange through twinning initiatives, study visits and knowledge exchanges between CFCI initiatives.

²⁰ UNICEF 2022, Enhancing Subnational and Local Governance to Accelerate Results for Children: Subnational and Local Governance Programming Framework for UNICEF Country Offices and National Committees



Regional Offices

UNICEF Regional Offices play a key role in providing tailored and individual advice and technical assistance to Country Offices on CFCI-related matters. They may also support National Committees subject to staffing capacity in the respective Regional Offices. The management of Regional Offices may determine the most appropriate lead for this work. Recognizing that this work is programmatic in nature, the lead should be with a programmatic portfolio. The lead for co-ordination should coincide with the overall lead for subnational and urban governance work. Sector-specific technical assistance should be provided by other programme sections/teams including Social Policy and Partnerships, and Communication. The advice and technical assistance include:

- Context-specific and tailored programming guidance, strategic advice, and technical assistance for capacity building, systems strengthening, design and revision of laws, policies and strategies and individual support to countries.
- Support to countries in reflecting the CFCI in their Country Programme Documents (for Country Offices) or the Joint Strategic Planning document (for National Committees).
- Regional partnership development.
- Management of regional CFCI Networks.
- Contextualized training and capacity building for individual Country Offices or National Committees in the region, including capacity building of staff for service delivery in technical areas that go beyond “teaching and learning about child rights and the child-rights approach”
- Programme oversight for the region.

Private Fundraising and Partnerships

UNICEF Private Fundraising and Partnerships (PFP) has a major role in the coordination and management of partnerships with National Committees, including:

- Provides support and guidance for resource mobilization enabling CFCI implementation.
- Facilitates partnerships between National Committees implementing the CFCI and supports knowledge exchange.
- Facilitates peer learning through twinning initiatives, study visits and knowledge exchanges between CFCI initiatives.

Country Offices and National Committees

Country Offices and National Committees lead the implementation of the CFCI at country level and are responsible for ensuring its alignment with the respective minimum criteria set in this guidance by

- Establishing the partnerships and signing the MoU
- Ensuring adherence to all mandatory requirements and procedures
- Advocating and providing technical assistance and training to local partners and stakeholders²¹
- Leading or overseeing the functions of national coordinating bodies
- Managing the recognition process
- Promoting advocacy and resource mobilization

²¹ In accordance with the Cooperation Agreement and the [Programming Guidance for High Income Countries \(HICs\), National Committees](#), technical assistance is only provided by UNICEF. National Committees should request support from UNICEF if technical assistance and training is requested by the CFCI partner local government





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7. External Considerations

7.1 Management and protection of the CFCI Brand

UNICEF Procedure on Brand Management for the CFCI is a mandatory organizational procedure that provides the rules and sets the regulations for the use of the CFCI brand and logo. Procedure provisions are mandatory for all UNICEF Country Offices and National Committees implementing the CFCI.

7.2 Monitor, report and manage risks and incidents

Risk of wrongful use of UNICEF name and brand always exists. It is important to assess any possible risks, and document and report any possible incident, and eventually terminate the programme engagement locally, as stated in the standard article in the MoU. This should be part of the UNICEF's standard risk management approach, rather than a separate monitoring mechanism.

7.3 Child safeguarding

Supporting child participation and engagement of children and young people through different mechanisms must be done in line with the [Guidelines on Adolescent Participation and Civic Engagement](#), which provides guidance on child safeguarding (Annex 10 of this guidelines)





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8. Exiting from the CFCI and handing over to the national government or partner organization

In some cases, the long-term strategic goal for the Country Office or National Committee may be to hand over the overall responsibility of programme management of the CFCI to the national government, or to streamline elements of the CFCI into national policy. Similarly, the Country Office or National Committee may consider handing over the responsibility for the CFCI to an external partner organization, for example, a civil society partner that may be better placed to support the programme in-country.

The risks and opportunities related to a handover of accountabilities to partners should always be carefully assessed. Some potential risks include:

- The government/partner not having sufficient capacity or technical expertise to successfully oversee and support the programme.
- The government not having credibility in the eyes of local governments to be able to run a fair and impartial process.
- The programme becoming politicized in highly polarized political contexts.
- UNICEF losing the capacity to make strategic decisions on the implementation of the initiative.
- UNICEF losing an important fundraising and advocacy platform.



8. Exiting from the CFCl and handing over to the national government or partner organization

- UNICEF losing direct access to local government partners.
- The CFCl no longer benefiting from the added visibility and value of the UNICEF brand and international recognition.

Whenever a shift in accountability is considered, it is important to keep in mind that the UNICEF brand and recognition can only be granted and used by cities and municipalities when UNICEF is engaged in the recognition process (either as the sole entity, or as a member of a consortium). **This right to use the UNICEF CFCl brand and logo cannot be granted to the government or other external parties.**

Maintaining access to the brand and UNICEF recognition does not mean that partners cannot support or take over some elements of CFCl implementation – in fact, the CFCl is rarely implemented by UNICEF alone. However, it does mean that UNICEF will need to maintain the final say in which cities are recognized.



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Annexes

Annex 1

CFCI governance and coordination structures: Membership, roles and responsibilities

The National Coordinating Body

A national coordinating body, often referred to as the National Steering Committee, should be established to guide and oversee the implementation of the CFCI.

The National Coordinating Body

- Oversees & coordinates the CFCI nationally
- Defines the overall national priorities for the CFCI (UNICEF programmes, SDGs, national action/work plan etc.) and the national CFCI engagement
- Provides direction and guidance
- Coordinates the child rights situation analyses and baseline development
- Defines the M&E framework and process and arranges for independent third-party evaluation
- Approves the set of CFCI related activities included in the local development plan based on global minimum criteria and nationally defined priorities, leaving some room for reflecting the local situation analysis
- Coordinates the national CFCI Network, learning networks and platforms

This role is undertaken by:

- The UNICEF Country Office or National Committee will as a general rule chair and coordinate the National Steering Committee, but specific country context might require a co-chairing arrangement with the National Government.
- Civil society organizations, independent academic experts, research institutions etc. can be invited to guide and advise.



The Local Steering Committee

A Local Steering Committee should be established within the city or municipality to provide overall guidance and direction on the implementation of the CFCI.

The Local Steering Committee:

- Conducts the local situation analysis and baseline development in consultation with children and other stakeholders
- Participates in the preparation of the local development plan and budget for approval by the National Steering Committee, ensuring the inclusion of child related activities
- Establishes and oversees the local coordinating unit (CFCI Secretariat)
- Provides direction and guidance to the coordinating unit
- Monitors progress to identify and address potential opportunities and challenges
- Prepares the annual and the final reports to UNICEF and supports the evaluation

The Local Steering Committee is led by the local government and includes representatives from the relevant departments in the local government as well as representatives from civil society organizations, academia, local businesses, child and youth representatives, and other relevant stakeholders.

When establishing the steering committee, a balance must be struck between ensuring the broadest possible expertise and buy-in, and maintaining a size that is manageable.

The Local CFCI Secretariat

A local coordinating unit, often called the CFCI Secretariat, should be identified or established within the city or community to lead, facilitate, and coordinate the development and implementation of child-related activities in the Local Development Plan. The local CFCI secretariat should be established in accordance with the available resources and capacities of the CFCI partner local governments and may have a small number of staff.²²

The Local CFCI Secretariat:

- Undertakes the day-to-day management of the local CFCI
- Coordinates the CFCI implementing partners
- Leads the work on awareness raising and advocacy
- Identifies training and capacity-building needs and solutions
- Identifies sustainable funding solutions
- Monitors progress toward the objectives and indicators in the local development plan, collects data to identify and address potential obstacles, and prepares for the final evaluation
- Organizes meetings of the Local Steering Committee, including setting the agenda and informing the Steering Committee of progress, opportunities and challenges
- Ideally includes a Child and Youth Participation Focal Point

²² In some local governments, some of the responsibilities of the local Secretariat are managed by one municipal officer who sits on the local steering committee.



Annex 2

Memorandum of Understanding between a UNICEF National Committee and a Local Government: Template

MEMORANDUM OF UNDERSTANDING BETWEEN [NAME OF LOCAL GOVERNMENT] AND [NAME OF NATIONAL COMMITTEE FOR UNICEF] Regarding the City of ____'s Participation in UNICEF's Child Friendly Cities Initiative

I. Introduction

1. This Memorandum of Understanding (this "MOU") is between [insert name of local government] (the "City of ____") and [Name of National Committee for UNICEF] (the "NatCom"). It sets out the way in which the City of ____ will become part of UNICEF's Child Friendly Cities Initiative ("CFCI").
2. Since 1996, UNICEF's CFCI has helped cities in all parts of the world fulfil the rights of children and young people using the UN Convention on the Rights of the Child as its foundation. The network of Child Friendly Cities around the world connects stakeholders who are committed to making their cities and communities child-friendly. It enables these stakeholders to build safer, cleaner, and more resilient cities and communities.
3. The City of ____ wishes to participate in the UNICEF CFCI.
4. Therefore, the City of ____ and the NatCom, in a spirit of friendly cooperation, are signing this MOU to set out the ways in which the City of ____ will participate in the UNICEF CFCI, and the ways in which the NatCom will support the City of ____ to become a "Child Friendly City".

II. Collaboration activities

1. The City of ____ will: [list to be adapted as necessary]
 - Work with the NatCom and stakeholders to conduct a child rights situation analysis in [insert name of city/community].
 - Work with the NatCom and other local stakeholders to develop and agree on an Action Plan to become a "Child Friendly City". This Action Plan will include clear objectives, impact indicators, benchmarks, a supporting budget, a clear timeline, and criteria for recognition by the NatCom as a "Child Friendly City".
 - Implement the Action Plan within the agreed timeline and do that working closely with stakeholders and partners.
 - Monitor progress against the objectives and indicators in the Action Plan and ensure collection of relevant data, with the objective of identifying and addressing potential obstacles in the implementation of the Action Plan.
 - On regular basis, as established and agreed by the partners (six months, annually, bi-annually) inform the public (including the NatCom, stakeholders and partners) all about progress, opportunities and challenges in the implementation of the Action Plan.
 - Widely distribute and make available the final report evaluating the progress that has been made towards the agreed objectives and indicators in the Action Plan as well the criteria for the recognition process.
 - Continue implementation of the Action Plan even after the next administration and leadership of the City of ____ takes office.



2. The NatCom will: [list to be adapted as necessary]
 - Share useful research, guidance and tools relating to the CFCI that may benefit the collaboration and implementation of the Action Plan.
 - Provide support and training on the process of implementation of the initiative and advocate for the implementation of child rights
 - Help put in place an effective monitoring and evaluation process.
 - Promote the collaboration on its website and support media coverage of the collaboration when appropriate.
 - Help evaluate the progress and impact of the CFCI.
 - Support relationships through local and international networks where possible.
 - Provide recognition as “Child Friendly City” if the agreed criteria and objectives in the Action Plan have been met.
3. In addition to the actions list above, each of us might agree to do additional things as part of this collaboration. In that case, we will confirm those additional actions in writing.
4. [Include relevant position] will be the coordinator of the City of ___, and [include relevant position] will be the NatCom coordinator. They will be the principal focal points for this collaboration. If either of us changes coordinator, it will let the other know, in writing, as soon as possible

III. Communication materials; use of names and logos

1. Any communication and advocacy materials as part of this collaboration will comply with the Country Office or NatCom’s policies and standards and the UNICEF Procedure on brand management for the Child Friendly Cities Initiative (CFCI)²³. Subject to our respective internal approval requirements, we will include our respective names, logo, and emblems or trademarks, on such materials.
2. During this collaboration, we might wish to use the other’s name, logo, and emblem or trademarks. In that case, we agree that we will seek permission from the other, through our collaboration coordinators, before using the other’s name, logo, or emblem or trademarks; the request will include the specific proposed use. Neither of us will be obliged to give the requested permission for use. Any use will be strictly in accordance with the terms set out in the permission notification and will comply with the relevant brand guidelines or rules (which each of us will share with the other).
3. The City of _____ acknowledges that the UNICEF name, logo, and emblem, the Child Friendly Cities Initiative name and logo and other intellectual property owned by UNICEF (together the “UNICEF Properties”) are the exclusive property of UNICEF and are protected under international law and other applicable laws. Likewise, the City of _____ acknowledges that the NatCom name, logo, and emblem and other intellectual property owned by the NatCom (together the “NatCom Properties”) are the exclusive property of the NatCom and are protected under applicable laws. The NatCom confirms that it has received the necessary approvals to sublicense the UNICEF and the Child Friendly Cities Initiative names, logos, and emblems, in connection with this MoU.

²³ Document Number: PROCEDURE/PG/2022/001 EFFECTIVE DATE: 10 JANUARY 2022



4. The City of _____ will not abuse, infringe, or otherwise violate UNICEF’s rights in the UNICEF Properties and the NatCom’s rights in the NatCom Properties. The City of _____ acknowledges that it is familiar with UNICEF’s ideals and objectives and recognizes that the UNICEF Properties and the NatCom Properties may not be associated with any political or sectarian cause or otherwise used in a manner inconsistent with the status, reputation, and neutrality of UNICEF. We are clear that a breach of this Article III is a breach of an essential term of this MoU. This Article III will survive the expiry or termination of this MoU.

IV. Information sharing; no confidential information

1. During this collaboration, we may share with the other non-public data, research or other proprietary information. When sharing such information, the one disclosing such information may impose additional reasonable conditions on its use, including conditions on further disclosure. The one receiving such information will comply with any such conditions notified to it.
2. Except as set out in the preceding paragraph or agreed otherwise in writing, none of the documents or information (in any format) shared between us, and no information or material developed as a result of this collaboration will be deemed “confidential”.

V. Costs and responsibilities as part of this collaboration

Each of us will meet our own costs of this collaboration unless we agree otherwise in a particular case and set that out in a separate written agreement. Each of us will be fully responsible for what it does as part of this collaboration; this includes being responsible for the actions of our respective staff, contractors, suppliers and consultants.

VI. Commitment to ethical conduct

1. We are clear that it is essential to take all necessary precautions to avoid fraud, corruption (public sector as well as non-public sector), and conflicts of interest. To this end, in implementing this collaboration, we will maintain the highest standards of conduct by our respective staff, contractors, consultants and suppliers as set forth in relevant regulations, rules, policies and procedures.
2. We will inform the other as soon as one of us becomes aware of any incident or report that is inconsistent with the undertakings and confirmations provided in the preceding paragraph and we will cooperate with each other on appropriate actions as a result.

VII. Resolving disagreements

If we have disagreements about this collaboration, we will solve them through amicable discussions.



VIII. Collaboration period; bringing this collaboration to an end

1. This collaboration is established for a period of [insert number of years] years ending on [insert date]. Before this collaboration ends, we will meet to review and discuss renewing our collaboration. If we agree to renew this collaboration, we will set the terms of the renewal out either in an amendment to this MoU or in a new agreement signed by both of us as appropriate.
2. Either of us can terminate this collaboration before it ends, should it so wish, by giving the other sixty (60) days' prior notice in writing.
3. As soon as one of us receives such a notice of termination, we will work together to complete, in an orderly manner, any activities that we are jointly pursuing as part of this collaboration. The collaboration will end after that sixty-day period expires. At the time of expiry or termination of this collaboration all rights and permissions each of us has given to the other as a result of this collaboration will terminate; this includes rights and permissions relating to intellectual property.
4. If the City of _____ informs the NatCom of any incident or report that is inconsistent with its ethical commitments outlined above, or if either of us concludes in good faith that the continued collaboration between us has or will seriously compromise our respective mission or values or damage the reputation or the goodwill associated with either of our name, logo or emblem or intellectual property (as the case may be), then we will together discuss actions that may be taken to address the situation. In extreme cases, the NatCom may if it decides it is necessary, terminate this collaboration immediately. In such cases, the City of _____ will have no further right to use the UNICEF Properties and the NatCom Properties and will discontinue all promotional and public relations activities in connection with this collaboration

IX. General

1. We are not creating a joint venture or other joint enterprise and this collaboration is not to be understood as such. We are completely independent of each other and are collaborating in limited defined ways to help create urban environments that promote the achievement of children's rights.
2. If either of us wishes to modify the terms of this collaboration, we will consult with each other and, if we both agree on the modification, it will be put in writing, signed by both of us, and become effective on the date we have both signed it.

SIGNED on behalf of the City of _____

Name:

Title:

Date:

SIGNED on behalf of [Name of UNICEF National Committee]: _____

Name:

Title:

Date:



Annex 3

Memorandum of Understanding between a UNICEF Country Office and a Local Government: Template

MEMORANDUM OF UNDERSTANDING BETWEEN [NAME OF LOCAL GOVERNMENT] AND THE UNITED NATIONS CHILDREN'S FUND Regarding the City of ____'s Participation in UNICEF's Child Friendly Cities Initiative

I. Introduction

1. This Memorandum of Understanding (this "MOU") is between [insert name of local government] (the "City of ____") and the United Nations Children's Fund in [insert place of UNICEF Country Office] ("UNICEF"). It sets out the way in which the City of ____ will become part of UNICEF's Child Friendly Cities Initiative ("CFCI").
2. UNICEF's CFCI is part of UNICEF's programme of cooperation with the Government of [insert name of country] and is implemented on the basis of the Basic Cooperation Agreement signed between UNICEF and the Government of [insert name of country] dated [insert date].
3. Since 1996, UNICEF's CFCI has helped cities in all parts of the world fulfil the rights of children, using the UN Convention on the Rights of the Child as its foundation. The network of Child Friendly Cities around the world connects stakeholders who are committed to making their cities and communities child-friendly. It enables these stakeholders to build safer, cleaner, more resilient cities and communities.
4. The City of ____ wishes to participate in the UNICEF CFCI.
5. Therefore, the City of ____ and UNICEF, in a spirit of friendly cooperation, are signing this MOU to set out the ways in which the City of ____ will participate in the UNICEF CFCI, and the ways in which UNICEF will support the City of ____ to become a "Child Friendly City".

II. Collaboration activities

1. The City of ____ will: [list to be adapted as necessary]
 - Work with UNICEF and stakeholders to conduct a child rights situation analysis in [insert name of city/community].
 - Work with UNICEF and other local stakeholders to develop and agree on an Action Plan to become a "Child Friendly City". This Action Plan will include clear objectives, impact indicators, benchmarks, a supporting budget, a clear timeline, and criteria for recognition by UNICEF as a "Child Friendly City".
 - Implement the Action Plan within the agreed timeline, and do that working closely with stakeholders and partners.
 - Monitor progress against the objectives and indicators in the Action Plan and ensure collection of relevant data, with the objective of identifying and addressing potential obstacles in the implementation of the Action Plan.
 - Every six months at least, tell the public (including UNICEF, stakeholders and partners) all about progress, opportunities and challenges in the implementation of the Action Plan.



- Widely distribute and make available the final report evaluating the progress that has been made towards the agreed objectives and indicators in the Action Plan as well the criteria for the recognition process.
- Continue implementation of the Action Plan even after the next administration and leadership of the City of ____ takes office.

2. UNICEF will: [list to be adapted as necessary]

- Share useful research, guidance and tools relating to the CFCI that may benefit the collaboration and implementation of the Action Plan.
- Provide training and technical support to CFCI stakeholders and partners.
- Help put in place an effective monitoring and evaluation process.
- Promote the collaboration on UNICEF's CFCI website and support media coverage of the collaboration when appropriate.
- Help evaluate the progress and impact of the CFCI.
- Support relationships through local and international networks where possible.
- Provide recognition as "Child Friendly City" if the agreed criteria and objectives in the Action Plan have been met.

3. In addition to the actions list above, each of us might agree to do additional things as part of this collaboration. In that case, we will confirm those additional actions in writing.

4. [Include relevant] will be the coordinator of the City of ____, and [include name and contact details] will be the UNICEF coordinator. They will be the principal focal points for this collaboration. If either of us changes coordinator, it will let the other know, in writing, as soon as possible

III. Communication materials; use of names and logos

1. Any communication and advocacy materials as part of this collaboration will comply with UNICEF's policies and standards, including the UNICEF Procedure on brand management for the Child Friendly Cities Initiative (CFCI). Subject to our respective internal approval requirements, we will include our respective names, logo, and emblems or trademarks, on such materials.
2. During this collaboration, we might wish to use the other's name, logo, and emblem or trademarks. In that case, we agree that we will seek permission from the other, through our collaboration coordinators, before using the other's name, logo, or emblem or trademarks; the request will include the specific proposed use. Neither of us will be obliged to give the requested permission for use. Any use will be strictly in accordance with the terms set out in the permission notification and will comply with the relevant brand guidelines or rules (which each of us will share with the other).
3. The City of ____ acknowledges that the UNICEF name, logo, and emblem, the UNICEF Child Friendly Cities Initiative name and logo, and such other UNICEF marks or other intellectual property that UNICEF may agree in writing to be used by the City of ____ (together the "UNICEF Properties") are the exclusive property of UNICEF and are protected under international law and other applicable laws. The City of ____ will not abuse, infringe, or otherwise violate UNICEF's rights in the UNICEF Properties. The City of ____ acknowledges that it is familiar with UNICEF's ideals and objectives and recognizes that the UNICEF Properties may not be associated with any political or sectarian cause or otherwise used in a manner inconsistent with the status, reputation, and neutrality of UNICEF. We are clear that a breach of this paragraph is a breach of an essential term of this MoU. This Article III will survive the expiry or termination of this MoU.



IV. Information sharing; no confidential information

1. During this collaboration, we may share with the other non-public data, research or other proprietary information. When sharing such information, the one disclosing such information may impose additional reasonable conditions on its use, including conditions on further disclosure. The one receiving such information will comply with any such conditions notified to it.
2. Except as set out in the preceding paragraph or agreed otherwise in writing, none of the documents or information (in any format) shared between us, and no information or material developed as a result of this collaboration will be deemed “confidential”.

V. Costs and responsibilities as part of this collaboration

Each of us will meet our own costs of this collaboration, unless we agree otherwise in a particular case and set that out in a separate written agreement. Each of us will be fully responsible for what it does as part of this collaboration; this includes being responsible for the actions of our respective staff, contractors, suppliers and consultants.

VI. Commitment to ethical conduct

1. We are clear that it is essential to take all necessary precautions to avoid fraud, corruption (public sector as well as non-public sector), and conflicts of interest. To this end, in implementing this collaboration, we will maintain the highest standards of conduct by our respective staff, contractors, consultants and suppliers as set forth in relevant regulations, rules, policies and procedures.
2. The City of _____ confirms that no official of UNICEF or of a United Nations System organization has received or will be offered by, or receive from, the City of _____ any direct or indirect benefit arising from this collaboration (including such things as gifts, favours or free hospitality).
3. We will inform the other as soon as one of us becomes aware of any incident or report that is inconsistent with the undertakings and confirmations provided in the preceding paragraphs and we will cooperate with each other on appropriate actions as a result.

VII. Resolving disagreements

If we have disagreements about this collaboration, we will solve them through amicable discussion.

VIII. Privileges and immunities

Nothing in this MoU shall be deemed a waiver, express or implied, of any of the privileges and immunities of the United Nations and its subsidiary organs including UNICEF, whether under the Convention of the Privileges and Immunities of the United Nations, or otherwise, and no provision of this MoU shall be interpreted or applied in a manner, or to an extent, inconsistent with such privileges and immunities.



IX. Collaboration period; bringing this collaboration to an end

1. This collaboration is established for a period of [insert number of years] years ending on [insert date]. Before this collaboration ends, we will meet to review and discuss renewing our collaboration. If we agree to renew this collaboration, we will set the terms of the renewal out either in an amendment to this MoU or in a new agreement signed by both of us as appropriate.
2. Either of us can terminate this collaboration before it ends, should it so wish, by giving the other sixty (60) days' prior notice in writing.
3. As soon as one of us receives such a notice of termination, we will work together to complete, in an orderly manner, any activities that we are jointly pursuing as part of this collaboration. The collaboration will end after that sixty-day period expires. At the time of expiry or termination of this collaboration, all rights and permissions each of us has given to the other as a result of this collaboration will terminate; this includes rights and permissions relating to intellectual property.
4. If the City of _____ informs UNICEF of any incident or report that is inconsistent with its ethical commitments outlined above, or if either of us concludes in good faith that the continued collaboration between us has or will seriously compromise our respective mission or values or damage the reputation or the goodwill associated with either of our name, logo or emblem or intellectual property (as the case may be), then we will together discuss actions that may be taken to address the situation. In extreme cases, UNICEF may, if it decides it is necessary, terminate this collaboration immediately. In such cases, the City of _____ will have no further right to use the UNICEF Properties and will discontinue all promotional and public relations activities in connection with this collaboration

X. General

1. We are not creating a joint venture or other joint enterprise and this collaboration is not to be understood as such. We are completely independent of each other and are collaborating in limited defined ways to help create urban environments that promote the achievement of children's rights.
2. If either of us wishes to modify the terms of this collaboration, we will consult with each other and, if we both agree on the modification, it will be put in writing, signed by both of us, and become effective on the date we have both signed it.

SIGNED on behalf of the City of _____

Name:

Title:

Date:

SIGNED on behalf of [Name of UNICEF National Committee]: _____

Name:

Title:

Date:



Annex 4

CFCI implementation models

Fully localized approach: Cities and communities are invited to develop their action plans based on their local situation analysis using the same template / platform as issued by UNICEF

Advantages:

- The action plan can more easily respond to the needs and challenges identified in the local situation analysis
- Stronger local ownership

Disadvantages:

- In countries where several cities and communities are participating in CFCI it will be more difficult for UNICEF to monitor and evaluate progress.

The unified approach: The National Coordinating Body decides the thematic priorities for the upcoming CFCI cycle and cities are requested to propose activities to be included in the local development plan accordingly and using the same template / platform. Ideally, the thematic priorities will be identified in consultation with the participating cities and communities to ensure the highest sense of ownership and commitment.

Advantages:

- The unified approach makes it easier for UNICEF to monitor and evaluate progress.

Disadvantages:

- It is not feasible to fully reflect the needs and challenges reflected in the local situation analysis.
- Limited local ownership and potentially commitment, if cities and communities are not involved in defining the national priorities.

The combined approach: The National Coordinating Body / Steering Committee defines a number of thematic priorities for the upcoming CFCI cycle and cities can each identify one or two additional goal areas of specific relevance to their context. Cities and communities are requested to propose activities to be included in the local development plan accordingly and using the same template / platform.

Advantages:

- The combined approach makes it easier for UNICEF to monitor and evaluate progress, while allowing reflection of context specific child rights deprivations.
- Maintains emphasis on local ownership, while at the same time emphasizing that the initiative is a UNICEF partnership but also a joint venture between cities working together to improve the child rights situation within a given country.

Disadvantages:

- There are limitations to the extent to which cities and communities can reflect the needs and challenges as identified in the local situation analysis.
- May impact the sensation of ownership locally and hence the commitment, but this can be countered by an inclusive decision-making prioritization exercise in consultation with the involved cities and communities.



The minimalistic approach: The minimalistic approach is typically recommended for first cycle CFCIs and for countries where UNICEF support capacity is limited. The minimalistic approach involves a national framework that consists of the two substantive global minimum criteria – non-discrimination and child and youth participation combined with an additional goal area. This can either be predefined by the National Coordination Body or be defined by the cities and communities. As the programme develops, the National Coordinating Body / Steering Committee – or the cities and communities – can add on additional goal areas in the subsequent programme cycles.

Advantages:

- Same as for the combined approach, although the minimalistic model might be easier to manage.

Disadvantages:

- Same as for the combined model.



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Annex 5

“Child Friendly City” Recognition Certificate: Template



(UNICEF country office or National Committee) welcomes

name of the city

as a member to the UNICEF Child Friendly Cities Initiative and thanks it for its commitment to and active engagement in advancing child rights.

In (name of the city), (date)

(Name)

(Title)

(UNICEF country office or National Committee)





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