

2010 ANNUAL REPORT

**The Division of Governance, United Nations and Multilateral Affairs
(GMA)**

UNICEF Headquarters

(7 January 2011)

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Section 1: Executive Summary

1. Most important achievements of the year by the Division:

- **Profiling the cause of children in inter-governmental fora and within the broader multilateral system** – for example, in the General Assembly (GA) and its main committees, Security Council, the Economic and Social Council (ECOSOC) and the UNICEF Executive Board.
 - Successful coordination of UNICEF engagement at the MDG Summit
 - Convened the Workshop for Girls, the first-ever stand-alone event on the official agenda of ECOSOC
 - Successfully coordinated UNICEF's timely support to member states during the negotiation process of the resolution on the rights of the child at the Third Committee, which positively contributed to the unanimous adoption of this resolution by the General Assembly.
 - Significantly strengthened collaboration with the World Bank
- **Boosting Country and Regional Support:**
 - Effective representation of ROs/COs in inter-governmental and inter-agency meetings/consultations on discussing and formulating UN strategies that would affect UNICEF's work in particular programme countries;
 - Support to RDs during Executive Board sessions and particularly to trouble-shooting with Member States on draft Country Programme Documents
- **Reenergizing our relationship with the Executive Board:**
 - Strategy paper for a more effective partnership between the Executive Board and the UNICEF secretariat
 - Three successful field visits

2. Most significant shortfalls in achievement, compared to the expected results:

- Collaboration with UNICEF regional offices should be strengthened to ensure appropriate representation at, and follow-up to, regional fora of importance to children, (e.g. regarding UNICEF equity focus roll-out in certain regions).
- A whole-of-UNICEF approach – with active participation by the Office of Executive Director as well as regional and country offices – is critical for UNICEF’s successful engagement with the G8 and the G20. Lack of such engagement has at times led to missed opportunities to advocate for children’s well-being and the needs of the most disadvantaged in key global policy fora, including during the G20 Summit in Seoul.
- A high proportion of Executive Board documents continue to be submitted late to OSEB by UNICEF offices. Such delays have an adverse impact on the documents’ editing by OSEB, clearance by senior management, processing and translation by the UN and consideration by Executive Board members.

3. Most important collaborative partnerships in which UNICEF is currently involved to achieve results for children:

- **Partnership with the World Bank**

GMA reinitiated the formerly held Annual Consultations between UNICEF and the World Bank. A senior delegation headed by the World Bank's Vice-President for Human Development came to New York to discuss how to strengthen collaboration around the equity issue.

Section 2: Key Divisional Targets and Strategies

The overall aim of the Division is to promote the interests of children and the protection of children’s rights through UNICEF’s coherent and strategic engagement across the spectrum of multilateral actors shaping the global development and humanitarian environment. Through an extensive network of internal and external relations, GMA facilitates the recognition of UNICEF as an informed, proactive and constructive partner, and as a voice and UN inter-agency leader on children’s issues in the global arena.

GMA contributes to the achievement of results for children through management of relations with the UNICEF Executive Board, and is in-house center for coordination, representational and policy advocacy functions involving, *inter alia*, the Chief Executives Board (CEB) and its three High-level Committees; the UN Security Council, the General Assembly, the Economic and Social Council and their subsidiary organs; the full spectrum of inter-agency bodies and country- and region-specific task teams; the Permanent Missions of programme countries in New York; the international financial institutions (IFIs); and the G8 and the G20.

Key GMA functions, articulated for the biennium 2010-2011, are as follows:

- Analysis of emerging trends and opportunities as these are reflected in discourse and policies in the broader multilateral system, including the IFIs, and the preparation of strategy options based on these macro-perspectives.

- Knowledge-based and strategic management of UN and inter-governmental affairs, including in relation to UN coherence issues at global and field levels; effective positioning of UNICEF as an authoritative voice within the UN on issues concerning children and women.
- Efficient servicing of UNICEF’s own governance structure, the Executive Board.
- Appropriate contribution to UNICEF planning, policy formulation, and global knowledge management, and management of the division in compliance with best practices and management excellence standards.

GMA’s expected results set out in the 2010-2011 OMP are described in the results matrix in the context of analysis of progress made in each area.

Section 3: Analysis of Strategies and Results

At the end of 2010, GMA’s third year of existence, the Division sits more firmly at the interface of many different networks of external and internal partners. Through the strengthening of its position at this interface and of its analytical capacities, GMA has solidified its roles as:

- (i) Knowledge-broker – capturing, analyzing and disseminating strategic knowledge on trends in geopolitical and multilateral affairs to support UNICEF as a well-informed organization able to adapt and respond to a changing multilateral environment and newly emerging global challenges for children;
- (ii) Convener of in-house and outside expertise – to catalyze collaboration among different parts of UNICEF and external partners on unified strategies for putting children at the centre of the development agenda, in UN fora and beyond;
- (iii) Representative and advocate – to contribute to shaping debates and action in inter-governmental, inter-agency and multilateral arenas in the interest of children and in support of UNICEF’s agenda at the global, multi- and cross-regional and, as necessary, country levels. Manager of the Executive Board relations and sessions – to help guide the strategic direction of UNICEF globally and at country-level, and enrich the discussion on governance and broaden its context.

In 2010, a number of high-profile global events and initiatives, as well as important regional and country-focused efforts, placed GMA at the forefront of UNICEF’s outreach and partnership activities based at headquarters. These efforts contributed to raising the profile of children’s issues in global policy fora and to enabling the airing of UNICEF country office programmatic and operational concerns in New York-based decision-making processes, especially regarding the UN coherence agenda and collaboration with IFIs. At the same time, GMA (often in close collaboration with its key in-house partners – HQ divisions and Regional Offices) also stepped up direct support to country and regional offices with analysis, guidance and tools for field staff in areas of GMA’s responsibility.

A Voice for Children in Global Debates and Decisions

GMA was responsible for the overall coordination of UNICEF engagement at the General Assembly **High-level Plenary Meeting on the Millennium Development Goals**, or “MDG Summit” (20-22 September, New York). In this capacity, GMA performed a host of tasks, from following Member State deliberations, devising a road map for UNICEF participation, and assisting the utilization of UNICEF expertise and resources to maximum strategic effect, to serving as focal point for the Office

of Executive Director's high-level advocacy with programme countries through bilateral meetings at Head of State/Government and Ministerial levels.

During the **MDG Summit**, GMA coordinated and supported 10 UNICEF-organized side events, including the signature event "Children and the MDGs: Reaching the Most Vulnerable". This involved, for example, extensive outreach to Permanent Missions to seek strong representation from programme country governments. These side events contributed to reenergizing interest in and focus on the MDGs, especially from an equity perspective. In part due to the efforts of GMA and UNICEF as a whole, children's issues, including disparities in essential service delivery, garnered significant attention during the entire event, as evidenced in the statements of Member States in plenary debates and thematic roundtables. The final outcome document of the MDG Summit contained 37 references to child health, education, protection and other issues related to children's needs and welfare. Such a strong focus on children's issues is unprecedented, except for the Declaration that emerged from the 1990 World Summit for Children.

Earlier in the year, GMA was instrumental in elevating the profile of UNICEF in the context of ECOSOC, beginning with the GMA convening of the preparatory Workshop on Girls, aimed at spotlighting the importance of issues related to girls in the context of the theme "Implementing the internationally agreed goals and commitments in regards to Gender and Women's empowerment". The February event, which saw the participation of eight UN system partners, was the first-ever stand-alone event organized by a single agency recognized as a part of the official ECOSOC agenda. It provided a platform for dialogue with Member States and sister agencies on the girl's entire life cycle, including the role of men and boys.

GMA also stepped up its engagement in the context of the work of the UN General Assembly, enabling UNICEF to extend its support to Member States within the Third Committee (Social, Humanitarian and Cultural) and Second Committee (Economic and Financial) in a more systematic manner. In a concerted multidivisional effort, UNICEF provided extensive general briefings and specific technical support to Member States on issues ranging from early childhood development to the UN Global Plan of Action to Combat Trafficking in Persons, violence against women, migration and others. Member States expressed appreciation for the timely support provided by UNICEF throughout their deliberation process, in particular regarding the **Resolution on the Rights of the Child** (also known as the "omnibus resolution" because it can encompass all aspect of children's rights). This year the resolution focused on implementing child rights in early childhood and was unanimously approved. It is hoped that the resolution can serve as an important advocacy tool for country offices to improve the situation of very young children worldwide. A key point of reference during the negotiations on the resolution was the Secretary-General's Report on the Implementation of the Convention on the Rights of the Child, which was co-drafted by UNICEF and the Office of the United Nations High Commissioner for Human Rights (OHCHR), with significant facilitation support from GMA.

Through GMA's efforts, UNICEF's partnership with the **World Bank** further expanded in 2010. In late autumn, following a presentation by the Executive Director on UNICEF's work on equity in the health sector to World Bank staff, GMA reinitiated the Annual Consultations between the two organizations. A senior delegation, headed by the World Bank's Vice President for Human Development, came to New York to explore with UNICEF colleagues strengthened collaboration around equity issues, for example through work on scaling up social protection, analysis of distributional impacts of policies, or cost-effectiveness analysis in education. These exciting

developments are in line with a broader strategic approach for UNICEF's engagement with the World Bank.

The year 2010 was eventful in the area of **UN Coherence**. To respond to the changing landscape of official development assistance, which requires heightened UN coherence at all levels but especially in the field, UNICEF partnered with its sister agencies to increase coherence, transparency and accountability. This was done through active participation in more than 60 groups, tasks forces, and networks existing within the Chief Executives Board and its three main pillars – namely, in the UN Development Group (UNDG), the High-level Committee on Programmes (HLCP) and the High-level Committee on Management (HLCM) and their subsidiary bodies. GMA supported the participation of UNICEF senior staff members in these groups by providing verbal and written briefings and information-sharing. In response to the proliferation of groups and guidelines in UN coherence, UNICEF (guided by GMA) was a driving force in improving the way the UNDG works. Improvements included a further reduction in the number of working groups (from 5 to 4 working groups and from 30 to 7 task forces) and a redefinition of their working mechanisms. They also included new UNDG Strategic Priorities in increasing support to country teams for accelerating MDG achievement as well as to several groups of countries: those in crisis/transition, those that are middle-income and those implementing Delivering as One. This action was based on thorough analysis of feedback from the field and the formal reviews of the functioning of the UN Development Operations Coordination Office and Regional United Nations Development Groups (formerly Regional Directors' Teams).

In response to a call from country offices, particularly, from the CEE/CIS region, GMA organized a Global Consultation on UN Coherence in Middle-Income and Small UN Presence Countries, where participants identified the most urgent UN coherence problems and potential solutions regarding implementation of “firewall” and UNDG programming processes.

In response to donors' feedback regarding UNICEF's corporate commitment to UN Coherence and perceived or existing challenges in this area at the field level, GMA started periodic debriefings for key donors and more regular and detailed information-sharing on UNICEF progress in working more coherently at all levels. In this regard, in close collaboration with PARMO, GMA developed its first UN Coherence Update for external audiences, showcasing UNICEF progress in implementation of the triennial comprehensive policy review (TCPR), harmonization of business processes, MDG support, and more. This was very well received and will become a biannual product. Donors also appreciated receiving other tools and information for country office support, such as the GMA Handy Guide on UN Coherence.

Finally, GMA continued to play its roles as catalyst of UNICEF internal reflection and provider of policy and strategic support for the organization, including senior management, **on emerging global trends**. One example was the report on **South-South cooperation** as an emerging trend and its implications for UNICEF. In support of this issue, corporate discussion has been initiated on UNICEF's role in facilitating South-South Cooperation both at the global level (with DPP taking the lead on a Guidance Note on this subject) and regional level (TACRO is developing a regional South-South cooperation strategy). On the issue of climate change, GMA also coordinated UNICEF's engagement at the UN Climate Change Conference (COP 16), in Cancun, Mexico, and closely collaborated in this area with DPP, PD and EMOPS.

Boosting Country and Regional Support

GMA also has a substantial role in keeping field offices apprised of key developments in UN and multilateral affairs, and working with the offices to optimally represent the interest of children in HQ-based inter-governmental and inter-agency fora. In 2010, GMA covered two dozen country-focused processes, from Member State discussions in the Security Council, GA and ECOSOC (e.g. on UN Mission mandates in post-earthquake Haiti) to inter-agency discussions on UN positioning at country level. Also covered were cross-cutting concerns such as: (i) striking an appropriate balance between political action and humanitarian, human rights and development interventions in countries affected by crisis and/ or subject to sanctions; and (ii) security and access for delivery of humanitarian assistance. These discussions are conducted in the context of DPA-led task teams, Policy Committee consultations or Integrated Mission Task Forces, as appropriate, and in close cooperation with EMOPS. GMA also has primary responsibility (with PARMO) for facilitating dialogue between Member States and UNICEF senior leadership on UNICEF's broad strategic thrust (e.g., the renewed focus on equity) as well as on country programme documents and other areas with potential political sensitivities involving programme countries.

Hands-on support for country offices was provided in the form of platforms for engagement with the IFIs and in UN Coherence. For example, GMA guidance was completed on how to engage in, and influence, the process of development of the World Bank's Country Assistance Strategies. The newly revised Handy Guide on UN Coherence, *"Delivering Better Results for Children"*, garnered widespread recognition from UNICEF staff and external partners. And ASK@unicef.org continues to take, and respond to, the pulse of country office needs regarding policy or guidance around coherence issues. This email-based, interdivisional helpdesk (involving 40 experts spanning 7 regions and 11 headquarters divisions, with a maximum 72-hour response time) addressed over 175 queries from 70 country/regional offices in 2010. GMA staff visited target country offices to guide them in strengthening collaboration with multilateral development banks and in addressing UN coherence issues in the work of the United Nations country teams.

Beyond this, GMA provided extensive support to the Executive Director's high-level bilateral contacts with officials from, and field visits to, programme countries. This included, for instance, his recent, high-visibility trip to China, where he advocated with senior officials for proactive engagement in an international partnership for children, linked UNICEF's equity approach to current Chinese efforts on behalf of the poorest and most vulnerable children, and addressed the Asia-Pacific Ministerial Meeting on Child Rights.

Finally, GMA continued to facilitate UNICEF's contribution to the Global Pulse, the UN Secretary-General's initiative to strengthen real-time monitoring of crises. GMA was closely involved in the conceptualization and design of the Global Pulse system and recruited, and funded the hiring of, experts to support the team in the implementation. GMA, together with DPP and Supply, also offered technical support to UNICEF country offices to step up their real-time monitoring capacity.

Reenergizing our relationship with the Executive Board

Throughout the year, GMA ensured a well-prepared, informed and well-managed functioning of the UNICEF Executive Board. At the same time, the secretariat of the Executive Board has embarked on an active exercise of building greater trust with Executive Board members. Several key initiatives were implemented in 2010: increased frequency of informal consultations; regular participation of the Executive Director in Bureau meetings; a Special Focus Sessions during the Annual Session; and the

introduction by the Executive Director of the *Narrowing the Gaps to Meet the Goals* report, on equity, at the Second Regular Session in concert with the launch of *Progress for Children: Achieving the MDGs with Equity*.

These efforts build on the recently concluded consultations on the governance of operational activities for development conducted within the framework of system-wide coherence, and aim to use new and innovative methods to strengthen the overall benefit of the governance structure.

In response to Executive Board members who wished to be more actively involved with the fundamental processes of the Executive Board, GMA drafted a strategy paper with suggestions for an effective partnership between the Executive Board and the UNICEF secretariat. Elements addressed included: (a) ensuring a more strategic exchange; (b) promoting interactive and participatory discussions; (c) improving follow-up on decisions; (d) maintaining closer linkages with the Executive Boards of UNDP/UNFPA and WFP; and (e) ensuring a full engagement with high-level staff of Executive Board members. The recommendations of this paper are being refined on an ongoing basis and are implemented gradually in consultation with OED.

See table below for detailed results.

<i>Expected Results (per function)</i>	<i>Progress by end-2010</i>
<i>Function 1: Analysis of emerging trends and opportunities as these are reflected in discourse and policies in the broader multilateral system, including the IFIs, and the preparation of strategy options based on these macro-perspectives.</i>	
<p><i>Expected Result 1.</i></p> <p><i>UNICEF action is based on a correct understanding of the trends and directions of the global development agenda.</i></p>	<p>As in-house convener of a Task Force and key coordinator for the MDG Summit, GMA provided analyses of key substantive negotiation issues in the run-up to the Summit, monitored the Summit’s debates and events, and reported to staff in HQ, ROs and COs on the outcome and its likely implications for UNICEF work.</p> <p>GMA provided strategic advice, drafted speeches and kept senior management informed on critical trends and issues. These allowed for well-informed participation and substantive contributions by senior management at high-level events –such as the World Economic Forum, the IMF/World Bank Ministerial Meetings – and bilateral meetings with key partners.</p> <p>GMA provided a platform for UNICEF staff to become better informed about debates and issues critical to the welfare of children on the global development agenda. Specifically, major topics explored in 2010, through Heads-Up and Debrief messages to the GMT and/or field offices as well as internal knowledge acquisition sessions, included UNICEF participation in GA and ECOSOC, emerging partners and actors, South-South Cooperation, aid effectiveness, global public goods, and applied geopolitical analysis. In addition, GMA hosted:</p> <ul style="list-style-type: none"> • Six “Conversations with Thought Leaders” events on a variety of global trends and issues featuring the following speakers: Scott Barrett, Bruce Jones, Niall Ferguson, Matthew Bishop, Homi Kharas and William Easterly. • Eight ‘brown bag’ discussions with external experts on themes such as the global health architecture, the impact of the global economic crisis on low-income countries, the financial transaction tax, and the aid architecture and

<i>Expected Results (per function)</i>	<i>Progress by end-2010</i>
	financing.
Function 2: Knowledge-based and strategic management of UN and inter-governmental affairs, including in relation to UN coherence issues at global and field level; effective positioning of UNICEF as an authoritative voice within the UN on issues concerning women and children.	
<p><i>Expected Result 2.</i></p> <p><i>UNICEF participates strategically within the multilateral system and in inter-agency relations to ensure that issues of interest to the organization are fully reflected within the governance and policy debates and outcomes.</i></p>	<p>Promoted, through coordination of in-house expertise of GMA and other divisions, UNICEF's clear positioning and proactive support for children's issues in the CEB, the UNDG, its Advisory Group, the HLCM and the HLCP (briefings, participation and follow-up for UNICEF senior policy makers).</p> <p>In close partnership with EMOPS and PD, GMA represented UNICEF in inter-agency processes on UN strategic planning for and positioning in particular countries, especially in post crisis-settings and complex political environments, as part of Policy Committee review and SG Report drafting processes, Integrated Planning exercises, etc. (e.g., Madagascar, Niger, Zimbabwe, Guinea-Conakry, Kyrgyzstan, Colombia, Honduras, Cuba, Afghanistan, Democratic People's Republic of Korea, Myanmar, Nepal, Pakistan, Timor-Leste, Sri Lanka, Sudan, Yemen, Iraq, Kosovo and Cote d'Ivoire) and assured that UNICEF programme priorities for children and COs' concerns are fully reflected in the UN system-wide response .</p> <p>Provided UNICEF representation in multi/cross-region-specific inter-agency efforts, such as the MDG Africa Working Group, which is setting up an ambitious framework for MDG acceleration on the continent, and the SG's 10-year review of the causes of conflict, and the promotion of durable peace and sustainable development in Africa.</p> <p>Strengthened internal understanding and linkages regarding UNICEF's engagement in UN affairs, as well as strengthened UNICEF's unified voice, through convening of numerous HQ-based UNICEF Focal Points for Inter-agency Groups to exchange information, align perspectives, and identify synergies.</p> <p>Strengthened UN Coherence through operationalization and understanding of the efficacy of the Management and Accountability System: supported senior management in raising issues related to functioning of the M&A system based on evidence from analysis of UNICEF's 125 annual reports (Annex B) which contributed to an agreement to undertake an assessment of the M&A system with a view to improving it further.</p> <p>Significantly strengthened collaboration with the World Bank, achieved through:</p> <ul style="list-style-type: none"> • UNICEF's participation in the 2010 IMF/World Bank Spring and Annual Meetings and submission of Written Statements to the World Bank Development Committee. • Executive Director's presentation to World Bank senior staff on UNICEF's equity approach. • UNICEF-World Bank Annual Consultations with a focus on equity. • Analysis of UNICEF existing relationships with the World Bank, which served as a foundation for development of a UNICEF corporate approach for engagement with the World Bank.

Expected Results (per function)	Progress by end-2010
	<p>Supported the implementation of the UNICEF strategic framework for engagement with the G8 and the G20. GMA coordinated an interdivisional G8/G20 Working Group which contributed to the development of the Muskoka Maternal and Child Health Initiative led by the Canadian Government as G8 Chair (with Canadian National Committee and PD). In close collaboration with the Korean presidency on setting the overall G20 priorities UNICEF advocated for inclusion of the social agenda in the G20 development approach.</p> <p>Coordinated UNICEF participation in inter-governmental and inter-agency discussions related to preparations for The Fourth United Nations Conference on the Least Developed Countries (LDC IV) and Rio+20.</p> <p>Led UNICEF representation in climate change and environment-related inter-agency mechanisms, including on the HLCP Working Group on climate change, the Environmental Management Group, a UNDP/WFP/UNFPA/UNICEF initiative to establish a UN Multi-Donor Trust Fund (MDTF) on climate change, a working group on UN social dimensions of climate change, and a group devoted to preparations for a session on climate change at the Joint Meeting of the Executive Boards of UNDP/UNFPA, UNICEF and WFP. GMA also substantially contributed to the undg Guidance Note on climate change in the context of the Common Country Assessment/United Nations Development Assistance Framework, and coordinated and headed UNICEF engagement at the December United Nations Framework Convention on climate Change (UNFCCC) 16th Conference of the Parties (COP-16).</p> <p>Initiated internal discussion on UNICEF’s approach to the Aid and Development Effectiveness agenda. This was achieved through workshops, analytical thought pieces, and an options paper. GMA also represented UNICEF in the relevant UN inter-agency task team and the Working Party on Aid Effectiveness of the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD/DAC).</p> <p>Strengthened dialogue with the Joint Inspection Unit (JIU) on issues related to UNICEF’s mandate, including in-house coordinated inputs to 18 JIU reviews.</p> <p>Improved coordination with the Executive Board Secretariats of UNDP, UNFPA and WFP including in the context of the 2010 Joint Meeting of the Executive Boards.</p>
<p><i>Expected Result 3.</i></p> <p><i>UNICEF uses strategically the potential of member state action to drive its key agenda points within the multilateral system.</i></p>	<p>Provided extensive support to high-level advocacy with Member States, including for UNICEF OED meetings with Heads of State and Government and at ministerial level, through the preparation of quality briefing notes and follow-up with COs.</p> <p>Coordinated intensive and multi-pronged UNICEF participation in ECOSOC as a platform for advocacy for Girls and Women, and in support of the focus on equity, including participation of the Executive Director in the Coordination Segment panel on global health and on “Reaching the MDGs with Equity” with UNDP, UNFPA and WFP.</p>

<i>Expected Results (per function)</i>	<i>Progress by end-2010</i>
	<p>GMA facilitated UNICEF's timely inputs and support to Member States during the drafting and negotiation process (with DPP and PD) at the GA Third Committee. Related to this, UNICEF co-drafted with OHCHR the Secretary-General's Report on the status of the Convention on the Rights of the Child.</p> <p>Within the Second (Economic) Committee of the GA, inputs were provided by GMA (with DPP and PD) into discussions and informal consultations that resulted in highlighting children's issues and UNICEF priorities in the negotiated texts relating to: the promotion and protection of the rights of migrants, especially those in vulnerable situations; addressing specific circumstances and needs of young migrants as well as gender issues, relevant for UNICEF's work on girls (particularly adolescent girls) affected by migration (resolution on International Migration and Development), the importance of education systems in sustainable development (resolution on the UN Decade of Education for Sustainable Development), UNICEF's efforts as part of UN system on-going work on Water, Sanitation and Hygiene Promotion and the Chernobyl disaster mitigation efforts (resolutions on the two relevant items).</p> <p>Contributed (with EMOPS and select country offices) to a study commissioned by the Permanent Mission of Denmark on the engagement of UNICEF and other UN agencies in fragile states.</p> <p>Provided technical support to the GA decisions on system-wide coherence (Follow-up to GA resolution 63/311 and drafting of resolution 64/289) which created UN-Women, allowed for submissions of common country programme documents, and made recommendations in other areas, including funding, evaluation (in particular, of the pilots), and improving coherence among governance bodies.</p> <p>Supported strategic consultation with Member States (with PARMO) to explain UNICEF's commitment and active involvement in UN Coherence and request the support of Member States (Utstein Group, The Multilateral Organization Performance Assessment Network (MOPAN), Aus-Aid, JIA Group, Australia, Canada, Netherlands, Norway, the United Kingdom and others).</p> <p>Contributed to approval of country programmes and successful presentations of the midterm reviews, particularly those with political sensitivities, by facilitating discussions between UNICEF senior staff, including Deputy Executive Directors and Regional Directors, with Member States during the Executive Board Sessions.</p> <p>OSEB, by organizing three successful field visits, strengthened understanding of members of the Executive Board of UNICEF of country-level issues: (1) Bureau visit to China, (2) Executive Board visit to Tajikistan, and (3) joint field visit of Executive Boards of UNDP/UNFPA, UNICEF and WFP to Rwanda. The reports on the visits were presented to the Executive Board at its annual session and posted on the UNICEF website, along with short (5-minute) videos illustrating visit highlights.</p>
<p>Function 3: Support to its own governance function, the Executive Board, to be efficient and strategic within the above context.</p>	

Expected Results (per function)	Progress by end-2010
<p><i>Expected Result 4.</i></p> <p><i>Decisions of the Executive Board are strategic, advancing the rights of children and the interests of UNICEF</i></p>	<p>In addition to decisions on standing items of its annual programme of work, the Executive Board adopted decisions in the following key areas: Implementation of the management response to the gender policy evaluation, Extension of the cooperation with Rotary International for polio eradication, Extension of the Vaccine Independence Initiative, Human resources management, and Road map to an integrated budget: cost classification and results-based budgeting (jointly with UNDP and UNFPA). The reports on the sessions were prepared in a timely manner allowing for quick follow-up to discussions and decisions adopted by the Executive Board.</p>
<p><i>Expected Result 5.</i></p> <p><i>The governance agenda is managed to maintain and solidify the existing mutual trust and transparency between the Executive Board and senior management of UNICEF</i></p>	<p>A transparent and open dialogue was maintained with the Bureau and Executive Board members throughout the year. Specifically:</p> <ul style="list-style-type: none"> • 11 Bureau meetings were held during the year, with the active participation of Deputy Executive Directors and, on two occasions, with the Executive Director. • Minutes of the meetings were circulated to members of the Bureau and to senior management on a timely basis, allowing for systematic follow-up to the decisions of the Bureau. This facilitated feedback to members of the respective regional groups. • Five informal briefings (in which an average of 30 delegations participated) were held in advance of Executive Board sessions in 2010, combining pre-session briefings with thematic briefings on specific agenda items. <p>The Executive Director, the Deputy Executive Directors and other senior staff were kept abreast of key positions of the Executive Board through the participation in weekly senior staff meetings and frequent bilateral consultations. GMA brought key positions and concerns of the Executive Board to the attention of senior management, enabling them to address these in presentations to Board members and at pre-sessions and informal briefings. The advanced circulation of “What is at stake” briefing papers ahead of Executive Board sessions allowed members of the Global Management Team and other UNICEF staff to be aware of all key issues to be discussed at the sessions.</p> <p>The Executive Board web pages enhanced the flow of information through: (a) calendar pages listing briefings and other events, such as the Executive Director’s briefing on the launch of the UNICEF report on the equity focus; (b) posting of documents related to pre-session and informal briefings, as well as field visits; (c) posting of advance versions of all session documents (replaced later by the official versions); and (d) posting of post-session reports and decisions of the Executive Board. Out of 67 Executive Board documents processed by OSEB through the United Nations, 91 per cent were submitted on time, according to the documentation provided by the Department of General Assembly and Conference Management. The OSEB editorial team continues to format and edit documents at a rate that is much faster than the normal standard for editing.</p>
<p>Function 4: GMA contributes to effective organizational planning and policy formulation, and contributes effectively to the global knowledge management function, as well as exhibits “best practice” management.</p>	
<p><i>Expected Result 6.</i></p> <p><i>Organizational plans and policies are informed by an accurate</i></p>	<p>Geopolitical analysis provided on implications for UNICEF operations and partnerships of political developments such as Security Council sanctions regimes (e.g., Democratic People’s Republic of Korea, Iran), or challenges to national leadership by the international community (e.g. Sudan, Rwanda, Madagascar,</p>

Expected Results (per function)	Progress by end-2010
<p><i>understanding of the broader context of UN and multilateral affairs.</i></p>	<p>Zimbabwe, Cote d'Ivoire).</p> <p>Key trends, bottlenecks and progress related to UN Coherence were identified through review and analysis of the country office annual reports, annex B. The flagging of key issues raised awareness in-house and stimulated inter-agency discussions and evidence-based action at the highest level –for example agreement for a high-level review led by six Executive Directors of the functioning of the "firewall" and implementation of the Management and Accountability System.</p> <p>GMA contributed to raising awareness on UN Coherence issues and guidance through the production of a comprehensive Handy Guide on UN Coherence which received wide recognition not only from country offices, but also other agencies and donors.</p> <p>Provided policy support to OED and other HQ offices on climate change issues.</p> <p>Prepared a report on South-South cooperation and its implications for UNICEF.</p>
<p><i>Expected Result 7.</i></p> <p><i>UNICEF staff globally are aware of debates on children's issues in global fora -- such as the SC, GA, and the CEB and its three pillars (UNDG, HLCM, HLCP) – and of the implications of key decisions of these bodies for UNICEF's work</i></p>	<p>Regular dissemination ("Heads-Up," debrief messages and targeted briefs for particular regions and countries) of information and analysis regarding the preparations, deliberations and outcomes of key inter-governmental, inter-agency and multi-lateral discussions to foster understanding, collaboration, linkages and strategic positioning for UNICEF (e.g., key messages and considerations on MDG Summit and post-2015 development approaches, G8/G20, World Bank/IMF annual meetings, summaries of ECOSOC and GA decisions).</p> <p>Supported the operationalization of UN Coherence:</p> <ul style="list-style-type: none"> • Conducted an assessment of progress in implementing the TCPR Action Plan, which showed great progress in 2010 including completion of 10 additional items in the 90-item plan. No more items are pending; all are completed (25), continuous (40) or in-process (25). • Compiled synthesis of the country-led evaluations of UNICEF participation in the Delivering as One pilots. • Regularly disseminated Questions and Answers through ASK@unicef.org allowing country, regional and headquarter offices to remain abreast of both challenges and solutions to issues being faced in UN Coherence. In 2010, ASK tallied over 175 inquiries in the database and comprehensive replies were provided to field offices. • Periodic newsletters on the latest developments in UN Coherence distributed to field and HQ staff. <p>Facilitated a global internal consultation on UN Coherence in Istanbul with a focus on middle-income countries and countries with small UN presences, from which emerged a number of concrete recommendations on the M&A system, the UN's normative role and on how to streamline UNDG and UNICEF programming processes.</p> <p>Led sessions at RMTs on UN Coherence to give updates on latest developments and gather feedback from Regional Directors and Representatives on the workings of UN Coherence in the field as a basis for further discussion and positioning in 2011. In addition, missions were undertaken to Malawi, the EAPRO Regional</p>

<i>Expected Results (per function)</i>	<i>Progress by end-2010</i>
	<p>UNDAF roll-out workshop, Bangkok, and the Deputy Representative and Operations Chiefs (DROPs) meeting in WCARO to provide country-level support to UN Coherence programming and operational opportunities and challenges.</p> <p>The Bretton Woods Info newsletter, published by GMA on a quarterly basis, facilitated the sharing of country office experiences with IFIs. Guidance was completed for country offices on how to engage in, and influence, the process of development of the World Bank's Country Assistance Strategies. Support was provided to Regional Directors in their engagement with World Bank Headquarters staff.</p> <p>Provided support to relevant country offices for conducting a dialogue with respective Governments on G20 policy issues. For example, G20 Advocacy Messages – developed by the interdivisional GMA-led G8/G20 Working Group – were provided to the country offices for this purpose.</p>
<i>Expected Result 8. High-performing integrated team with high morale.</i>	Mechanisms are in place to guide planning and monitoring of Divisional work, to integrate the Division's various activities, as well as to foster a strong sense of team spirit and commitment (details below in Section 4)

Current or Persistent Shortfalls

While GMA had a successful year overall, some areas showed limited progress. These include the following:

- GMA engagement with cross- and multi-regional organizations and constituencies and UNICEF participation in regional high-level meetings continues to be minimal or inadequate. This may constitute a missed opportunity and a liability in particular where regional developments are precursors of global trends and decisions. Going forward, collaboration with UNICEF regional offices should be strengthened to ensure appropriate representation at, and follow-up to, regional fora of importance to children, or venues that present a policy space for high-level advocacy for the UNICEF agenda (e.g., UNICEF equity approach roll-out in a certain region).
- In general, the country and regional coverage undertaken by GMA, and in particular UNIA, remains uneven. It is driven more by the immediate imperatives of monitoring/participating in myriad intergovernmental/inter-agency fora, respectively, than by taking a longer-term strategic perspective that would permit a focus, for example, on building partnerships with BRICs (Brazil, India, China, etc.) and G20 programme countries that have a crucial role to play in the child development and protection agendas. Greater space for regional geopolitical analysis and engagement with particular key players would be beneficial.
- In 2009, engagement with the G8 and G20 had been identified as strategically important for fulfilling UNICEF's mandate. In the course of implementing the G8/G20 engagement strategy in 2009-2010, however, it became evident that active participation by the Office of Executive Director as well as regional and country offices is critical for the full achievement of objectives, i.e. a whole-of-UNICEF approach. Lack of such engagement has at times led to missed opportunities to advocate for children's well-being and for meeting the needs of the most

disadvantaged in key global policy fora, including during the G20 Summit in Seoul. In early 2011, GMA will put forward a case for such stepped-up engagement for OED's consideration.

- A high proportion of Executive Board documents, particularly those originating from headquarters offices, continue to be submitted late to OSEB. In 2010, OSEB received 55 per cent of the documents later than the agreed deadline. Such delays have an adverse impact on the quality of editing performed, OED clearance, UN processing and translation and consideration by Executive Board members. The size of some documents have also been steadily increasing far beyond the UN word limit of 8,500 words, leading to the regular need for waivers, which are meant to be used only in exceptional circumstances. The last Annual Report of the Executive Director, for example, was a 25,000-word document, accompanied by two lengthy companion documents. The UN has consistently highlighted the need for UNICEF to adhere to deadlines and word limits and reduce the number of waiver requests. This persistent documentation compliance issue needs to be addressed.

Section 4: Management and Operations

Managements Practices, Systems, and Structures

In 2010, GMA management practices, systems and structures continued to evolve, commensurate with the consolidation of functions, new Directorship, and slight growth in staff that the comparatively small Division experienced. At the level of senior- and mid-level professional staff, GMA for the first time had a fully active operation, with no longstanding vacancies and little turnover. This 'full house', along with the addition of a Junior Professional Officer, a New and Emerging Talent Initiative graduate and a number of consultants and young volunteers and interns working under the guidance of senior officers, helped process the very heavy workload of the Division this year.

Broadly, the GMA management framework rests on five main pillars which aim at (i) ensuring transparency and participation, (ii) preserving and sharing institutional knowledge, (iii) fostering team synergies and cohesion, (iv) training & learning, and (v) emergency preparedness.

1. Ensuring Transparency and Participation

The Office Management Team (OMT) meets weekly to manage cross-cutting issues and is composed of the Division Director, the three Heads of offices (or delegates), the Executive Officer, Executive Assistant and a staff representative. The OMT agenda includes Director's briefings on Senior Staff meetings and other key events or organizational directives, substantive or operational issues as necessary, and updates on weekly work plans and achievements or challenges by all Offices.

All Staff Meetings are held periodically for discussions on topics of common interest and briefings from guest speaker (usually senior staff from other UNICEF divisions).

GMA further ensures transparent and efficient management of human and financial resources via a **web-based Management Tool Box**, a shared drive containing key documents accessible to all staff.

Monthly reviews of the utilization of the Office's budget were established to allow optimal utilization of the funds and a timely and smooth closure of books at the end of the year. Most of the financial resources were used to allow GMA staff to attend a number of multilateral events (CEB-UNDG inter-agency group, Regional Management Teams) to strengthen strategic partnerships with key partners and enhance GMA's support to the field. Travel plans are approved based only on the strategic purpose and expected results.

2. Preserving and Sharing Institutional Knowledge

In 2010, GMA **redesigned its intranet site** to enhance UNICEF staff knowledge of GMA's roles and areas of work, allow for interactivity (e.g., country offices can provide feedback on the UN Coherence wiki) and showcase innovative initiatives (e.g., the Conversations with Thought Leaders series). To share knowledge on GMA events and information among UNICEF staff in HQ and country offices, several GMA stories were featured on **ICON's** homepage. GMA also started using social media tools such as Yammer to disseminate knowledge and draw attention to GMA events in real time.

3. Fostering Team Synergies and Cohesion

Results from the 2009 **Global Staff Survey** ranked GMA uniformly higher than many other Divisions in nearly all categories except Work-life Balance, where GMA scored at the average level of satisfaction. In 2010, GMA management initiated a response to this concern with introduction of teleworking and flexible working hours. Work-life Balance issues were also discussed at the annual GMA retreat with the DHR Director and will be continuously managed in 2011.

The **Annual Divisional Retreat** is an important event aimed at ensuring a coherent, highly networked division that capitalizes on available inter-offices synergies. In 2010, the retreat was structured to assess progress against targets, build team effectiveness and orient the Division to the challenges of the future. A pre-retreat session with the Executive Director provided him with an overview of the Division's achievements, challenges and strategic priorities for 2011, as elaborated by the entire team. The retreat itself opened with a presentation by the Deputy Executive Director on UNICEF's evolving mandate in a globalized world. Senior staff from other UNICEF divisions then shared their views on their respective priorities and possible ways to improve their collaboration with GMA. Based on these inputs, teams collaboratively identified priorities and action plans for 2011, which form the basis for the 2011 OMP.

Greater synergies among GMA's composite parts were reinforced through joint work projects (e.g., OSEB continued to work closely and proactively on UN system-wide coherence and common country programming issues alongside the UNIA Coherence Team), while **intra-divisional Task Teams** assigned to jointly explore a number of areas -- tracking emerging global trends, mapping country and regional groupings active in the UN context, and peacebuilding -- evoked mixed reactions from staff. The most unequivocally successful of the Task Teams generated a **common calendar of events**, based on thematic and regional areas of GMA work.

GMA Staff Representatives attended **New York Staff Association (NYSA)** meetings on behalf of the Division, helped to organize the NYSA Haiti Fundraiser, Pakistan Fundraiser, and were active members of the NYSA Greening sub-subcommittee.

A **GMA Social Committee** continued to be active throughout the year. It successfully organized over 10 events, and team-building and gifts exchange activities during the annual GMA retreat. A second issue of GMAil – an internal social communications tool - was issued in 2010.

4. Training and Learning

In 2010, **GMA’s Training and Learning Committee** identified potential activities based on an assessment of staff learning/development needs. It also identified and shared opportunities that might be of interest to staff and made a plan for group learning activities.

The Committee explored areas for partnering and sharing budgets with other divisions (PARMO, PD, EMOPS and DOC) and collaborated with ITSS trainings. One group training was conducted in 2010 (Interpersonal Communications Skills) and three more are scheduled for early 2011 (Career Development/Interview Skills, Conflict Resolution and Lean Thinking/Time Management).

A major constraint was the difficulty in organizing group trainings due to the new and changing, decentralized UNICEF training and learning process (resulting in additional workload, consultations, terms of reference etc.).

5. Emergency Preparedness

With respect to emergency preparedness, a **Business Unit Recovery Plan** for GMA was prepared in 2010 in collaboration with EMOPS/BCU. This plan complements the UNICEF Business Continuity Management Strategic Plan and describes how the activities of GMA will be taken forward in case of a Business Continuity Incident. In a related effort, in 2010 a Risk Profile and Risk and Control Library was developed by GMA and submitted to the OIA following training for Division staff on **Enterprise Risk Management**. In the Risk Profile, key GMA accountabilities were identified and business processes mapped reflecting GMA’s functional roles.

Section 5: Innovations and Lessons Learned

Innovations

One of GMA’s roles is to be at the cusp of new thinking and ideas and bring these into the organization. In line with this accountability, GMA in 2010 launched a new knowledge sharing series ‘**Conversations with Thought Leaders**’ on “big picture” topics relevant to development and UNICEF. The last event of the series with William Easterly brought together 150 colleagues (120 in New York and 30 from the field via webcast) for a discussion on *A New Quest for Growth: Rethinking Development for Equitable Outcomes*. Outreach to field offices was made possible by the innovative use of technology, namely webcasts via the Internet. The same technology was used for a substantive presentation to the spring EAPRO RMT on the evolving **international architecture of climate finance**, a broadcast that brought significant savings in travel costs (and carbon emissions).

Indeed, in 2010 GMA made a push both to (i) adopt innovative **communications technologies in order to enable organizational learning on UN and multilateral affairs**, and (ii) showcase technologies deployed by UNICEF and others in the field in venues of Member State deliberations.

The UN coherence section also developed several new tools to support the **ASK** helpdesk including a prototype for an updated **wiki**. The wiki will be populated in 2011 from the public section of country

office annual reports, annex B, on UN coherence. The wiki is a space in which country offices can share their coherence stories, achievements and challenges.

The **Executive Board web section** on the UNICEF website, which is maintained by OSEB in collaboration with IBIS/DOC, has been streamlined through the adoption of quality assurance guidelines. Its redesign improved simplicity, efficiency and attractiveness of the web pages and is able to contain more information than before. OSEB has also begun to develop a new CPD Repository webpage on the UNICEF Executive Board website. The online CPD Repository will make available, for the first time, the final versions of all current country programme documents, together with related documents, such as summary result matrices and Executive Board decisions on extensions of ongoing country programmes. The CPD Repository page is expected to be ready before the 2011 First Regular Session in February.

GMA helped showcase innovative uses of technology in a ‘live’ interactive exhibit with partners entitled ***‘Innovation with Women and Girls – Empowerment through Technology’*** for the **ECOSOC Innovation Fair**. Two of the four featured innovations obtained coverage on CNN in December 2010. The Executive Director’s visit to the exhibit provided an opportunity for advocacy of these innovations, while visits of other UNICEF/UN staff and Member State representatives enabled them to see how such innovation improve lives and can be adapted to different needs and circumstances.

2010 also witnessed the emergence of procedural and managerial innovations in GMA:

Following a request from the United Republic of Tanzania to submit a common country programme document to the Executive Boards of UNDP/UNFPA, UNICEF and WFP, GMA worked proactively with DPP to ensure a coherent response by all four agencies involved. Pending the outcome of the system-wide coherence of the General Assembly, the Executive Boards of UNDP/UNFPA and UNICEF adopted decisions at their annual sessions of 2010, based on coordinated consultations with the Secretariats of the four agencies. GMA subsequently contributed to the development of a common guidance note to support the preparation of the common country programme document for the United Republic of Tanzania. The experience of this process is being now analysed and documented to inform other countries volunteering to submit **CCPDs** in the future.

Lessons Learned: Enabling Factors and Constraints

The effectiveness of GMA often hinges on joint work with OED, other divisions, regional offices, country offices and National Committees. The importance of direct access to the Executive Director’s Office and Deputy Executive Directors in resolving Executive Board related and other sensitive issues, in an effective and timely manner, is difficult to overstate. More generally, the better inter-Divisional communications and decision-making systems work, and the better integrated into these GMA is, the more the Division can leverage internal and external knowledge and resources to support partnerships for children today and help point the way for the future.

GMA has therefore invested a considerable amount of effort in building and strengthening linkages and internal consultative processes. GMA-led interdivisional working groups have, for example, become an important and effective tool for coordination of UNICEF’s engagement in key fora, such as the MDG Summit and ECOSOC as well as World Bank and G8/G20 processes. Along similar lines, a framework for cooperation with EMOPS was refined during 2010 and forms the basis of close

cooperation on country-specific engagement and crisis and post-conflict environments, which often countenance a mix of political, development and humanitarian challenges.

Equally, participation of GMA geographic focal points and UN coherence specialists in RMTs and other key regional events in which Representatives are present builds essential understanding of the core work of the organization in the field, as well as of the support requirements to help meet the evolving challenges through action at HQ and in cooperation with UN and multilateral partners. In the area of UN Coherence, the creation of a reference group for the Istanbul consultation added specific field examples and relevance and helped concretely define potential solutions to be submitted to OED.

The Organization's renewed focus on equity was widely embraced and welcomed by the Executive Board following an informal presentation by the Executive Director of the findings underpinning the approach at the Second Regular session in September. Most delegations expressed a desire to work with UNICEF on implementing that vision; this presents an excellent opportunity for UNICEF, and for GMA in particular, to build on the support of Member States and of other stakeholders while keeping the pulse of global debates and country and regional developments that are the very real evolving context within which results for children will need to be achieved.

Section 6: Studies, Surveys, Evaluations and Publications completed in 2010

1. OSEB standard operating procedures (SOP) for Executive Board sessions – Description of OSEB's functions and responsibilities.
2. South-South Cooperation Report – Study on emerging trends and its implications for UNICEF.
3. The UNICEF Executive Board "Strategy Paper" – Study on suggestions for an Effective Partnership between the Executive Board and the Secretariat.
4. Executive Board field visit reports. Trip highlights.
5. Reports on Executive Board sessions. Official reports of the sessions, issued by the UN.
6. Towards Strengthening UNICEF Engagement with the World Bank: Country Assistance Strategies. A how-to guide for UNICEF country offices.
7. Engaging with the World Bank: Elements of an Overarching Strategy – 2010 – Study - A mapping of WB-UNICEF relations. Opportunities for further engagement.
8. ASK Database Analysis – 2010 – Study - an analysis of database usage including index of all Q&A received through ASK, Unresolved Issues and summary of COs needs.
9. Issue note on the Workshop on Girls – Study on strategic investment in girls' rights for achievement of MDGs.
10. Survey "Tracking of UNICEF's implementation of the 2007 Triennial Comprehensive Policy Review Follow-up Action Plan"

11. Handy Guide on UN Coherence: “Delivering Better Results for children”- 2010 – Publication for UNICEF staff on UN Coherence.