

## UN COHERENCE — A UNICEF PRIORITY

In his opening remarks at the Executive Board in February, UNICEF Executive Director Anthony Lake reaffirmed UNICEF's commitment to UN Coherence. Stating it as a priority for UNICEF, Mr. Lake noted that UNICEF can become an even stronger partner and a leader in promoting UN Coherence.

At the Annual Session of the Executive Board in June, Mr. Lake emphasized that we build partnerships, not for the sake of partnerships, but for the sake of children. "We strive to be a leader of UN Coherence, not for greater influence, but for greater impact. And we work to deliver

**"...we work  
to deliver as one...  
to deliver..."**  
- Executive Director Anthony Lake

as one ... to deliver. For in the end, results – results for children, for women, for all their families – results are all that matters ... if children's rights are to be fulfilled."

A paper entitled "Making Coherence Work for Children" has been prepared in consultation with the Steering Group on UN Coherence and with inputs from more than 100 HQ, regional and country office staff. The objective is to articulate UNICEF's commitment to UN Coherence – why UN Coherence matters to UNICEF, and how

we promote and lead on a shift from a process to a results-oriented approach. An operational document to address issues faced by country offices when implementing UN Coherence is also in the process of being finalized.

Collectively, these two documents outline how UNICEF's engagement in UN Coherence can provide opportunities to promote the equity approach, build new partnerships and engage in a broader coalition in the effort to reach the most vulnerable children.

### Inside this issue:

COHERENCE: A PRIORITY	1
TCPR PROGRESS	1
PARTNERSHIPS: REACH, UN WOMEN, H4+	2
M&A REVIEW	3
IMPROVED EFFICIENCIES AND COST CONTROL	3
SPOTLIGHT ON GHANA	4
ASK DATABASE SEARCHES	4

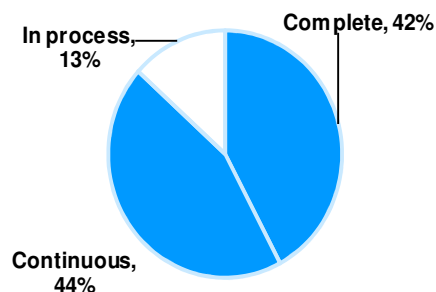
## TCPR ACTION PLAN PROGRESS

UNICEF has been implementing the commitments outlined in the Triennial Comprehensive Policy Review (TCPR). One hundred per cent of the actions laid out in its interdivisional UNICEF TCPR Action Plan, developed in 2008, have either been completed, are continuous or are in process. In fact, only 12 of the 90 actions remain in process.

In the past seven months, 13 activities from the TCPR Action Plan have been completed. These UNICEF and inter-agency activities included guidance on inter-agency initiatives such as the common budgetary framework; thematic pa-

pers on best practices in meeting the Millennium Development Goals; learning initiatives on gender; the revision of the

Implementation status of all TCPR actions



Core Commitments for Children for humanitarian response; a guidance note on South-South cooperation; and technical assistance to the establishment of UN Women and the Delivering as One Pilot country evaluations.

There are a few items that will take longer to complete, including harmonization of reporting requirements among agencies; further development of country office capacity in national supply and procurement; standardization of audit definitions and ratings; and full harmonization of cash transfers (HACT). UNICEF remains committed to seeing all TCPR action items through to completion.

# UNICEF VALUES **PARTNERSHIPS**

The **Health 4 Plus (H4+)** emphasizes harmonization and coordinated efforts at the global, regional and country levels to reduce child mortality, improve maternal health and combat HIV/AIDS, Malaria and other diseases (MDGs 4, 5 and 6). This partnership for maternal and newborn health stems from a 2008 pledge by UNICEF, WHO, UNFPA and the World Bank – joined by UNAIDS in 2010 - to intensify and coordinate support to national governments for accelerating progress on the MDGs.

Significant achievements have been made by H4+ so far. For instance, agencies have jointly programmed their maternal and newborn health work in countries such as Bangladesh, Democratic Republic of the Congo, Ethiopia, Nigeria, Pakistan and Afghanistan; mapped gaps and the respective roles and responsibilities to ensure effective coordination; developed a joint Action Plan; carried out joint technical support missions; and generally coordinated support in some of the 25 countries with the highest burden of maternal mortality.



The H4+ were key partners in the preparation of the United Nations Secretary-General's Global Strategy for Women's and Children's Health. As the H4+ agencies have the most extensive reach in low-income/high burden countries, they are best placed to manage the multi-stakeholder process required for effective follow up on Global Strategy commitments. Recently, H4+ have been working with the Government of Canada to implement catalytic activities in Burkina Faso, Democratic Republic of the Congo, Sierra Leone, Zambia and Zimbabwe to boost MDG progress over the next five years.

## Renewed Efforts Against Child Hunger

**(REACH)**, a partnership between UNICEF, FAO, WHO, WFP and IFAD, applies an equity-based approach to scale-up nutrition interventions. REACH focuses on underweight children under five years of age to address the first Millennium Development Goal (MDG), *Eradicate extreme poverty and hunger*.

REACH teams support governments in broadening the scope of nutrition activities using UNICEF's conceptual framework. This framework, which emerged from programming in Tanzania, identifies the interdependent and equally significant causes of under-nutrition: food, health and care. Applying a multi-sectoral approach, REACH and partners identify country-specific needs and interventions aimed at reaching the most vulnerable. Building host government as-

essment and analytical capacity is an integral part of the work REACH does.

Joint projects were piloted in Mauritania and Lao PDR from 2008-2010. These pilot projects, reviewed in February of this year, demonstrated the value and utility of REACH efforts and stimulated requests for replication by other governments. Preliminary results are encouraging. Mauritania's Ministry of Health and UNICEF surveys indicate that underweight prevalence among children 6-59 months has decreased during the REACH programme, from 24.2% in 2006 to 23.1% in 2008 and to 20% in 2009. REACH projects are currently planned or underway in an additional 12 countries. The project focus is now expanding to include maternal nutrition. Please see <http://www.reach-partnership.org> to read more about the initiative.

## UN Women and

**UNICEF** continue to work together, building on previous collaboration in areas such as the launch of the new inter-agency e-learning on gender (together with UNDP and UNFPA), and efforts to develop a

system-wide gender marker for tracking gender sensitivity of the results and resource allocations.

In line with the UN Women 100 Day Vision and Action



Plan, work has continued on the joint programme on safe and friendly cities for children and women. UN Habitat has now joined the partnership, which will be launched at the UNICEF

Board on 22nd June. The joint programme builds on UNICEF's Child Friendly Cities and UN Women's Safe Cities initiatives. A number of cities are either confirmed or in the final stages of confirmation of their participation.

# MANAGEMENT & ACCOUNTABILITY SYSTEM REVIEW

2011 is an important year for the UN Resident Coordinator System due to the review of the functioning of the Management and Accountability (M&A) System. The M&A System is a package of agreements which clarify the roles and accountabilities of Resident Coordinators, UNCT members, Headquarters and regional support staff and managers of joint funds/Multi-Donor Trust Funds.

UNDG has engaged external consultants to conduct the review. The results will inform M&A System improvements by identifying ways in which the UN system can work better together. UNICEF has actively followed the work of the review team, which delivered its final report in June.

UNICEF conducted an analysis of its

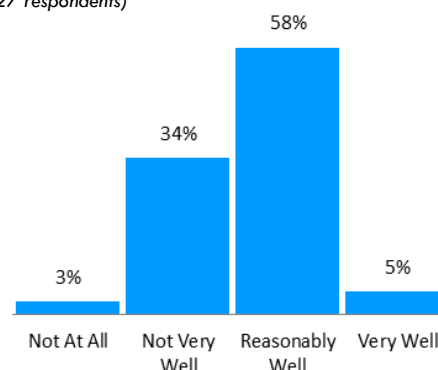
own internal data to assist the organization in identifying and addressing specific challenges. UNICEF's analysis indicates improvement in the functioning of the M&A system, with strong engagement in working with partners at all levels.

Sixty-three percent of Country Offices report that the M&A System is working reasonably well to very well. This is an improvement over last year when only half of Country Offices indicated that the M&A Framework document had been discussed in their UN Country Team. Among those that felt the M&A System needed improvement, the vast majority cited issues with the RC/RR firewall or agencies' lack of compliance with the M&A System.

UNICEF significantly increased its financial and technical assistance to RC

## M&A System Functioning

UNICEF Internal Analysis  
(127 respondents)



Offices and to common activities, including common services and security. Country Offices also report more strategic engagement, information sharing and transparent fund management.

## AD-HOC SUB-COMMITTEE OF HLCM FOR IMPROVED EFFICIENCY AND COST CONTROL

At the request of Josette Sheeran, Executive Director of WFP and the Chair of the High Level Committee on Management (HLCM), UNICEF Deputy Executive Director Martin Mogwanja chaired - supported by UNHCR and WHO - a sub-committee on identifying measures for improved efficiency and cost control. This exercise helped to identify potential areas for savings and cost efficiencies in a time of tightening resources. The findings were presented by Josette Sheeran to the Secretary-General and Heads of Agencies at the April Chief Executives Board (CEB) meeting.

Agencies identified, from their internal experience, quick 'wins' worth sharing with others, initiatives which had been taken but which did not provide significant gains and potential 'wins' that had yet to be explored. For UNICEF, these included the introduction of e-recruitment realizing indirect cost savings through enabling the processing of more recruitment cases with the same (or less) resources; kit packing of educational supplies in Shanghai and at country level instead of Copenhagen; holding international travel costs to a level below that of 2010 and encouraging alternative options such as video conferencing facilities WebEx and Skype.

All actions presented were analyzed both for potential impact and difficulty of implementation. The Chair of the HLCM presented the recommendations to the CEB.

# COHERENCE SPOTLIGHT ON GHANA

The West African country of Ghana hosts 15 UN agencies working towards becoming an “increased Coherence country.” The RC and UNCT engage the government in accelerating the achievement of MDGs, including contributing to Ghana's submission at the September 2010 MDG Summit. The UN also uses every opportunity to appeal to donors for continued investment.

Agencies, including UNICEF, have completed an UNDAF and there are plans to develop an UNDAF Action Plan. UNICEF participates in various joint activities such as providing humanitarian assistance to refugees (along with UNHCR, IOM and UNFPA), conducting projects on nutrition with WFP and partnering with UNFPA on HIV/AIDS efforts. In 2010, UNICEF worked closely with the World Bank and the UK's DFID on a Participatory Poverty Assessment and led or co- led 4 groups that coordinated sectors under the Multi-Donor Budget Support initiative, even though UNICEF



has not provided direct budget support to the Government of Ghana.

In 2011, UNICEF chairs the UN Inter-agency Programme Group (UN IPG), which brings together

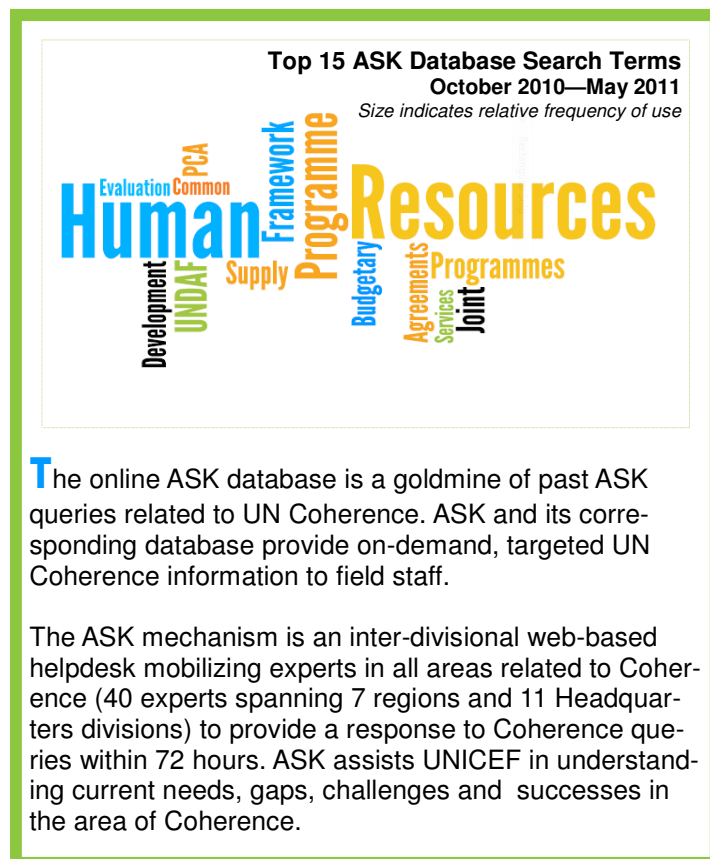
all heads of programmes of the UN agencies in Ghana and plays an important role in the preparation, implementation and monitoring of all joint UN efforts. In April, the IPG completed the *Nkonsonkonson* paper (named for an Adrinka unity symbol) which spells out how the Delivering as One approach could be operationalised in the context of Ghana. In addition, UNICEF is co-chairing the UN Operation Management Group with WFP to increase operational efficiencies amongst UN agencies and reduce the costs of business processes.

The most comprehensive inter-agency effort to date,

however, is the 2009-2012 UNICEF-UNDP-FAO-WFP-UNIDO-UNU joint programme on Human Security in northern Ghana. This inter-sectoral programme, financed by parallel fund management, aims to develop the capacity of local institutions, communities and individuals to prevent and manage conflict in the most vulnerable communities of northern Ghana.



This Human Security programme has begun to deliver results including through joint assessments and complementarity based on each agency's comparative advantage. According to the UNICEF country office, it is reducing duplication. Although there have been challenges regarding nonalignment of agency processes - e.g. differing local daily subsistence allowance rates - these have been viewed as an opportunity for harmonization efforts. Finally, thanks to funding from the Government of Japan, agencies were able to hire staff to work together on assessments and other logistical challenges, bringing UN agencies closer together.



The online ASK database is a goldmine of past ASK queries related to UN Coherence. ASK and its corresponding database provide on-demand, targeted UN Coherence information to field staff.

The ASK mechanism is an inter-divisional web-based helpdesk mobilizing experts in all areas related to Coherence (40 experts spanning 7 regions and 11 Headquarters divisions) to provide a response to Coherence queries within 72 hours. ASK assists UNICEF in understanding current needs, gaps, challenges and successes in the area of Coherence.

P1, 3, 4: Graphics created by GMA/UNICEF  
P2: Logo by permission of UN Women; photo: © UNICEF/NYHQ2009-0600/Shehzad Noorani  
P4: Photos courtesy of UNICEF Ghana