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### Acronyms

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<th>Acronym</th>
<th>Description</th>
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<tr>
<td>C4R</td>
<td>Collaboration for Results</td>
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<tr>
<td>CCA</td>
<td>Common Country Analysis</td>
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<td>CO</td>
<td>Country Office</td>
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<td>COAR</td>
<td>Country Office Annual Report</td>
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<td>CPD</td>
<td>Country Programme Document</td>
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<td>CSO</td>
<td>Civil Society Organization</td>
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<tr>
<td>DFAM</td>
<td>Division of Financial and Administrative Management</td>
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<td>DFID</td>
<td>Department for International Development</td>
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<td>DHR</td>
<td>Division of Human Resources</td>
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<td>DRC</td>
<td>Democratic Republic of Congo</td>
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<td>DRP</td>
<td>Division of Data, Research and Policy</td>
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<tr>
<td>EAPRO</td>
<td>East Asia and Pacific Regional Office</td>
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<tr>
<td>ECARO</td>
<td>Europe and Central Asia Regional Office</td>
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<tr>
<td>ECM</td>
<td>Enterprise Contents Management</td>
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<td>EMOPS</td>
<td>Office of Emergency Programmes</td>
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<td>ERP</td>
<td>Enterprise Resource Planning</td>
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<tr>
<td>ESARO</td>
<td>Eastern and Southern Africa Regional Office</td>
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<td>FAM</td>
<td>Finance Assurance Module</td>
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<td>FRG</td>
<td>Field Results Group</td>
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<td>GA</td>
<td>General Assembly</td>
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<td>GMT</td>
<td>Global Management Team</td>
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<td>GSSC</td>
<td>Global Shared Services Centre</td>
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<td>HACT</td>
<td>Harmonized Approach to Cash Transfers</td>
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<td>HATIS</td>
<td>Humanitarian Action and Transition</td>
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<td>IATI</td>
<td>International Aid Transparency Initiative</td>
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<tr>
<td>ICTD</td>
<td>Information and Communication Technologies and Development</td>
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<tr>
<td>KPI</td>
<td>Key Performance Indicator</td>
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<td>LACRO</td>
<td>Latin America and Caribbean Regional Office</td>
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<td>MENARO</td>
<td>Middle East and North Africa Regional Office</td>
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<td>OED</td>
<td>Office of the Executive Director</td>
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<td>OMP</td>
<td>Office Management Plan</td>
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<td>OSEB</td>
<td>Office of the Secretary of the Executive Board</td>
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<td>PBR</td>
<td>Payment by Results</td>
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<td>PD</td>
<td>Programme Division</td>
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<td>PFP</td>
<td>Private Fundraising and Partnerships Division</td>
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<td>PIDB</td>
<td>Programme Information Database</td>
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<td>PMP</td>
<td>Partnership Management Portal</td>
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<td>PPD</td>
<td>Public Partnerships Division</td>
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<td>PRP</td>
<td>Partner Reporting Portal</td>
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<td>PSEA</td>
<td>Prevention of Sexual Exploitation and Abuse</td>
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<td>PSN</td>
<td>Programme Strategy Notes</td>
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<td>RAM</td>
<td>Results Assessment Module</td>
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<td>RBM</td>
<td>Results-Based Management</td>
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<td>RMT</td>
<td>Regional Management Team</td>
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<td>ROSA</td>
<td>Regional Office for South Asia</td>
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<tr>
<td>Acronym</td>
<td>Description</td>
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<tr>
<td>SDGs</td>
<td>Sustainable Development Goals</td>
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<td>SitAn</td>
<td>Situational Analysis</td>
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<td>SMQ</td>
<td>Strategic Monitoring Questions</td>
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<td>SMR</td>
<td>Strategic Moment of Reflection</td>
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<td>SOP</td>
<td>Standard Operating Procedure</td>
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<td>SP</td>
<td>Strategic Plan</td>
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<tr>
<td>T4D</td>
<td>Technology for Development</td>
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<tr>
<td>ToC</td>
<td>Theory of Change</td>
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<td>UNDAF</td>
<td>United Nations Development Assistance Framework</td>
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<td>UNDG</td>
<td>United Nations Development Group</td>
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<td>UNDOCO</td>
<td>United Nations Development Operations Coordination Office</td>
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<tr>
<td>UNDS</td>
<td>United Nations Development Systems</td>
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<td>UNICCC</td>
<td>United Nations International Computing Centre</td>
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<tr>
<td>UNPP</td>
<td>United Nations Partner Portal</td>
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<tr>
<td>USAID</td>
<td>United States Agency for International Development</td>
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<tr>
<td>VfM</td>
<td>Value for Money</td>
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<tr>
<td>WCARO</td>
<td>West and Central Africa Regional Office</td>
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A) Update on context and trends that affect the Division’s work

In 2018, the Field Results Group (FRG) began implementing its first Office Management Plan (OMP) 2018-2021 with a renewed vision for a Simpler, Faster and Smarter UNICEF. Developing the new plan involved creating solutions together with country offices that will enable them to deliver results for every child with enhanced efficiency, accountability and transparency. To lay the foundation for success in this quadrennial, FRG underwent a change in structure and organogram. This was accompanied by a transition plan and extensive change management and team building activities.

Trends and changes within and outside of UNICEF in 2018 created both opportunities and challenges for FRG, requiring adjustments to the team’s work. Most significant is the ongoing United Nations Development Systems (UNDS) reforms (mandated by General Assembly Resolution 72/279), and in particular the elaboration of a revitalized United Nations Development Assistance Framework (UNDAF), which reaffirms the importance of UNICEF’s ability to deliver results with partners and sister agencies.

Transition to the new structure

Transition to the new organogram involved an extensive process of staff recruitment and integration to fill vacant posts with qualified people who have the required technical, field and managerial experiences. At the start of the year, 10 of the 21 established posts were vacant (including three of the four Pillar Chief posts). In the first quarter, this posed a significant challenge in operationalizing the new OMP. By mid-year, though, the staffing situation had improved with most vacant posts filled. The new recruits have infused a rich range of field experience, diverse skills and competences into the team, including in the area of monitoring. For the first time as an organizational unit, FRG was able to consolidate, coordinate and lead the programme monitoring function in UNICEF with the establishment of its Pillar four (Programme Monitoring and Learning).

United Nations Development System reform

In June, the changes arising from the UNDS reform process were formalized with the set-up of the Transition Team. This set the framework for agencies’ programme planning and implementation procedures globally. Of note, is the re-design of the UNDAF guidance. This was initiated by the United Nations Development Operations Coordination Office after the UNDAF Design Team was formed. This will have significant implications for aligning UNICEF’s Country Programming, including Country Programme Documents (CPDs). As part of the work to re-design the UNDAF, FRG leads the planning and implementation workstream. In 2018, FRG worked closely with the Design Team, liaising with regional offices to channel valuable field knowledge and advice to help shape the revised guidance on UNDAF. Additionally, FRG supported the country programme development processes and coordinated collaboration across UNICEF headquarters with regional offices on the Strategic Moment of Reflection exercises, providing direct support to country offices in Mexico, Congo Brazzaville, Liberia and Syria. Throughout, FRG kept UNICEF senior leadership informed and sought advice on the process.

Prevention of sexual exploitation and abuse

Recognition of the need to prevent sexual exploitation and abuse as an organizational priority, not only in UNICEF, but throughout the humanitarian and development sector globally, surged in 2018. In response, FRG collaborated with the Child Protection/Programme Division, Legal Office, Child Safeguarding Unit and Regional Offices to help implement the UN Protocol on Allegations of Sexual Exploitation and Abuse across the whole organization. This specifically involved ensuring that UNICEF’s implementing partners commit to a vision where all stakeholders hold each other accountable to a zero-tolerance culture.
**Humanitarian programming**

In 2018, humanitarian interventions continued to be a significant part of UNICEF’s programmes globally, especially in the Level two and Level three countries of Bangladesh, the Democratic Republic of Congo, Nigeria, South Sudan, Syria, Yemen, and countries hosting refugees. At the same time, there was a growing demand from the field to better integrate long-term development into humanitarian work in country programming.

In addition, the Office of Emergency Programmes (EMOPS) continued its work to enable the more timely engagement of humanitarian implementing partners. This involved leading consultations and reviews for simplified Minimum Preparedness Standards. As part of this work, FRG gave inputs to the review of the Simplified Standard Operating Procedures, as well as adjustments to the procedures for partnership management. FRG’s work to improve the quality and efficiency of humanitarian responses was guided by UNICEF’s organizational commitments to the various workstreams of the Grand Bargain including, localization, reduction of duplication and management costs, as well as harmonization and simplification of reporting requirements.

**Partnership with Governments and Civil Society Organizations**

Partnerships with government and civil society continued to be UNICEF’s principal modality for achieving results for children at country and local levels. In 2018, seven regional offices and 128 country offices were managing a partnership portfolio of 9,009 government ministries/agencies and civil society organizations. Collectively they received nearly US$ 2 billion in UNICEF cash resources and US$ 900 million in UNICEF supply resources (as of 10 December 2018). FRG continued to support regional and country offices to effectively manage the transfer of financial and other resources to implementing partners, ensuring that partners contribute to the intended purposes of humanitarian and development programmes.

Meanwhile, UNICEF’s internal and external stakeholders continued to express their interest in using the Harmonized Approach to Cash Transfers (HACT) to manage risks and quality assurance. This was especially true in countries where accountability institutions and systems are immature and where donors have transferred the residual risk to UNICEF. Hence, FRG’s leadership in ensuring the effective and efficient management of implementing partnerships entailed working with other divisions. This includes the Public Partnerships Division (PPD), Programme Division (PD) and regional offices to ensure a concise internal understanding and consistent communication of expectations regarding HACT; while also accompanying management practices at the country level towards quality programme results. As more donors unilaterally impose additional conditions on various country offices (committing them to extra assurance measures) it is important for PPD, FRG, PD, the Division of Financial and Administrative Management (DFAM) and regional offices to continuously collaborate on streamlining overall partnership management and managing delicate relations with key donors.

**Demand for a streamlined reporting and data analysis system**

2018 saw increasing concern about the high reporting burden faced by staff. The duplication of data collection efforts and lack of data quality assurance across the system also caused concern. These were echoed in the Collaboration for Results sessions, the meetings of Deputy Regional Directors and Regional Planning Chiefs and by the Results Reporting Reference Group. These forums and groups pointed to the pressing need for a system that enables coherent, consistent and efficient reporting on results. There was a strong call for a paradigm shift from data collection to data analytics. This would address the increasing demand for analytical products that could better inform business decisions, feed into strategic discussions at technical and senior management forums and deliver better programme results. These demands called for FRG’s leadership to realize the need for a more streamlined reporting and data analysis system for UNICEF in liaison with other headquarters divisions, field offices and in readiness for the UN reforms. FRG’s principled position is to ensure that any reporting system or platform promotes single data entry at the country level. This should meet a variety of global and local accountability requirements, such as to the Executive Board (via the Executive Director’s Annual Report), Annual Results Reporting (in PD’s role on Global Programmes and Partnerships), donors with often diverse conditionalities, UNDAF reporting (via UN Info) and so forth.
**Transparency as an integral part of UNICEF’s working culture**
UNICEF needs to improve transparency in the areas where the Organization fell short in the 2018 Aid Transparency Index. Achieving this requires new investment to replace obsolete IT infrastructure related to transparency, enhancing automation for faster quality data sharing, and back-end quality assurance. Also vital is a sustained senior management team to promote a culture of transparency across UNICEF, backed by a cross-divisional technical team driving systemic changes. Continued strong collaboration between Information and Communication Technologies and Development (ICTD), FRG and relevant offices, increased investment in automation and UNICEF’s membership and influence on the board of the International Aid Transparency Initiative (IATI) are key to maintaining and extending UNICEF’s reputation as a frontrunner and innovator in transparency.

**Rapid digitalization and real-time data in monitoring**
In 2018, FRG completed a detailed internal diagnosis of UNICEF’s monitoring function, finding an uneven distribution of human capacity concentrated around humanitarian contexts and central-government locations (i.e. with uneven sub-national strengths). The monitoring workforce varied from country to country, with no clear patterns or hierarchy. This has a number of causes, including unclear monitoring responsibilities; no common regulatory framework; and existing guidance and tools focusing on downstream service delivery and capacity strengthening.

The monitoring function lacks interagency normative frameworks to help prioritize capacity strengthening, such as commonly agreed principles and shared standards. In 2018, FRG exchanged knowledge with other entities through the United Nations Strategic Planning Network. This revealed that most monitoring functions face the challenge of weak decentralized analytical capacities (for quality assurance), which are closer to the sources where data is collected and used to manage for results. FRG’s diagnosis revealed an opportunity for UNICEF to pioneer monitoring policy, accompanied by a smart monitoring system in 2019. These were co-created with the field in 2018, with potential for partnering with other UN agencies at the field and headquarters levels in view of the UNDS reform.

In parallel, the digitization of monitoring, coupled with the demand for real-time data, is creating both opportunities and challenges for locally owned, participatory, and human rights-based approaches to programme monitoring. Connected to this, the origin of many monitoring technologies, the principles of open-data movement, and project delivery versus programme approaches, require significant reframing of the UNICEF programmatic and country-owned business model. The ambition of integrating monitoring systems across the humanitarian-development nexus is a concrete example of where challenges in harmonizing project-based and programme-based modalities need to be addressed. Under the leadership of the Office for Innovation and EMOPS, UNICEF has developed on-the-ground experience in digital monitoring with both in-house tools (such as RapidPro) and third-party tools, as well as a network of technology for development advisors. In 2019, these can be leveraged with support from FRG to provide ‘honest broker’ advice to national partners and United Nations country teams on the use of digital monitoring.

Looking further ahead, it is possible to foresee opposing pressures being placed on monitoring systems design. For example, increasing expectations from advocates of detailed unit cost analyses and project data, juxtaposed with the transformation of management science away from planning and hierarchy towards agile, adaptive and networked approaches. This highlights the importance of adopting forward-looking strategies to developing the UNICEF monitoring function.
B) Key results achieved against the Office Management Plan

**OUTCOME 1: Evidence-informed programming**

UNICEF offices everywhere efficiently plan, manage and report on evidence-informed programmes that deliver improved results for children

In 2018, the foundation was laid to progressively strengthen evidence-informed programming across UNICEF. This included: revising key programme and operational guidance and procedures; also scaling-up and adopting emerging and matured eTools Modules in 46 countries where UNICEF operates medium to large-sized programmes; establishing a Programme Monitoring Pillar; and, diagnosis and co-drafting with field offices the regulatory elements of the Organization’s programme monitoring function. These will serve as organizational assets, bolstering quality, relevance, efficiency and accountability in UNICEF’s programme planning, implementation management, monitoring and reporting processes.

**Output 1.1: UNICEF Programmes of Cooperation meet quality standards and are equipped with the appropriate structures and resources to ensure their implementation management, monitoring and reporting accountabilities for results**

FRG initiated revisions of key programme design materials (as outlined below). This forms the foundation for strengthening UNICEF’s Country Programme design to meet the expected quality standards, and to respond to organizational priorities, including issues around adolescents, private sector engagement, bridging the humanitarian-development programme nexus, and further cohesion with other United Nations agencies.

**Guidance on the Analysis of the Situation of Children and Women**

FRG initiated the development of new guidance for Situational Analysis (SitAn) to ensure a stronger external appeal, targeting a broader audience and aimed at conveying the analytical story of children in any given country (including all children, not only those most affected by disparities and marginalization). FRG led the SitAn guidance review, alongside consultations at headquarters as well as with regional and country offices. A reference group and contributors’ group were established to tap UNICEF’s existing expertise. A first draft of the core guidance has been shared for further consultations, with a plan to release the final guidance during the first quarter of 2019.

Development of a complementary toolbox with guidance products on expanding and deepening the SitAn into topical areas such as the supply sector, the private sector environment as well as various organizational priority areas will follow. FRG continues to pay attention to the SitAn guidance and required revisions to the new UNDAF guidance, especially its companion piece on Common Country Analysis due later in 2019. This is to ensure seamless complementarity between UNDAF, UNICEF, other agency and Government evidence-based programmes and priority investments for children.

**Update of Programme Policy and Procedure Manual**

FRG initiated a revision of the Programme Policy and Procedure Manual (PPPM) to ensure alignment with the new Strategic Plan 2018-21 and other key external and internal developments. This will serve as a ‘one-stop shop’ for country offices to easily access the latest guidance on programme design, implementation, monitoring and reporting. While updating the current Manual, FRG also developed a new and forward-looking concept that moves away from the ‘heavy’ chapter-based policy and procedure manual, towards a leaner, easier to search and intuitive tool. A vision paper and roadmap were developed in 2018 together with a ‘mock-up’ version of the next generation Programme Policy and Procedure SharePoint-based guidance tool (provisionally titled PPP-X). This is fully integrated into the new Enterprise Content Management (ECM) project and PPP-X will be rolled out by mid-2019.
Quality assurance of Country Programme Documents and Programme Strategy Notes

FRG facilitated an independent review of the quality of country programme documents and programme strategy notes, and widely shared the knowledge gained for future improvement. The independent review of 2017 country programme documents and strategy notes revealed that while overall quality had increased (compared to the previous year), some focus areas (e.g. gender equality and risk responsiveness) need improvement. Through the creation of a dedicated Programme Policy and Procedure Manual page, webinars and other channels, FRG shared knowledge among country and regional offices as well as headquarters divisions, providing information on the best practices and examples of high-quality country programme documents and strategy notes.

By engaging a wide range of groups across UNICEF to improve the process for developing country programme documents, FRG sparked a number of important actions. These included: inter-divisional collaboration at headquarters. Also, the roll-out of improved guidance and support to country offices by Programme Division/Humanitarian Action and Transition Section and PD/Gender team; and the harmonized technical engagement for seven COs¹ through joint headquarters-regional office missions, and/or review of draft programme documentation. In 2019 and 2020, FRG expects this process to be scaled-up, building on the lessons from 2018, the United Nations reforms and considering the large number of country programme documents that will be presented to the Executive Board in 2019/2020.

UNDAF guidance redesign

Representing UNICEF, FRG’s leadership has facilitated major progress in the UNDAF planning and implementation workstream. Most notably was the establishment of the draft guidelines of the new UNDAF format. The guidance sets the stage for a new Framework. The vision is that agencies, funds and programmes will better articulate their contributions towards higher-level and more ambitious UNDAF outcomes. This will be achieved through a reinvigorated application of ‘theories of change’ as the centrepiece for planning and managing towards results. The relevance of UNICEF’s country programme document as a key planning and implementation tool of the UNDAF at the country level, and as a non-negotiable accountability tool to the Executive Board within UNICEF’s business model, was successfully defended in this process. Even so, not enough time was provided by the Secretariat of UNDOCO to secure valuable inputs and comments from the field-based offices into the draft guidance, a situation that potentially weakens ownership. Addressing this issue will remain a high priority in the coming year.

FRG continues to involve and update field colleagues on the new UNDAF guidance. Implications of the 2019 release of the new UNDAF guidance on the planning process in country offices with country programme documents starting in 2020 have been identified and discussed with country offices, regional offices and senior leaders at headquarters. Out of the 16 country programmes scheduled to submit country programme documents to the Office of the Secretary of the Executive Board (OSEB) in 2019, the majority still plan to submit documents while their respective UNDAF’s are still being developed. A smaller number of country offices are scheduling an extension of their country programmes, planning to submit their documents to the 2020 sessions of the UNICEF Executive Board. In both cases, discussions with United Nations Country Team are being held and FRG has flagged any agreements made to the UNICEF Executive Board Bureau and Office of the Executive Director.

Output 1.2: Country offices consistently improve implementing partnership management practices and processes and ensure the efficient use of resources in the drive for results

Key UNICEF procedures for implementing partnership management have been revised to ensure efficient and effective assurance mechanisms towards improving the quality of results delivered through the US$ 2 billion cash transferred to implementing partners. Also, the prevention of sexual exploitation and abuse has been integrated into the partnership management procedure as a non-negotiable United Nations and UNICEF priority and principle of zero tolerance.

¹ Angola, Congo Brazzaville, Liberia, Libya, Mexico, Niger and Syria
Revision of Harmonized Approach to Cash Transfers Procedure

In 2018, UNICEF transferred slightly over US$2 billion in cash to government and civil society implementing partners, making cash transfers to implementing partners UNICEF’s primary programme implementation modality and the organization’s largest expense. Close cooperation between FRG and regional offices meant that all key programmatic and financial assurance indicators were met, as stipulated by the HACT framework. The HACT procedure was revised to ensure further harmonization with other United Nations agencies. Also, to ensure a more robust risk assessment and the ability to aggregate and analyse audit results as well as establishing clearer accountabilities across different divisions and levels of the organization.

This revision is expected to yield a significant time and financial savings, estimated at US$ 6 million per year. These savings will come from eliminating redundant processes, including macro assessments (with 124 conducted in 2017 at an average cost of US$ 2,500 each). Also, a 25 per cent reduction in mandatory spot checks (approximately 1,000 costing US$ 3,000 each), and a more than 30 per cent reduction in audit requirements, translating into about 500 audits annually (costing US$5, 000 per audit).

The role of HACT, as a key programme quality and results assurance tool (beyond compliance) will be further strengthened, with 46 countries in 2018, rising to 74 countries in 2019, adopting eTools. Working with Public Partnership Division, Programme Division and other divisions, FRG addressed requests and concerns from different donors (GAVI, KfW, DFID and USAID). The uneven understanding amongst donors with varying demands reaffirms the need to consistently communicate on HACT as a vital internal control and risk mitigation as well as programme assurance system. Doing this also contributes towards boosting donor confidence and strengthening relationships with implementing partners. FRG will help to further integrate HACT as a key programme delivery system and will take initiatives to ensure the leadership of program divisions, sections and operations also support this. FRG will continue to work with various relevant divisions, as well as other United Nations agencies, to identify opportunities to communicate effectively with donors on the role of HACT as a financial and programme assurance tool.

Revision to the Civil Society Organization Procedure

FRG also helped revise the procedure for engaging with civil society organizations (governing an annual UNICEF investment of about US$ 1 billion), which underpins UNICEF’s collaboration with over 4,000 organizations on the ground. The revision focused on: simplifying processes for developing partnerships in humanitarian contexts; defining roles and responsibilities across the office more clearly; also, aligning the requirements of eTools modules with those of the updated PSEA and child safeguarding policies.

The revision was informed by extensive consultation with regional and country offices, as well as the findings that came out of the 2017 quality assessment of civil society organization partnerships. The quality review was repeated in 2018 and pointed to improvements in the proportion of partnerships assessed as good-to-high quality with respect to results-based management, rising from 37 per cent in 2017 to 46 per cent in 2018. This improvement is influenced by notable advances in the percentage of cash disbursement made within 10 days, which increased from 45 per cent in 2017 to 58 per cent in 2018 (Table 1). Areas with minimal positive change, and which are identified as priority areas to address in subsequent years, include: over-reliance on direct selection; long timelines for humanitarian partnerships; and, gaps in results frameworks.

The table below provides a comparison of the findings obtained from the 2018 review with those from the inaugural 2017 review.

<table>
<thead>
<tr>
<th>Table 1: Comparison of key findings from the 2017 and 2018 CSO quality reviews</th>
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<tr>
<td><strong>Dimension</strong></td>
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<tr>
<td>Financial contribution from CSO towards partnership</td>
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<tr>
<td>% of partnerships identified via open selection</td>
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<tr>
<td>% of partnerships with quality programme outputs</td>
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% of partnerships with appropriate, logical indicators & 66% & 71% \\
% of partnerships with measurable indicators & 50% & 59% \\
% of partnerships with medium or strong gender focus & 92%* & 83%* \\
% of partnerships with medium or strong equity focus & 58%* & 63%* \\
% of partnerships with medium or strong sustainability focus & 67%* & 63%* \\
Financial contribution from UNICEF to overhead costs in partnership & $0.19 of every $1 & $0.15 of every $1 \\
% of regular partnerships processed in ≤45 working days & 77% & 76% \\
% of emergency partnerships processed in ≤30 working days & 64% & 64% \\
% of FACE forms processed in ≤10 working days & 45% & 58% \\
% of partnerships assessed as good to high quality with respect to results-based management principles & 37% & 46% \\

Integration of PSEA in partnership management

In support of UNICEF’s priority, and the United Nations-wide Protocol on Allegations of Sexual Exploitation and Abuse and strengthening child safeguarding, FRG facilitated the revision of partnership agreements with support of the Legal Office, regional offices and others. The revised General Terms and Conditions now clearly states UNICEF’s zero tolerance policy and clarifies partners’ obligations with respect to sexual exploitation and abuse and child safeguarding violations. It also holds all partners accountable. A high proportion of partners have now signed the revised agreements. An increase in reporting of incidents by implementing partners is a likely result. A means of verification will be established in 2019.

Output 1.3: Country offices efficiently and effectively use programme data contained in eTools and the UN Partner Portal to manage partnerships within UNICEF and at the inter-agency level

Overcoming set-backs faced in previous years, in 2018, the eTools project demonstrated significant progress in supporting greater effectiveness and efficiency for managing partnerships with civil society organizations through simplification, digitalization and compliance with procedures.

Increase of eTools adoption

Staff are increasingly adopting eTools, jumping from 500 in 10 countries to more than 1,500 in 46 countries where UNICEF operates medium to large-sized programmes (see diagram below). This accounts for 75 per cent of the global programme expenditures. Based on demonstrated readiness and demand from regional as well as country offices, the eTools board decided on a mandatory institutionalization of all available solutions in at least 74 countries (accounting for 95 per cent of global programme expenditure). Moreover, data generated from eTools will facilitate deeper analysis and evidence-based management of UNICEF’s US$ 1 billion annual investment in partnerships with civil society organizations.

New eTools Modules developed

In addition to enhancing existing eTools Modules (i.e. Partnership Management, Dashboard, and Trip), FRG, with strategic oversight from the reconstituted eTools board, successfully rolled-out a new set of eTools Modules in 2018. Piloting the new Modules demonstrated their significant potential for improving the management of partnerships with implementing organizations and harnessing resources with other United Nations agencies. The Financial Assurance Module helped reduce the time needed for coordination and management of assurance activities, allowing staff to more easily review reports, follow-up action and make informed decisions.

UNICEF, in collaboration with the United Nations High Commissioner for Refugees (UNHCR) and the World Food Programme (WFP), developed the United Nations Partner Portal (UNPP). This stems from commitments made under the Grand Bargain and supports the agencies’ pledges to harmonize partnership management and strengthen engagement with civil society organizations. Over 3,000 national and international civil society organizations...
registered on the portal within the first two months of going live. This harmonized inter-agency tool has the potential to practically support United Nations reforms with a significant return on investment and efficiency gains for partners, agencies and to speed-up the delivery of results for children. The tool is transitioning to the United Nations International Computing Center as one of the first joint solutions, with a number of other agencies expressing interest to join UNPP. Moreover, both UNICEF Somalia and civil society organizations reported on the increased transparency in partnership selection.

The Partner Reporting Portal was developed in collaboration with EMOPS and the global cluster to address the challenge of measuring results achieved by civil society partners towards country-level impact. With its standardized template and clear reporting requirements, the Portal will not only streamline partners’ reporting, but also provide systemic opportunity to practice results-based management. This tool will also provide a centralized reports repository, real-time progress information, and a focus on results rather than activities.

Critical to the progress made in 2018 was the proactive role played by the eTools project and the Information and Communication Technologies and Development teams, with support from regional offices and guidance from the eTools board. Current and future development work (including PRP, field monitoring and work planning) will benefit from lessons learned in previous years. While the Project has seen considerable progress, challenges remain. For example, work planning and field monitoring are significantly delayed, while the design and constructions of some modules means tedious and ongoing maintenance.

In line with the OMP commitment to “ensure the existence and coherence of a monitoring policy, procedures and standards to support the establishment or refinement of monitoring systems”, FRG Pillar four (Programme Monitoring and Learning) was established for the first time as an organizational unit to consolidate, coordinate and lead the programme monitoring function in UNICEF. During 2018, the foundations were laid, diagnosis undertaken, consultations held, and draft regulatory elements developed towards the vision of organizational leadership for programme monitoring. This involved streamlining organizational investments from the level of providing technical
guidance to also addressing overall governance and policy, including a co-designed draft framework (Smart Monitoring System) for programme monitoring.

Development of an organizational programme monitoring framework
As part of the shift from ‘monitoring-for-reporting’ to ‘programme monitoring for adaptive management and continuous improvement’, an initial draft of a UNICEF programme monitoring policy and an accompanying ‘smart monitoring system’ were developed. This is in line with the Joint Inspection Unit’s 2017 recommendation on results-based management. These aim to strengthen programme monitoring as a critical organizational function and tenet of results-based management, ensuring that the investment in monitoring (estimated at US$ 300 million per year in programme staff time, capacity development and travel) supports adaptive management and drives results for every child. It will also contribute to UNICEF’s partners being more accountable to managing their resources for results for children. Framed by the ‘doing development differently’ approach (see diagram below), the document includes draft principles, roles and responsibilities, smart rules and smart options. It also makes provisions for a central indicator dictionary that reinforces the benefits of decentralization, while introducing improved coherence and quality assurance of indicators to deliver the organizational commitments to:

- ensure that indicators, baselines and targets are amenable to systematic monitoring and that country programmes are appropriately linked to the Strategic Plan; and,
- continue to refine and encourage countries to use standard indicators, avoiding those that are redundant.

A ‘co-design’ workshop accelerated progress on the smart monitoring system. The workshop included representatives from across UNICEF to ensure that the system is crafted together with the intended users. This inclusive process gave a renewed focus to the organization-wide agenda of rationalizing and strengthening the overall monitoring function, informed by comprehensive diagnostics and ongoing consultations with field offices, headquarter divisions and partners.

In addition to the regulatory framework, FRG drove efforts to finalize several open initiatives, including new simpler field monitoring guidance (jointly with EMOPS). FRG also categorized the UNICEF Value for Money metrics into three tiers, ensuring they are ‘fit-for-the-field’ and progressively integrated into InSight (jointly with the Division of Financial and Administrative Management). This provided a much-demanded feedback loop. Meanwhile, Pillar four provides
ongoing technical support to eTools, UNDAF guidance, the Programme Policy and Procedure Manual update and results-based management training.

**OUTCOME 2: Learning for results**

UNICEF staff and offices continuously learn, develop and apply the programming and management skills needed for achieving results linked with country programmes, regional priorities and the Strategic Plan.

In 2018, FRG contributed to establishing the foundations for promoting organization-wide learning for results. The establishment of the Global Learning Strategy demonstrates UNICEF’s commitment to promoting the key learning agenda including, ethics, programme planning, human rights as well as learning for Programme Excellence. Results based management learning packages were expanded both in their coverage and variation to address the needs of specific function groups as well as emerging organizational priorities.

**Output 2.1: A learning agenda for the Strategic Plan equips staff with the knowledge and tools to systematically address emerging cross-sectorial and priority programming concerns**

**Co-creation of cross-organizational platforms to support learning for results**

As a member of the UNICEF Learning Committee, FRG helped to shaping the Global Learning Strategy accompanying the 2018-2021 Strategic Plan. These efforts resulted in a renewed organizational commitment to core topics of ethics, programme planning, human rights as well as a strong forward-looking commitment to learning for Programme Excellence. A prolonged negotiation between three headquarters divisions caused delays, which meant that the final decision on programme budget allocation was pushed into the first quarter of 2019. Nevertheless, FRG’s extensive engagement of field partners generated shared knowledge on the ways to facilitate the next ‘quantum leap’ in learning for programme excellence. In addition to strengthening UNICEF’s core programme values such as children and human rights, ethics and gender, 2019 will see the development of a new, action-learning oriented model to accompany country offices through a process of country programme document development.

In addition, systematic learning and analysis was conducted to support knowledge generation on organization-wide priorities, including:

- synthesis of audit reports to identify issues and lessons on results-based management as well as HACT;
- zonal office targeting analysis; and,
- stress testing of the proposed Value for Money metrics.

Taking advantage of the corporate Enterprise Contents Management (ECM) project, a new platform for revitalizing the Global Results Network was set-up. This will serve as a common workspace across divisions and offices to facilitate seamless collaboration and knowledge sharing on key products, including the Monitoring Architecture and SitAn redevelopment.

**Output 2.2: UNICEF staff and partners demonstrate stronger programming and management competencies and skills to manage for results in all programming contexts**

**Expansion of results-based management learning and customization for specific function groups**

Results-based management training remains the main entry point for reinforcing staff capacity on managing results at UNICEF. The increase in staff members who benefitted from the results-based management learning opportunities (to 5,600, an addition of almost 1,000 from the previous year) mirrors the growing capacity of UNICEF teams in country and regional offices to practice results-based management in different programme contexts. Furthermore, results-based management learning materials have been customized, for the first time, to meet specific needs of
headquarters and operations colleagues, paving the way to translate results-based management knowledge into practice across all aspects of UNICEF work.

Strategies for further revision and adaptation of results-based management modules
In October, through a workshop co-organized by FRG and the Division of Data, Research and Policy, Master Trainers and staff participating from across UNICEF identified a strategic direction for further revising the results-based management modules. As a result, the human rights normative framework, gender, risk informed programming, climate change, and results-based budgeting will be enhanced in the face-to-face modules. A roadmap for the revision process has been developed. Also, adaptation of results-based management training modules for government partners and institutions was set as a key strategy to promote child-centred policy and budgeting that leaves no child behind. This will be further development in 2019.

Meanwhile, an independent impact assessment of three years of results-based management training across the organization was launched towards the end of 2018. This will provide deeper insights into the effectiveness of the current strategy and new learning approaches aimed at promoting results-based management.

Mainstreaming results-based management in civil society partnership management and cash transfer
A set of guidance tools were produced in 2018 to facilitate the capacity development of UNICEF staff and implementing partners. The focus was on strengthening the results-based management principle in civil society partnerships and cash transfers. Newly developed guides and tools will support better practices across the Organization. These include:

- a reference guide for more efficient transactions related to implementing partners in UNICEF's Enterprise Resource Planning (ERP) system (i.e. VISION);
- a guide to inform decisions by programme managers on the most appropriate programme implementation and procurement modalities related to civil society partners; and,
- an inter-agency Financial Capacity Guide developed and issued within the HACT framework to improve identified financial capacity gaps during assurance activities.

To further apply the new and existing guidance tools and procedures, while also responding to requests from country and regional offices, technical staff conducted various support missions to five regions (Eastern and Southern Africa, Middle East and North Africa, West and Central Africa, Europe and Central Asia, Latin America and the Caribbean).

Meanwhile, AGORA, UNICEF's global hub for learning and development, began producing a course for working with civil society organizations. An update of the online HACT course also got underway. The rollout of these courses is scheduled for early 2019.

Output 2.3: Country offices consistently improve management practices and processes with a focus on the efficient use of resources in the drive for results

Findings from a comprehensive business process review in selected small and medium-sized country offices produced insights to help improve management practices and processes. The revision of HACT and civil society organization procedures to simplify these and improve efficiencies also contributed to this output. However, some activities planned under this output were not pursued due to a lack of clarity or overlap with other divisions and initiatives.

Business process review
At the request of the Regional Office for South Asia, FRG co-facilitated a business process review of three small and medium-sized country offices (Bhutan, Maldives, Sri Lanka), focusing on identifying opportunities for improvement. Following the review, the Regional Office developed several action points and a formal system to track
implementation (in conjunction with a transaction review completed by the Global Shared Services Centre), with the goal of completing all actions during the first quarter of 2019.

Lessons from the three countries are expected to advise similar simplification exercises in other small and medium-sized country offices. A draft Playbook for Performance Improvement was also developed in 2018 based on industry-leading practice for performance improvement. The tool is intended to support countries to identify, plan, implement and monitor improvement initiatives on a continuous basis. FRG, in collaboration with other divisions, will further review the tool’s readiness and support country offices to use it in 2019.

**Contributing factors**

Achievements reported in detail under output 1.2 – including HACT Procedure revisions to eliminate redundant processes and realize significant financial and time savings, as well as the revision of the civil society organization Procedure to simplify templates and processes – also contributed to this output. Furthermore, the findings and recommendations of the annual civil society organization partnership quality review, initiated by FRG in 2017, are likely to have influenced some of the improvements identified in 2018. For example, the significant reduction in time taken to disburse cash to partners. Additional improvements in partnership management practices may be expected in 2019 with the rollout of the revised civil society organization Procedure. The launch and rollout of various eTools Modules supported simplification and efficiency gains via, for example:

- automation (e.g. sanctions screening and e-signing of partner declarations in the United Nations Partner Portal, generation of partnership agreements in the Partnership Management Portal, generation of permission letters in Third Party Monitoring (TPM);
- process standardization (e.g. posting of open selection opportunities in the United Nations Partner Portal, commissioning of audits in Finance Assurance Module); and,
- management dashboards (e.g. notification of expiring Programme Documents in the Partnership Management Portal, action points from programmatic visits in Trips eTools modules).

**Constraints**

Some of the intended activities under this output were not pursued due to redundancy and/or lack of capacity. These included: the establishment of a performance improvement community of practice; a list of needed business processes improvements; and a plan for assessing the operating efficiencies of country offices.

**OUTCOME 3: Organisational excellence**

Country, regional and headquarters offices have access, and use, organizational tools and systems that enable excellence in organizational performance

A number of milestones have been achieved in 2018 to accelerate organizational excellence at all levels of UNICEF. These included: major updates in the results assessment and reporting systems (such as the Results Assessment Module), the expanded use of performance scorecards, enhanced data analytics and visualization, and a renewed action plan to further promote transparency. These successes were achieved through close collaboration and coordination with various business owners (headquarters divisions) and field offices in an iterative and open consultation. These assets will yield significant benefit to the organization. These benefits include:

- promoting a simplified programme reporting process,
- reducing the reporting burden on field offices,
- improving data quality,
- promoting evidence-based management,
- enhancing staff capability in data analytics and visualization, and
- advancing UNICEF’s position as one of the frontrunners in transparency.
Output 3.1: Organizational performance management systems provide operational and programme results information that directly supports evidence-based management, transparency and accountability at all levels

Performance management standards and systems were further improved through the alignment of standard indicators and programme codes with UNICEF’s 2018-2021 Strategic Plan. This helped to simplify reporting across all country offices. It also enabled better data analytics and visualization, as well as results tracking, improved office scorecards, progress towards performance excellence, and coherence with other UNICEF initiatives and transparency efforts.

**Performance scorecards promoting evidence-based management**

Office performance scorecards introduced in 2016 have moved the needle positively towards more frequent measurement of both efficiency and programme effectiveness in 128 country offices, while also improving the quality of internal information to focus efforts on results for children and to inform decision-making. Various forms of support provided by FRG at all levels across UNICEF has led to reinforcing the use of performance scorecards. Following a Global Management Team discussion on scorecards in September 2017, FRG spearheaded efforts to make scorecards more relevant and sensitive to UNICEF’s business model. Action was taken to translate lessons learned over two years with country office scorecards into sharper Key Performance Indicators and extending the use of scorecards to regional offices and headquarters divisions, starting in January 2019.

These improvements should trigger change and encourage steps towards a corporate culture of measurement that support evidence-based management. Also, these actions should help to transparently identify and address shortfalls, while driving the culture of learning and continuous improvement and encouraging performance and management excellence. FRG is continuously monitoring the Indicators for quality and completeness. FRG also continues to support offices in all aspects of performance measurement and results reporting.

**Enhanced data analytics and visualization**

FRG has increasingly focused on enhanced data analytics and visualization. Results dashboards developed in 2018 were introduced as the easy-to-use RAM Data Explorer (see box) in the redesigned Results Assessment Module (Version 2.5) released in November 2018. These dashboards draw data from multiple sources and allow for financial and results tracking. A variety of similar ‘results dashboards’ are being developed to meet data needs at all levels of the Organization. FRG, in collaboration with ICTD, began the process to build office-level analytical capacity to visualize inSight data by providing Power BI in-person training to a total of 112 staff from country and regional offices as well as headquarters. This supported other organization-wide initiatives, such as Regional Management Team and Programme Division network meetings, or Communication for Results deep dives.
These new analytical products complement updates and improvements in performance management metrics. Through collaborative work with other divisions, RAM Standard Indicators were updated and aligned to the new Strategic Plan. A major data clean-up exercise achieved 99 per cent Programme Information Database coding completeness at the output and activity levels across UNICEF, enabling the release of the most comprehensive data cubes so far. Such system-wide alignment enables more accurate and simplified corporate programme reporting and enhances UNICEF’s ability to report on its contribution to the Sustainable Development Goals.

**UNICEF as a transparency frontrunner**

On transparency, the focus in 2018 was on maintaining UNICEF’s position as one of the frontrunners. In the 2018 Aid Transparency Index, UNICEF was ranked ninth out of the 45 organizations assessed globally. As the secretariat of the Transparency Steering Committee, FRG collaborated with various divisions and regional directors to develop and implement an Action Plan aimed at increased transparency and IATI compliance.

 Improvement and upgrades were also made to comply with the latest version of the IATI Common Standard (V2.02), along with improved monthly publishing, which includes Sustainable Development Goals and humanitarian data aligned to Grand Bargain commitments. FRG is also actively engaged in many inter-agency transparency-related initiatives (e.g. the successful negotiation on transparency-related indicators for the United Kingdom’s DFID Payment by Results exercise, and the inclusion of IATI as part of the United Nations Reform Agenda). As an IATI Governing Board member, UNICEF led a working group that mapped out IATI’s future institutional arrangements and continues to influence standard setting and collaboration with sister United Nations agencies.

**Output 3.2: Enhanced data management systems support organizational performance management and accountability**

2018 marked a milestone year as UNICEF saw major updates to its results assessment and reporting system, which enabled more streamlined reporting processes, a decrease in the reporting burden on field offices, and better-quality data. UNICEF also started the process of rationalizing global data and system requirements, including areas that have the potential to be integrated into the system.

**Streamlined and simplified result reporting system**

An agreement was reached to incorporate the Country Office Annual Report into the results assessment and reporting system and rebuild the Strategic Monitoring Questions portal. Through close collaboration with headquarters divisions (e.g. the Division of Data, Research and Policy, PD, ICTD), regional and country offices, the results assessment and reporting system was re-designed (Version 2.5).

The new version includes a major overhaul of the Strategic Monitoring Questions portal, offering enhanced functionalities with automated quality assurance mechanisms, simplified Country Office Annual Report narrative, improved landing page and a more intuitive, user-friendly interface and improved quality assurance mechanisms. Other features include enhanced reporting capabilities and links to the new Strategic Plan, as well as the newly developed data analytics and visualization tool: the RAM Data Explorer. In its first year alone, the new version significantly lessened the reporting burden on country offices. During the 2018 annual reporting exercise, for example, it provided a single reporting platform that facilitated over 13,000 online interactions between country and regional offices as well as headquarters divisions. This meant that the 2018 country office reporting exercise was finished two months earlier than in previous years.
Organizational capacity enhanced for quality and use of results data
A wide range of training, learning opportunities and other support was provided by FRG and ICTD on the inSight platform, and around the release of the results assessment and reporting system (Version 2.5). This helped strengthen staff members’ ability to produce and use quality data as outline below.

- Results assessment and reporting system (Version 2.5) introduction webinars were held, including one in French (for the first time), boosting the knowledge of more than 500 staff members globally.
- inSight in-person training was delivered for staff in all eight countries in the South Asia region and 13 countries in the Europe and Central Asia Region, in addition to on-demand webinars from field offices, presentations in network meetings and follow-on support to three networks, and regular and on-going support to field offices on all inSight related issues.
- FRG also engaged with various headquarters divisions on the integration points between inSight and other emerging systems. InSight interdependencies with UNICEF’s Business Application Software System (SAP/ HANA) and eTools are now fully established and functional.
- An independent assessment of UNICEF’s results and corporate reporting systems was also undertaken. Through the assessment, current challenges and ways forward were documented, global data requirements and potential system intersection points were also established and identified. These will be further validated and followed up in 2019.
- Externally, FRG and PPD are actively engaged with the United Nations Development Group to rollout UN INFO, a planning, monitoring and reporting system to track how the UN system at the country level supports governments to deliver on the Sustainable Development Goals and the 2030 Agenda.

Output 3.3: Mechanisms established to track action taken in response to programme assessments, audits and evaluations enable continuous improvements in the management for results
In 2018, FRG began developing an analytical framework for a mechanism that will enable organizational learning from assessments, audits, and evaluations. This framework will be designed to allow for a systematic review of the audit reports and metrics for Value for Money analyses.

Analysis of audit reports
In close coordination across its different Pillars, FRG conducted an analysis of audit reports for results-based management. This exercise provided insights on issues that are reflected in the internal and external audit reports and recommendations to UNICEF offices. Key findings will be applied to improve the results-based management learning resources as well as the guidance for country programme design, implementation, monitoring and reporting processes. Further to this exercise, FRG began a broader study of audit reports. This is aimed at generating in-depth knowledge on the organizational trends and areas for strategic actions to mitigate foreseen risks and drive organizational excellence in both programme and management. Prototypes for methodological frameworks and databases were also developed. Even so, analytical work faced some delay because of human resource limitations within FRG. Preliminary findings and recommendations will be available by mid-2019.

Value for Money metrics established
In cooperation with the Division of Financial and Administrative Management, a set of ten ‘tier one’ Value for Money metrics were established for integration into inSight, with ongoing analytical work to make available ‘tier two’ and ‘tier three’ indicators by 2020. More broadly, to begin nurturing the wider monitoring function, FRG engaged in initial discussions with likeminded United Nations entities, both bilaterally and through interagency forums. This engagement includes joint working papers and resource portals.
C) Lessons learned and constraints

Knowledge sharing and delivering as one FRG
Transition to the new OMP structure with new staff members inevitably entailed an extensive team building process throughout 2018. During the mid-year review and team building retreat, lack of shared knowledge on other Pillars’ work and insufficient information sharing systems were identified as the major constraint to realize FRG’s potential as one team. In response, efforts were intensified to increase knowledge sharing opportunities. These included Lunch and Learn sessions, monthly Programme Management Team meetings, and informal stand up meetings. While these initiatives will need to be expanded in 2019, there was a clear shift in the end-year review from: ‘what are other Pillars doing?’ to ‘how can FRG deliver as one?’. The new FRG worksite, developed as part of the corporate Enterprise Content Management project, will provide a digital platform to enhance knowledge sharing and collaboration across Pillars.

Strategic field engagement
While FRG engaged technical support to the field through a considerable number of missions, these missions tended to happen on an ad-hoc basis. In view of limited staff time and resources, it has been agreed that strategic entry points should be identified to engage FRG’s supports in line with the country programme cycle, especially the country programme document creation process and need to integrate into the workplan. Strategic Moments of Reflection and deputy representatives and operations chiefs were discussed as critical entry points for FRG’s engagement in view of the impact on the quality of country programme documents and relevance to FRG priorities.

Collaboration with headquarters divisions, regional offices, country offices and external partners
In 2018, FRG continued to lead and support on several organizational initiatives. This broad scope with relatively limited resources led FRG to seek out strategic partnerships within UNICEF at both headquarters and field levels, across the United Nations family and with donors and other external stakeholders.

Significant efforts were made to continue strengthening working relations with PD, the Division of Data, Research and Policy, EMOPs, DFAM, DHR, ICTD, Innovations and PFP to benefit from synergies and multiplier effects. In addition, the importance of collaborative partnership with regional offices was re-emphasized as a critical piece needed to align the vision and strategies in supporting country offices. FRG has also played a leading role in establishing cohesive systems and approaches with other United Nations agencies, as demonstrated in the UNDAF guidance redesign, civil society partnerships management, HACT framework and IATI, to leverage the impact through synergies.

Field-oriented communication
Key lessons for communication were the importance of clarity and transparency of messages to a wider audience, particularly country and regional level staff, to promote buy-in of corporate level initiatives. This was advanced through collaboration with the UNICEF BUILD team, engagement of illustration expertise and the ECM project. Field-oriented communication is a critical success factor as part of every field-facing deliverable, and consistent framing of each deliverable around ‘how will this deliver results for children?’ It was found that providing archetypes and using user-oriented examples helps ground ideas, conveys how they are practical and relevant to people’s work, and helps duty-bearers empathize with each other.

Results Reporting Reference Group
The Results Reporting Reference Group (set up in 2017 and co-chaired by FRG and the Latin America and the Caribbean Regional Office) convened a couple of times in the first quarter to unpack and streamline the reporting burden on country offices. Participating offices included PD, the Division of Data, Research and Policy, EMOPS, FRG, regional offices and others. Although all offices agreed to the problems, the pursuit of individual mandates, lack of willingness to concede and limited decision-making authority made this forum ineffective and defunct. The ongoing
headquarters repositioning and realignment exercise is set to tackle some of the issues envisaged by the Reference Group as early as the first quarter of 2019.

Establishment of Programme Monitoring Pillar: opportunities and challenges
FRG Pillar four (Programme Monitoring and Learning) was established for the first time as a unit to consolidate, coordinate and lead the programme monitoring function in UNICEF. As a new Pillar, significant intellectual capital-investment was required to establish the scope and priorities of work required. Furthermore, creating internal headquarter consensus incurred significant transaction costs relating to the wide range of understandings of ‘monitoring’ and competing views of the concrete challenges and possibilities that UNICEF faces.

While the core workplan was delivered, more progress was needed in supporting other areas of the function, which could not be advanced as far as intended due to human resource constraints and interdependencies on other work. These include: the development of a ‘Talent Pool’ and human resources competencies for monitoring function across different levels of UNICEF; demand-led technical engagement with field offices, identifying and alleviating immediate and long-term constraints; finalizing detailed technical monitoring guidance (as part of PPP-X); and progressing understanding on how collected data is used for purposes other than reporting at different levels of the organization.

In addition, a cultural approach to organizational change was unsuccessfully advocated by FRG, with most stakeholders demanding systems-focused changes. This is likely to slow the full realization of a change management process towards doing monitoring differently and requires a persistent long-term strategy. There is better uptake of proposals to apply behavioural science techniques in advancing monitoring practices, which needs to be further embedded through identifying specific choices and decisions as a unit of analysis during 2019. A priority for applying behavioural sciences is democratizing analysis and use of monitoring data to both improve decisions and incentivize the quality of data that is collected.

Synergy of technology and organizational culture
Another key lesson learned in 2018 was the importance of measuring and reporting to successfully rollout a technology product and support a shift in organizational culture. The rollout of eTools also highlighted the need to align and integrate the UNICEF business processes such as results-based management, civil society procedures and HACT procedures in the eTools change management plan to ensure that UNICEF staff not only know how to use the system but also why, and the value it delivers. The rollout and adoption of eTools was faster and better in regions with dedicated support specialist (e.g. in Middle East and North Africa). In 2019, FRG will continue to build on the achievements of 2018, while also taking on new initiatives. These included: the operationalization of the United Nations Protocol on the Prevention of Sexual Exploitation and Abuse. Also, the development of work planning and field monitoring modules in eTools, and the development of tools plus guidance for country offices as well as partners to strengthen programming and management competencies. And, finally, also working with other divisions on key priorities, such as system enhancements, monitoring of the use of UNICEF and donor resources and various implementation modalities.