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Report on the implementation of the quadrennial comprehensive policy review of operational activities for development of the United Nations System

Summary

This annex is submitted in accordance with resolution 2013/5 of the Economic and Social Council, in which the Economic and Social Council requested the United Nations funds and programmes to consolidate their current annual reporting on the implementation of the quadrennial comprehensive policy review within their reporting on the implementation of their strategic plans. To enhance harmonization and coherence across the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA), UNICEF, and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), the four agencies developed a common reporting format outlined below. This table reports against the mandates of the General Assembly resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR) in the second year of its implementation.

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[*] E/ICEF/2019/9.

I. General guidelines

Quadrennial comprehensive policy review (QCPR) mandates (paras. 1–15)	Progress
Calls upon the entities of the United Nations development system to: Mainstream the Sustainable Development Goals in their strategic planning documents and their work at all levels (para. 8) Continue to strengthen results-based management, focusing on long-term development outcomes, developing common methodologies for planning and reporting on results, improving integrated results and resources frameworks (para. 12) Continue to promote women's empowerment and gender equality by enhancing gender mainstreaming through the full implementation of the System-wide Action Plan on Gender Equality and the Empowerment of Women (para. 13)	**Mainstreaming Sustainable Development Goals into strategic planning documents** **UNICEF Strategic Plan, 2018–2021** The UNICEF Strategic Plan, 2018–2021 is anchored in the Convention on the Rights of the Child and charts a course towards applying the principles outlined in the Sustainable Development Goals and mapping the result areas outlined in the Plan to the relevant Goals. The results framework of the Strategic Plan incorporates the impact, outcome and output indicators necessary for monitoring progress. These have been identified on the basis of both the UNICEF mandate and the collaborative advantage that the organization brings, particularly to enhance equity-based analysis and complementary actions to ensure the attainment of the goals in the 2030 Agenda for Sustainable Development, in partnership with other United Nations entities. The data companion and scorecard to the annual report for 2018 of the Executive Director provides an update on the latest values available to UNICEF on Sustainable Development Goal indicators articulated in the results framework. **Sustainable Development Goal monitoring** UNICEF is the custodian agency for 17 Sustainable Development Goal indicators; these translate into a larger number of indicators, e.g., stunting and overweight are separated into two indicators. In the Strategic Plan, UNICEF monitors and supports the measurement of a total of 56 individual indicators, which have been expanded from 35 Goal indicators to enable straightforward monitoring. **Strengthening results-based management** By the end of 2018, 5,600 staff members, equaling just under 60 per cent of a total of 9,827 staff responsible for planning, implementing, monitoring and reporting results in UNICEF, had received a comprehensive results-based management (RBM) training package, covering both online learning and face-to-face training.

The UNICEF corporate global learning strategy, drafted and agreed in 2018, highlights the further development and refinement of the purpose-driven RBM capacity-building of staff as one of its main initiatives, which will be successively rolled out as part of the implementation of the Strategic Plan.

Increased efforts are also under way to mainstream RBM into civil society organization partnership management, including the development of learning and implementation tools. The quality review in 2018 revealed improvements in the proportion of partnerships assessed as "good" to "high quality" with respect to RBM, rising from 37 per cent in 2017 to 46 per cent in 2018.

Enhancing gender mainstreaming

Gender focal points

The UNICEF gender focal point system covers the areas of both gender mainstreaming and gender balance in staffing and representation. The gender architecture at headquarters and in the regional offices is fully resourced and functional. UNICEF has gender focal points in 117 country offices, 27 gender specialists at the country-office level and 18 gender specialists at the regional and headquarters levels. In total, UNICEF met or exceeded requirements in 13 of the 17 indicators in the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women.

Gender mainstreaming in country offices

UNICEF follows a twin-track approach to integrating gender across all programming areas, with a targeted focus on adolescent girls and gender mainstreaming in institutional systems. In 2018, 101 countries included at least one integrated gender result in their programming, an increase of nine countries since 2017, continuing the consolidation and scale-up of gender integration across all UNICEF programmatic areas. Fifty-nine UNICEF country offices met the organizational standard for implementation of the Gender Action Plan at the country level in 2018. To measure and track such implementation, UNICEF used a composite measure calculated on the basis of a series of indicators that track country-level gender analysis; the implementation of gender priority results; monitoring; resourcing; capacity; and accountability.

II.   Contributions of United Nations operational activities for development

QCPR mandates (paras. 16–24)	Progress
Stresses the importance of mainstreaming SDGs… and urges the United Nations to (para. 17):	**Importance of mainstreaming the Sustainable Development Goals**
Continue to allocate resources to realize the development objectives of developing countries, and to support the endeavour to reach the furthest behind first (para. 17 (a))	**Preparing a UNICEF strategy for providing integrated Sustainable Development Goal support at the country level**
Ensure a coherent approach to addressing the interconnections and cross-cutting elements across the Sustainable Development Goals and targets (para. 17 (b))	To explore how to best provide and coordinate integrated support to the 2030 Agenda and Sustainable Development Goals at the country level, UNICEF engaged staff across all regional offices, including country offices that have contributed to Mainstreaming, Acceleration and Policy Support (MAPS) country missions and to programme areas that have provided SDG support in various ways. MAPS is a tool that helps agencies to practically ensure a coherent approach to addressing the interconnections between the Goals and providing integrated policy advice. This engagement resulted in the compiling of lessons learned from MAPS country missions and identified the complement of UNICEF expertise and tools that could be drawn on to provide integrated support at the country level for mainstreaming and accelerating the 2030 Agenda and Sustainable Development Goals. Based on these insights, a draft strategy is being prepared to inform the integrated support of UNICEF to the Goals across a number of operational channels, including via: MAPS country missions and engagements; joint acceleration initiatives under the new Joint Fund for the 2030 Agenda for Sustainable Development; common country assessments prepared for United Nations Development Assistance Frameworks (UNDAFs); direct requests from Member States for support for the Sustainable Development Goals; the development of system-wide and UNICEF-specific integrated approaches and tools related to the Goals, including community of practice; and country support platforms led by UNDP.
Ensure a balanced and integrated approach towards its support to the implementation of the Sustainable Development Goals taking into account new and evolving development challenges and the need to build on lessons learned, address gaps, avoid duplication and overlap and strengthen the inter-agency approach (para. 17 (c))	
Calls upon the entities of the United Nations development system to… improve their support to the building, development and strengthening of national capacities by (para. 21):	**Co-led on "leaving no one behind"**
Providing evidence-based and, where appropriate, integrated policy advice to support countries… mainstreaming the Sustainable Development Goals into national plans, including by promoting economic growth, social development and environmental protection, and ending poverty in all its forms (para. 21(a))	Within the United Nations Sustainable Development Group, UNICEF co-led and facilitated the preparation of the initial draft of the operational guide for United Nations country teams on ensuring that no one is left behind. UNICEF continued to provide input into subsequent drafts during 2018 with the final guide due to be published in 2019. The guide will provide a framework for operationalizing the pledge to leave no one behind using a step-by-step approach,

Assisting countries through normative support, as appropriate, in the context of operational activities for development of the United Nations system (para. 21 (b))

Strengthening their support to national institutions in planning, management and evaluation capacities, as well as statistical capacities, to collect, analyse and increase significantly the availability of high-quality, timely and reliable disaggregated data (para. 21 (c))

Assisting Governments in leveraging partnerships (para. 21 (d))

Supporting, as appropriate, technical and scientific cooperation and North-South, South-South and triangular, regional and international cooperation on and access to science, technology, innovation and knowledge-sharing (para. 21 (e))

Calls upon the entities of the United Nations development system to enhance coordination with humanitarian assistance and peacebuilding efforts by (para. 24):

Working collaboratively to move beyond short-term assistance towards contributing to longer-term development gains, including by engaging, as appropriate, in joint risk analysis, needs assessments, practice response and a coherent multi-year time frame (para. 24 (a))

Improving coordination and synergy to maximize the impacts, results and effectiveness of support for the implementation of the 2030 Agenda (para. 24 (b))

adapting and employing relevant tools from across the UN system to assess who is left behind and why, sequencing and prioritizing solutions, tracking and monitoring progress and ensuring follow-up and review; and integrating this methodology into United Nations programming and policy support for Member States.

Providing input to the inter-governmental processes of the high-level political forum on sustainable development

The high-level political forum continues to be an important advocacy opportunity for UNICEF, as it brings together Member States, civil society, the private sector and a variety of other key stakeholders. In the lead-up to the forum in 2018 and responding to its supporting inputs as requested by the Economic and Social Council and the Department of Economic and Social Affairs, UNICEF continued its efforts to amplify its advocacy messaging, to highlight the importance of advancing the rights of children and youth in the implementation of Sustainable Development Goals and to strengthen public and private partner involvement and commitments at the highest level. The forum also continues to be an important arena for advocating for further investment and engagement in the child rights agenda within processes related to the Goals, while simultaneously influencing national and subnational decision-making through the voluntary national reviews over the course of the year.

Improving support to national capacities

Partnering on mainstreaming, acceleration and policy support missions

To date, UNICEF has contributed to 19 MAPS country missions and engagements in collaboration with United Nations country teams as well as UNDP and other agencies. These efforts continued through 2018 and have involved UNICEF country offices, regional offices and programmatic expertise at headquarters. MAPS country missions provided technical support in areas such as "leave no one behind", multidimensional poverty, social policy, data, Sustainable Development Goal accelerators and education.

Collaborating with the United Nations Development Programme in the design of training modules for providing integrated support to the Sustainable Development Goals at the country level

UNDP and UNICEF initiated a collaboration in 2018 to create a set of training modules to build core capacities for providing integrated support to the Sustainable Development Goals at the country level. Aimed at resident coordinators and senior United Nations staff responsible for providing technical

guidance to staff participating in MAPS country missions or other country-level processes in support of the Goals, including joint acceleration initiatives, the modules build on the new Sustainable Development Goal Primer course being prepared by the United Nations Sustainable Development Group. The technical training packages provide practical guidance on (a) approaches and tools for assessing the alignment of Sustainable Development Goals; (b) identifying Goal accelerators; (c) the principles of "leave no one behind"; financing the Goals; and (d) data and metrics for monitoring progress toward their achievement.

Advocating for children in voluntary national reviews

Through its broad-based field presence, UNICEF assisted Governments in their efforts to implement the Sustainable Development Goals together with other United Nations entities as part of United Nations country teams. UNICEF advocates for the cause of children in national efforts to implement the Goals, which have been used to support Governments in preparing their voluntary national reviews for reporting to the high-level political forum. Headline messages include the importance of investing in children; supporting child, adolescent and youth participation in the implementation and monitoring efforts of the Sustainable Development Goals; and the importance of the collection, analysis and use of disaggregated data to best understand the situation of children, including the most marginalized and those left behind.

Strategic focus on South-South cooperation

South-South cooperation, and triangular cooperation, continues to be one of the modalities for the delivery of the current UNICEF Strategic Plan, and an area of reporting in the annual report of the Executive Director. In 2018, 77 per cent of country offices reported on South-South and triangular cooperation in their annual reports. This work is supported by a package of South-South cooperation tools and services which provides guidance on South-South cooperation principles and modalities. Publications showcasing South-South cooperation in several Sustainable Development Goals for children were released by UNICEF in February 2018 and in November 2018, ahead of the second High-level United Nations Conference on South-South Cooperation in Buenos Aires. UNICEF co-hosted a roundtable on South-South cooperation for children with the United Nations Office for South-South Cooperation and in collaboration with the Governments of Argentina, Thailand and Uganda as well as the Islamic Development Bank.

UNICEF has a dedicated unit at headquarters to support South-South collaboration and has several posts funded from regular resources working on this

portfolio. This work is supported by a dedicated operational budget and through the implementation of relevant programme activities in which South-South cooperation is mainstreamed. UNICEF also collaborates actively with the United Nations Office for South-South Cooperation through participation in official inter-agency meetings.

Enhancing coordination across development, humanitarian and peacebuilding efforts

UNICEF has undertaken efforts to strengthen systems and localize humanitarian and development programming; enhance risk-informed approaches; strengthen the participation of affected populations; strengthen social protection systems to scale up cash transfers in emergencies; invest in emergency preparedness; and galvanize partnerships to mobilize quality resources.

In 2018, UNICEF finalized guidance on risk-informed programming, which has been rolled out in more than 15 countries. When risk-informed programming is built into humanitarian response plans, it contributes to addressing underlying risk factors, promotes a do-no-harm approach, strengthens short-term preparedness and can bolster existing service delivery systems. UNICEF made sure that its preparedness process, outlined in the UNICEF Procedure on Preparedness for Emergency Response, is aligned with and supportive of the Inter-Agency Standing Committee Emergency Response Preparedness approach.

Improving coordination and synergy to maximize impacts

Common chapter of the strategic plans

In response to requests made by their respective Executive Boards to work in a more integrated and coherent manner, UNDP, UNFPA, UNICEF and UN-Women developed a common chapter for their strategic plans that identifies and elaborates on specific areas of collaborative advantage. The entities propose to use the UNDAF and MAPS as entry points to build the case for the prioritization of and investment in activities to ensure that no one is left behind.

III. Funding of the operational activities for development of the United Nations system

QCPR mandates (paras. 25–43)	Progress
Urges the entities of the United Nations development system to continue enhancing the transparency and accountability of inter-agency pooled funding mechanisms, as well as to continue developing well-designed pooled funds (para. 33) Also urges the entities of the United Nations development system, through their governing bodies, to take concrete steps to address the decline of core contributions and the growing imbalance between core and non-core resources (para. 34) by: Exploring options to ensure an adequate and predictable level of core and non-core funding on a multi-year basis (para. 34 (a)) Identifying, in the context of integrated results and resources frameworks, the level of resources adequate to produce the results expected (para. 34 (b)) Exploring options to broaden and diversify the donor base in order to reduce the reliance of the system on a limited number of donors (para. 34 (c)) Urges all entities of the United Nations development system to comply with existing cost recovery policies and report annually on their implementation to their respective governing bodies (para. 35); Urges the entities of the United Nations development system to align their next integrated budgets with the present resolution	**Enhancing pooled funding** **Streamlining internal processes** UNICEF continues to streamline its internal systems and processes to support the implementation of joint programmes and pooled funds while ensuring compliance with the standards of the United Nations Sustainable Development Group. In 2018, UNICEF provided internal advisory service to more than 100 country offices on the establishment of joint programmes, with a focus on the selection of the appropriate partnerships instruments to facilitate joint efforts with other United Nations agencies for results-focused programme delivery. Quality assurance has also been provided, facilitating efficient partnerships and programme implementation on basic social services, including global thematic areas. Application of the United Nations Sustainable Development Group partnership instruments and cost-recovery rates are aspects that continue to require collective system-wide engagement. **Use of pooled funds** The volume of interventions through partnership arrangements has increased. Revenue through joint programme interventions for 2018 account for approximately $178 million. In 2018, similarly to 2017, UNICEF continued to work in partnership with 23 United Nations agencies. In addition to the contributions received from emerging donors, such as India, the following traditional donors remained the main contributors to joint programmes: Australia, Canada, Denmark, Germany, Ireland, Italy, Luxemburg, the Netherlands, Norway, Spain, Sweden, Switzerland, the United Kingdom of Great Britain and Northern Ireland, the United States of America and the European Union. Close to 100 UNICEF country offices also benefited from the 140 global pooled fund and joint programme arrangements managed by the Multi-Partner Trust Fund Office. **Championing the Joint Fund for the 2030 Agenda for Sustainable Development** In 2018, building on the work done in 2017 on the design of the conceptual framework and theory of change for the Joint Fund for the 2030 Agenda for Sustainable Development, UNICEF made substantial policy and technical

and to improve the functioning and effectiveness of the structured dialogues on how to fund the development results agreed in the strategic plans (para. 43)

contributions to setting the direction of the Joint Fund, mobilizing technical expertise in the areas of integrated policy support and the financing of the Sustainable Development Goals. UNICEF continues to be a member of the newly established Operational Steering Committee of the Joint Fund. It was also represented in a group of technical experts, which substantively contributed to the design of the Joint Fund's call to United Nations country teams for concept notes and the corresponding guidance notes.

Addressing the decline of core contributions and the imbalance between core and non-core

Increasing core contributions to UNICEF

UNICEF continues to make every effort to increase its core funding from both public and private sector partners. According to preliminary figures, core contributions to UNICEF totalled $1.299 billion in 2018 — a 10 per cent increase over 2017 ($1.185 billion). Of the additional $114 million in core resources, $61 million was from public sector partners, while $53 million came from private sector partners, including National Committees.

Supporting the development of a funding compact

Together with United Nations partners and the Secretary-General's transition team on the repositioning of the United Nations development system, UNICEF was actively involved in the development of the funding compact finalized at the beginning of March 2019. The compact includes commitments to increase levels of core and other flexible funding to United Nations entities as well as commitments to improve transparency, accountability and the visibility of such funding.

Continued structured funding dialogues

The structured dialogue on financing the results of the UNICEF Strategic Plan, 2018–2021, presented at the UNICEF Executive Board in September 2018, advocated for regular resources and showcased growth areas for this type of fund, such as the private sector. From September 2019 onwards, UNICEF will incorporate funding compact commitments and implementation in the structured dialogue.

Diversify the donor base

In 2018, the number of government donors to UNICEF remained steady, at a total of 121 Governments, the same as in 2017. The number of private sector contributors to UNICEF continues to increase.

	Complying with and reporting on existing cost-recovery policies
	Harmonized approach to cost recovery
	In September 2018, the UNICEF Executive Board considered a joint report from UNDP, UNFPA, UN-Women and UNICEF on cost recovery, which included two proposals. The Board requested that further information be presented in its 2019 second regular session and a preliminary comprehensive proposal be presented in 2020. Therefore, the cost-recovery policy did not change in 2018.
	Cost-recovery transparency
	UNICEF made regular reports on the implementation of the cost-recovery policies to the Executive Board in 2018 and 2019, during both formal and informal sessions. The estimated cost-recovery amounts were included in the organisation's regular budget, which was approved by the Executive Board.
	Structured funding dialogues
	Improving transparency with the Executive Board
	In line with Executive Board decision 2018/15, UNICEF started reviewing the format and content of the report on the structured dialogue on financing the results of the UNICEF Strategic Plan, 2018–2021 to further improve the quality of the dialogue from 2019 onwards. In doing so, the funding compact will be fully taken into account. UNICEF started working with UNDP, UNFPA and UN-Women to intensify collaboration on structured funding dialogues.

IV. Strengthening the governance of the United Nations operational activities for development

QCPR mandates (paras. 44–46)	*Progress*
Stresses the need to improve the governance of the United Nations development system including by(para. 45):	**Transparency, including through the International Aid Transparency Initiative**
Enhancing the transparency of the United Nations Development Group to ensure their effective interaction with and improve their responsiveness to Member States (para. 45 (c))	UNICEF has an organizational commitment to transparency and was ranked ninth out of the 45 organizations assessed globally in the 2018 Aid Transparency Index. Going beyond compliance to the International Aid Transparency Initiative (IATI) common standard, an action plan was developed to further improve transparency across the organization. Also, as an IATI governing board member, UNICEF led a working group that mapped out the future institutional arrangements of IATI and continues to collaborate with other United Nations

	agencies through the United Nations working group on transparency and media outreach.
Further stresses the need to enhance system-wide coherence and efficiency, reduce duplication and build synergy across governing bodies of the entities of United Nations development system (para. 46) Adopt and abide by clear rules, including on the dissemination of all documents and draft decisions (para. 46 (c))	**Adopting and abiding by clear rules of governing bodies** According to standard practice, all Executive Board documents are posted on the website of the Executive Board six weeks ahead of the session in English and four weeks ahead of the session in all the official languages. UNICEF also circulates the compilation of draft decisions at least two weeks in advance of each session and encourages Bureau members (through the facilitators of draft decisions) to provide comments and start negotiations well in advance of the session. Finally, UNICEF provides regular updates to the Executive Board on these and other working methods requests.

V.   Improving the functioning of the United Nations development system

QCPR mandates (paras. 47-75)	*Progress*
Recognizes that the presence of the entities of the United Nations development system at the country level should be tailored to meet the specific challenges and needs of programme countries, and requests the United Nations country teams to (para. 50): Strengthen the use of the United Nations Development Assistance Framework or equivalent… (para. 50 (a)) Improve the focus on results, including common results, and the division of labour and enhance the inter-agency approach within the United Nations development system at the country level (para. 50 (b)) Use the common United Nations Development Assistance Framework guidance, and, where appropriate, the standard procedures of the United Nations Development Group and the business operations strategies (para. 50 (d))	**Tailored country presence** **Use of United Nations Development Assistance Frameworks** In 2018 and early 2019, UNICEF actively contributed to the collaborative United Nations process to develop the new UNDAF guidelines. As part of this process, UNICEF led on the development of the chapter on planning, implementation and monitoring. UNICEF guidelines on programme strategy and developing theories of change were used as inputs to the new UNDAF guidelines. Development of new UNICEF situation analysis guidance and United Nations country analysis guidance has proceeded in parallel with concerted efforts to ensure that these two approaches are mutually reinforcing. Following finalization of the UNDAF guidance in April 2019, UNICEF will develop new agency-specific planning guidance to ensure that country programme documents are in line with the new UNDAF approach. New country programme documents for 2019 have been delayed pending the finalization of the UNDAF guidance, to allow for the harmonization of timing and content. **Improving focus on common results** With United Nations partners, UNICEF worked to develop and pilot UN INFO, a planning, monitoring and results reporting system to track the ways in which the United Nations system at the country level supports Governments to

Simplify the United Nations Development Assistance Framework processes in order to reduce fragmentation, overlaps and the transaction costs and workload of the entities of the United Nations development system, as well as the workload of national Governments and other stakeholders, including by decreasing the time necessary for the preparation of relevant documents; (para. 50 (e))

Present annual reports to the programme country Governments on the results achieved by the United Nations country team as a whole, structured around the United Nations Development Assistance Framework, or equivalent planning framework, and linked to national development results, and make such comprehensive, country-level, system-wide reports publicly available, with the consent of the national Governments (para. 50 (f))

Strengthen joint programming processes and the use of joint programmes at the country level, where appropriate (para. 50 (g))

Provide joint support for capacity-building on data collection, with a particular focus on disaggregated data collection and analysis (para. 50 (h))

Avoid new and significantly reduce the number of existing parallel project implementation units in programme countries, as a means of building and strengthening national capacities, reducing transaction costs and avoiding overlaps, including by strengthening inter-agency efforts and building upon different coordination mechanisms (para. 50 (i))

deliver on the Sustainable Development Goals and the 2030 Agenda. This was an important exercise to enable a clearer picture of the collective results of the United Nations development system in support of the Goals. UNICEF mapped its Strategic Plan results to the Sustainable Development Goals, and expenditure data is captured by each Goal and target. In 2018, UNICEF started work to improve system integration points to minimize the duplication of results reporting for country offices and more easily align with the system-wide results required by UN INFO. UNICEF country office annual reports are shared transparently with programme country Governments, resident coordinators, United Nations country team agencies and the public through a dedicated, publicly available online portal.

Use of standard operating procedures and business operations strategies

UNICEF continues to work to increase the use by United Nations country teams of the standard operating procedures and business operations strategies of the United Nations Sustainable Development Group. In 2018, 115 country offices were implementing the standard operating procedures. UNICEF has committed to a 100 per cent roll-out of the business operations strategies by 2021. In 2018, 45 per cent of UNICEF country offices (57 offices) had implemented the business operations strategies together with United Nations country team partners.

Joint programming

UNICEF actively participates in the integrated packages of support offered by many United Nations country teams through the standard operating procedures or other mechanisms. UNICEF continues to participate and engage in joint programming modalities through UNDAF results groups. The organization frequently participates in pooled funding modalities, as administrative agent, convening agent, and/or participating organization.

Capacity-building on data collection

As co-chair with the Department of Economic and Social Affairs and the Economic Commission for Latin America and the Caribbean of the United Nations Sustainable Development Group task team on country-level monitoring and reporting of the Sustainable Development Goals, UNICEF recognized that United Nations country teams are often under-resourced, particularly in technical knowledge and expertise, to support Governments in the monitoring and reporting of the Sustainable Development Goals. Therefore, throughout 2018, UNICEF and partners were working to produce a web-based toolkit with written materials and "who to contact on what" guidance so United Nations country teams can receive the direct support they need.

Stresses the importance of improving the efficiency and effectiveness of the resident coordinator system to (para. 57):

Enhance the planning and coordination function of the resident coordinators by empowering them within the United Nations country teams to make final decisions on the strategic objectives in the United Nations Development Assistance Framework, or equivalent planning framework, in consultation with national Governments, as well as to substantially increase common resource mobilization and distribution at the country level where appropriate, including pooled resources (para. 57 (a))

Ensure that the entities of the United Nations development system at the country level periodically provide the resident coordinator with sufficient information on their activities in the field (para. 57 (b))

Ensure the full implementation of the management and accountability system of the United Nations development and resident coordinator system (para. 57 (c))

Requests the United Nations development system in that regard to adopt flexible, cost-effective and collaborative models for its field presence, as appropriate (para. 68)

Calls upon the United Nations development system to introduce or strengthen knowledge management strategies and policies (para. 70)

Calls for greater efforts in this regard by the entities of the United Nations development system at both the country level and globally to share data and develop joint needs assessments

Improving the resident coordinator system

Empowering resident coordinators

In line with the request made by the General Assembly in resolution 72/279, UNICEF worked with United Nations development system partners to revise the Management and Accountability Framework in support of an empowered resident coordinator and an enhanced planning and coordination function. The new framework will be agreed in the first half of 2019, after which UNICEF will consider changes to its country representative job description and its performance appraisal system to support its implementation.

Supporting resident coordinators at the country level

UNICEF country representatives, as members of the United Nations country teams, actively participated in and reported on joint planning and programme implementation by leading UNDAF result groups, especially in the social sectors, chairing inter-agency meetings and, on occasion, acting as resident coordinator ad interim or humanitarian coordinator ad interim, to support the coordination of United Nations activities in the field. All UNICEF representatives are expected to provide all relevant information to the resident coordinator and United Nations country team with respect to planning, activities, results and funding, in line with the management and accountability framework.

Funding the resident coordinator system

In line with the request of the General Assembly and the UNICEF Executive Board, UNICEF doubled its cost-sharing contribution to the resident coordinator system for 2019, to $8,320,752. This was transferred early, in November 2018. UNICEF is committed to implementing the 1 per cent coordination levy in line with the operational guidance issued by the Deputy Secretary-General.

Flexible, cost-effective and collaborative models for field presence

Reviewing structures and the profile of country offices

UNICEF periodically reviews its structures and the profile of offices to determine its presence and set-up at the country level. On an annual basis, some offices or divisions submit a programme budget review, in line with the UNICEF Financial Regulations and Rules, if their circumstances have changed significantly and changes are needed. This flexible model will continue. UNICEF is also in close discussion with United Nations Sustainable Development Group

and planning frameworks based on joint analysis and comparative advantages (para. 71)

Stresses the need to ensure equal and fair distribution based on gender balance and on as wide a geographical basis as possible (para. 72)

Urges the United Nations development system to align its staff capacities to support the implementation of the 2030 Agenda including by building transformative and empowered leadership, repositioning staff capacities, and promoting inter-agency mobility and facilitating a mobile and flexible global workforce (para. 74)

partners on field presence models, including in multi-country offices, in line with the reform of the United Nations development system.

Strengthen knowledge-strategies and policies

In 2018, UNICEF began work on the development of an organizational knowledge management strategy aligned with the new Strategic Plan, which will be completed in 2019. UNICEF produced a second edition of the knowledge exchange toolbox, an open-access guide to tools and processes for capturing, sharing and using knowledge. UNICEF has made significant progress with its internal social networking platform — usage has grown by more than 560 per cent since 2016, with over 6,000 active users per month, about 46 per cent of UNICEF staff — which supports many active communities of practice on programmatic and operation issues. This has been supported by online resources, a guidebook, training and support to community managers. UNICEF also carried out a global evidence survey, the conclusions of which will be used to identify key capacity gaps and opportunities to strengthen the ways in which evidence is generated and used within UNICEF programmes and operations.

Equal and fair distribution based on gender and geographical balance

Gender and geographical parity

Gender parity in UNICEF has been continually improving since December 2017, changing from 53 to 47 per cent (male-female ratio) to 52 to 48 per cent as of December 2018. International professional staff diversity (including senior staff) has remained constant since 2016, with an equal ratio of male-to-female staff (50 per cent each). National Professional Officer staff numbers have also held constant since the end of 2017. Currently the National Officer staff category is made up of 54 per cent male and 46 per cent female staff. For the general service category, there has been a move towards greater gender parity, with the number of female staff increasing by 1 per cent since December 2017. The ratio at the end of 2018 was 53 per cent male to 47 per cent female staff. Geographical diversity at the international professional level has remained steady since 2017, with the ratio of programme country-to-industrialized country staff at 52 to 48 per cent.

Economic Dividends for Gender Equality Certification

As part of the UNICEF action plan for the Economic Dividends for Gender Equality (EDGE) Certification, four main actions have been agreed and are in various stages of implementation. These include flexible working, equal pay for equivalent work, improving and clearly communicating the promotion process

and promotion criteria and implementing and monitoring a mentoring programme in UNICEF.

Transformative and empowered leadership, repositioning staff capacities and promoting inter-agency mobility

Learning and capacity-building

UNICEF developed a global learning strategy to help to address capacity gaps in established and emerging areas of work, to ensure that learning programmes are well-planned and coordinated across the organization's decentralized learning function and to contribute towards making UNICEF a learning organization. The global learning strategy is focused on dedicated learning programmes for national staff, enhancing managerial capacity, learning in new areas of the Strategic Plan, 2018–2021 and upgrading the UNICEF learning platform (Agora). The main elements of the global learning strategy are as follows:

- Develop a learning curriculum for UNICEF staff to meet identified learning needs organized around three pillars: core learning priorities for all staff; specialized learning including around Strategic Plan priorities, enablers, cross-sectoral issues and operations; and developing high-performing-managers and effective leaders.

- Modernize approaches to learning through the use of just-in-time learning and peer-to-peer learning, to complement more traditional methods of learning.

- Create a supportive environment for continuous learning through clear leadership support, an emphasis on continuous learning and application and the recognition of staff for learning.

- Establish clear accountabilities for learning at all levels and improve the ways in which the benefits of learning are tracked and evaluated.

- Improve governance and coordination through the establishment of a global learning board, learning coordination group and a virtual learning network.

Leadership development

UNICEF has a significant focus on leadership development and accountability. In addition to managerial learning programmes, UNICEF has defined its five organizational values (care, respect, integrity, trust and accountability), made annual 360-degree feedback mandatory for all senior staff,

conducted annual global staff engagement surveys and prioritized competencies to deliverables in the annual performance management process.

Flexible work arrangements

UNICEF promotes flexible work arrangements for all, but especially female, staff. The different modalities include teleworking, flexible work hours, compressed work schedule and part-time employment. A key message coming from the Executive Director is for all managers to say "yes" as a default response to all flexible work arrangement requests.

Inter-agency mobility

The movement of staff between UNICEF and other agencies remains frequent: 118 staff members transferred in 2018. Of these, 63 staff transferred to UNICEF and 55 staff moved from UNICEF to other agencies. Secondment was the most common method used in these moves.

Mobility within UNICEF

Voluntary mobility is on the rise. Nearly 50 per cent of the 416 staff members eligible for rotation in 2018 took this option. UNICEF carried out a managed mobility (rotation) exercise for the remaining staff to promote geographic mobility. This included functional reviews as part of a holistic review of staff profiles to encourage and enable moves between different functions and locations.

VI. Follow-up, monitoring and reporting

QCPR mandates (paras. 76- 84)	Progress
Reaffirms that all entities of the United Nations development system carrying out operational activities for development should align their planning and activities to take appropriate action consistent with each entity's mandate, role and expertise for the full implementation of the present resolution (para. 78); Requests the entities of the United Nations development system carrying out operational	**Aligning planning and activities** **United Nations Development Assistance Framework guidance** By chairing the working group on UNDAF planning and implementation, UNICEF significantly contributed to the process of developing guidance for the next generation of UNDAFs. The new guidance is aimed at providing a significant push towards achieving the Sustainable Development Goals, by aligning planning and results frameworks behind a common and high-level UNDAF outcome, directly geared to a corresponding Goal.

activities for development to ensure that their planning and activities, and strategic plans build synergies and reduce overlap across the system, and identify the entity's specific contribution to the system-wide support, including how staff are incentivized to work towards system-wide goals (para. 79).

Matrix to monitor actions on the implementation of the quadrennial comprehensive policy review

After the adoption of General Assembly resolution 71/243, UNICEF developed an internal matrix of critical areas for operational and programmatic interventions at the headquarters level, to progressively achieve the full implementation of the resolution.

Adoption of the common chapter

In its resolution 71/243, the Assembly expressed its desire for more coherent support to the 2030 Agenda, as did the members of the Executive Boards of UNDP, UNFPA, UNICEF and UN-Women regarding the agencies' strategic plans for 2018–2021. In response to the Board members' clear request to enhance collaboration, the strategic plans of the four funds and programmes include a common chapter aimed at enhancing collaboration, particularly in six critical areas. The development of the present document, aligned in its reporting format with the QCPR, is another outcome of the joint collaboration among the four entities. To further enhance the harmonization of reporting, UNDP, UNFPA, UNICEF and UN-Women have also prepared a joint report on the implementation of the common chapter.

VII. Shared quadrennial comprehensive policy review indicators

Indicator number from the monitoring and reporting framework of the quadrennial comprehensive policy review (QCPR)[a]	Reference number cited in the annex to the common chapter	Indicator from the monitoring and reporting framework of the QCPR[a] indicator	2018 result	Data source
Alignment of planning processes				
82	QCPR 9.a	Fraction of the United Nations country teams (UNCT) with: (i) joint National/United Nations Steering Committee chaired by the Government; (ii) signed United Nations Development Assistance Framework (UNDAF) at the outcome level, with legal text as appropriate or equivalent	(i) 72 of 130 countries (55.4%) (ii) 99 of 130 countries (76.2%)	Information management system of the Development Coordination

Indicator number from the monitoring and reporting framework of the quadrennial comprehensive policy review (QCPR)[a]	Reference number cited in the annex to the common chapter	Indicator from the monitoring and reporting framework of the QCPR[a] indicator	2018 result	Data source
				Office (DCO IMS) 2018[b]
84	QCPR 11.c	% of UNCTs with result groups aligned with national coordination mechanisms	104 of 130 countries (80.0%)	DCO IMS 2018
85	QCPR 11.d	% of UNCTs with joint workplans (of results groups) that are aligned with the UNDAF and signed by all involved entities	71 of 130 countries (54.6%)	DCO IMS 2018
Funding				
55c	QCPR 15.d	Fraction of United Nations entities that receive over (i) 10%; (ii) 15%; and (iii) 20% of their non-core resources from inter-agency pooled funds	In 2018, UNICEF received $340 million of its non-core resources from inter-agency pooled funds, which is 7% of total non-core resources.	UNICEF
57	QCPR 15.f	Funding channelled to thematic funds: (i) total; (ii) % of total non-core	In 2018, UNICEF received: (i) $386 million in thematic funds (ii) 8% of total non-core	UNICEF
62	QCPR 18.a	Funding from programme countries: (i) core; (ii) non-core (excluding local resources); and (iii) local resources	In 2018, UNICEF received from programme countries: (i) $14.0 million in core contributions (ii) $163.2 million in non-core	UNICEF

Indicator number from the monitoring and reporting framework of the quadrennial comprehensive policy review (QCPR)ᵃ	Reference number cited in the annex to the common chapter	Indicator from the monitoring and reporting framework of the QCPRᵃ indicator	2018 result	Data source
			(iii) $172.6 million in local resources	
63a	QCPR 18.c	Total funding received from non-State partners: (i) core; and (ii) non-core	In 2018, UNICEF received from non-State partners: (i) $690.6 million in core contributions (ii) $1,187.2 million in non-core contributions	UNICEF
63b	QCPR 18.d	% share of total funding coming from non-State partners	In 2018, 32% of total funding to UNICEF came from non-State partners.	UNICEF
66a	QCPR 20.a	Fraction of the United Nations development system (UNDS) entities reporting resources generated from innovative funding modalities as part of their regular financial reporting	Yes, UNICEF reports accordingly.	UNICEF
67	QCPR 21.a	% of UNCTs with a Joint Resource Mobilization strategy that is approved by the UNCT as well as monitored and reported against the United Nations Country Results Report	27 of 130 countries (20.8%)	DCO IMS 2018
72a	QCPR 21.b	% of UNCTs that have a Common Budgetary Framework (CBF) that is: (i) medium-term and aligned to the UNDAF/One Programme; (ii) updated annually (i.e., annual CBF)	(i) 86 of 130 countries (66.2%) (ii) 60 of 130 countries (46.2%)	DCO IMS 2018

Implementation of full cost recovery

77c	QCPR 22.b	% of total core/non-core expenditures directed to programme activities	Core expenditures: 68%	UNICEF

Indicator number from the monitoring and reporting framework of the quadrennial comprehensive policy review (QCPR)[a]	*Reference number cited in the annex to the common chapter*	*Indicator from the monitoring and reporting framework of the QCPR[a] indicator*	*2018 result*	*Data source*
			Non-core expenditures: 93%	
74a	QCPR 25	Fraction of United Nations funds, programmes and specialized agencies publishing data as per the International Aid Transparency Initiative (IATI) data standard	UNICEF publishes data as per the IATI data standard.	UNICEF
Cross-cutting dimensions				
25	QCPR 42.i	Fraction of UNDS entities that have high-level posts (D1 and above) filled by nationals of programme countries, disaggregated by gender: - <25%; Between 25% and 50% - >50%	33% (between 25% and 50%)	UNICEF
19a	QCPR 42.b	Fraction of UNDS entities that meet or exceed United Nations System-Wide Action Plan (UNSWAP) on gender equality and women's empowerment minimum standards	UNICEF met or exceeded 76% of UNSWAP minimum standards.	UNICEF
21	QCPR 42.e	% of UNDS entities that track and report on allocations and expenditures using gender markers	UNICEF tracks and report on expenditures using gender markers.	UNICEF

24	QCPR 42.h	Percentage female staff among:
		(a) International Professional staff
		  (i) P1
		  (ii) P2
		  (iii) P3
		  (iv) P4
		  (v) P5
			
			(i) 70%
			(ii) 60%
			(iii) 50%
			(iv) 51%
			(v) 44%
				UNICEF

Indicator number from the monitoring and reporting framework of the quadrennial comprehensive policy review (QCPR)[a]	Reference number cited in the annex to the common chapter	Indicator from the monitoring and reporting framework of the QCPR[a] indicator	2018 result	Data source
		(b) National Staff		
		(i) NO-A	(i) 51%	
		(ii) NO-B	(ii) 43%	
		(iii) NO-C	(iii) 49%	
		(iv) NO-D	(iv) 51%	
		(v) NO-E	(v) N/A	
		(c) High-level posts		
		(i) D1	(i) 40%	
		(ii) D2	(ii) 58%	
		(iii) ASG	(iii) 75%	
		(iv) USG	(iv) 100%	
		(d) General Service staff:		
		(i) G2	(i) 4%	
		(ii) G3	(ii) 11%	
		(iii) G4	(iii) 52%	
		(iv) G5	(iv) 67%	
		(v) G6	(v) 63%	
		(vi) G7	(vi) 52%	
23	QCPR 42.g	Percentage of UNDAFs that feature gender results at the outcome level	88 out of 126 UNDAFs in 2018 (69.8%)	DCO IMS 2018
158d	QCPR 43.d	% of programme countries indicating that the United Nations has undertaken activities in that country to support South-South or triangular cooperation	73%	UNICEF

Resident Coordinator system

70c	QCPR 61.a	Fraction of UNDG entities paying their full contribution of the UNDG Resident Coordinator (RC) system cost-sharing arrangement	Yes, UNICEF pays its full contribution. In fact, it was the	UNICEF

Indicator number from the monitoring and reporting framework of the quadrennial comprehensive policy review (QCPR)[a]	Reference number cited in the annex to the common chapter	Indicator from the monitoring and reporting framework of the QCPR[a] indicator	2018 result	Data source
			first United Nations entity to transfer the new, doubled cost-share amount to the Secretariat in 2018 for 2019.	
70a-b	QCPR 61.c	Total contributions in cash paid to the UNDG RC system cost-sharing arrangement (and % shortfall)	In 2018, UNICEF paid $4.2 million for 2018; this was the full amount due from UNICEF.	UNICEF
Harmonization and simplification of business practices				
143	QCPR 74	% of UNCTs that have: (i) a country communications group (chaired by a Head of Agency); (ii) a joint communication strategy approved by the UNCT and monitored and reported against in the United Nations Country Results Report; (iii) operations costs and budgets integrated in the overall medium-term CBF	(i) 105 of 130 countries (80.8%) (ii) 89 of 130 countries (68.5%) (iii) 31 of 130 countries (23.8%)	DCO IMS 2018

[a] According to the quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR) monitoring and reporting framework of 30 November 2018, in which QCPR indicator 18.b cited in the annex to the common chapter is no longer included.

[b] The four agencies (United Nations Development Programme, UNICEF, United Nations Population Fund and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women)) agreed to use the information management system of the Development Coordination Office for indicators concerning the United Nations development system country-level results (130 United Nations country teams) (https://ims.undg.org). All data collected through this system is based on a self-assessment by the country teams and reported through the Office of the Resident Coordinator.