Preliminary Analysis of the Implications for UNICEF of GA Resolution 72/279 on “Repositioning of the UN Development System”
An important agenda for change

Reform is vital to achieving the ambition of the 2030 Agenda and working effectively together to address complex development challenges.

UNICEF’s mandate for children requires and enables us to work in a cross-cutting way across the SDGs, and leveraging partnerships for results with others inside and outside the UN.

We see three overarching outcomes at the heart of the UNDS reform agenda:

1. More integrated and tailored support for the SDGs
2. Strengthened leadership, accountability and transparency for system-wide results
3. Increased efficiencies
Committed to provide leadership and share expertise

• ED co-chairing the UNSDG Strategic Partnerships Results Group
• UNICEF fully engaged in various reform work streams and UNSDG Results Groups streams, including as co-chair of 5 working groups
• Seconded senior staff member as Deputy for the Transition Team

Committed to organizational change within UNICEF and across the system

• Scaling up partnership approaches in planning, policy, programming, operations and reporting
• Fostering a system-wide culture in UNICEF
• Strategic Plan implementation and alignment with UNDS reform
• Strengthening mechanisms to track progress and demonstrate results
• Joint messages to staff from Executive Heads of UNDP & UNICEF, as well as UNFPA and UNICEF
1. Country-level analysis and planning
   • Shaping the new UNDAF for more tailored and strategic support for SDGs

2. Moving to Integrated Policy Approaches
   • Actively engaged in implementation of the MAPS approach to SDGs
   • Contributing to development of UNDP’s proposed “country support platforms”
   • Part of the concept development, design, roll-out and oversight of the Joint Fund for the SDGs

3. Joined-Up Programme Delivery
   • UNICEF continues to be one of the top two fundraisers for joint programs
   • UNICEF expanding partnerships with the UN system including the World Bank, and the private sector
5. Impartial and empowered Resident Coordinator
   - Implementation Plan presented to General Assembly this week – UNICEF contributed to it
   - Design team to revise the Management and Accountability Framework (MAF)

   - Possible measures for new UNCTs, including criteria for presence and composition
   - UNICEF open to ‘hosting’ and/or ‘representing’ non-resident agencies, where relevant & appropriate
   - Ready to engage in Multi-Country Office review

7. Efficiencies in Business Operations
   - Implementation of BOS expected to deliver USD 8 million in annual cost avoidance by 2021
   - UNICEF co-leading UNSDG task force on common premises and developing strategy to reach 50%
1. **UNICEF to be guided by the SG’s proposals**
   - We stand ready to support the independent review and implement recommendations as needed

2. **Ideas paper developed by Regional UNDG Teams**
   - Includes suggested actions for the first phase of regional revamping
   - To be built on further for the second phase and upcoming independent review
1. **Transition Team & subsidiary design teams**
   - UNICEF secondment as one of the Deputies of the Transition Team
   - UNICEF to **participate actively in design teams** on new MAF, UNDAF, System-wide Strategic Document and other processes

2. **UNSDG Results Groups**
   - **ED co-chairing** the UNSDG Global Results Group on **Partnerships** (with ILO Director General)
   - Group working on **concrete and tangible deliverables** eg: harmonized due diligence for private sector partnerships and a common legal template for multi-agency partnerships
   - UNICEF technical experts **co-leading five subsidiary task teams** – data, policy support, fiduciary management, common premises and private sector partnerships.

3. **UN Innovation Network**
   - UNICEF **co-leading UN Innovation Network with WFP** – a network of more than 35 agencies
   - UNIN hosts the **Data Innovation Labs**, supported by partners like Microsoft, CERN etc
   - Producing **on-demand research** on blockchain, satellite imagery, innovation funds etc.
4. RC System Funding

- Implications of UNSDG Cost Sharing arrangement:
  - UNICEF to double its agency contribution to the UNSDG cost-sharing arrangement, from approximately $4.2 million in 2018 to $8.4 million in 2019
  - Cost sharing formula to be reviewed within UNSDG for 2020 onwards – implications for UNICEF unknown for 2020 onwards

- Implications of the 1% levy:
  - Currently under analysis and discussion, including through the UNSDG FMOG
  - “Paid at Source” – to be collected and transferred by donors, not drawn from agency budgets
  - Implementation Plan recommends to exclude earmarked development contributions from vertical funds including Global Program Partnerships, as well as the private sector.

5. Global Shared Services

- UNICEF exploring our capacity to provide back-office support services to some UN entities through its Global Shared Service Center
- May have cost implications - business case still in initial stages
- Based on transparent cost structure, to recuperate costs to be incurred by UNICEF.
4. Next Steps

- Roll out of the Implementation Plan
- Implementing Strategic Plan in alignment with QCPR & reform agenda
- Strengthening the Humanitarian-Development Nexus
- Links with other streams of reform
- Ongoing Engagement with Transition Team & Review Processes
- Internal change including to organizational Culture