



# Quadrennial Comprehensive Policy Review: Progress Update

Informal Session with  
UNICEF Executive Board  
2 December 2013

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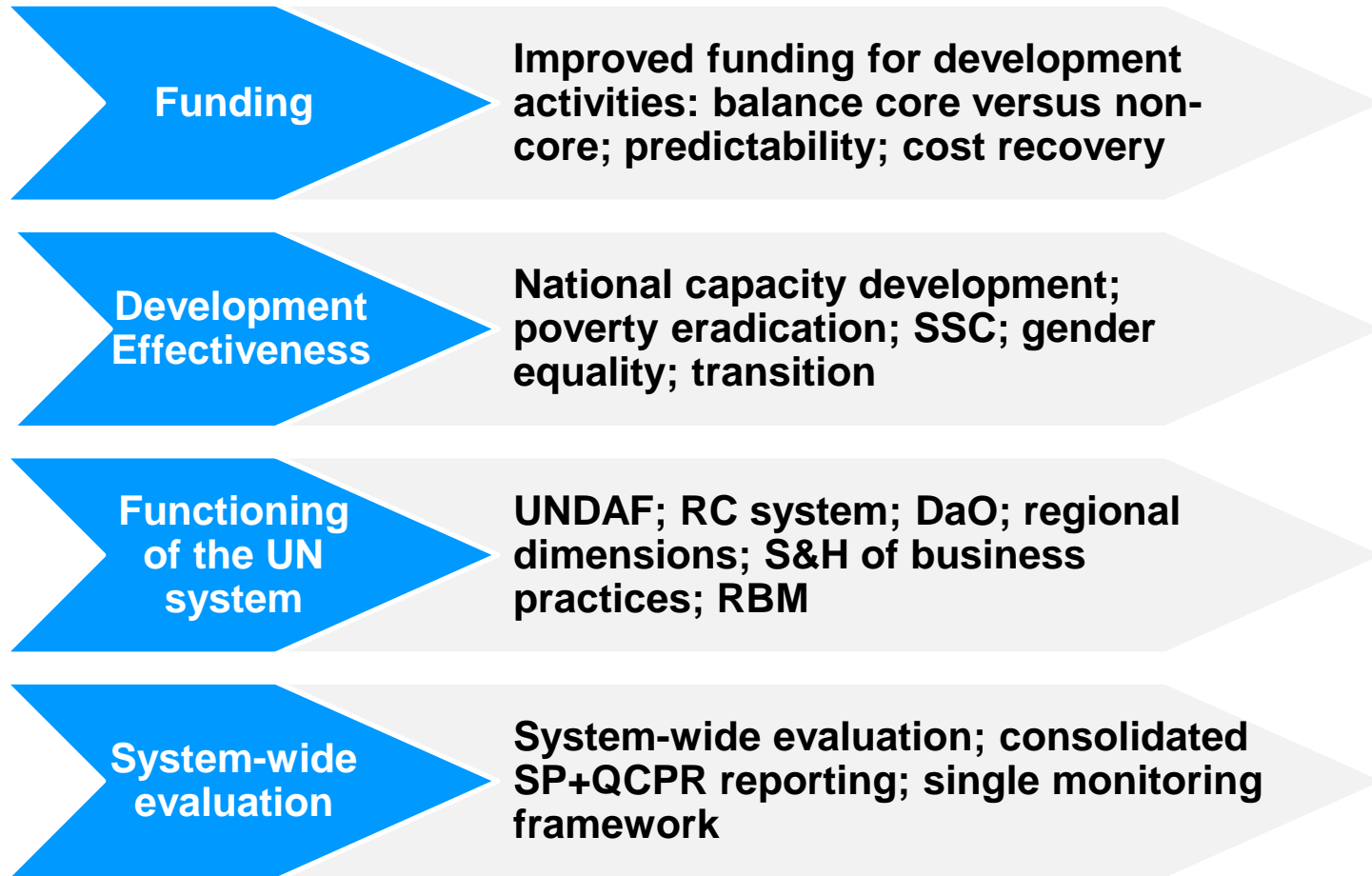
# Outline

- 1- Overview of QCPR Resolution
- 2- QCPR implementation progress update
  - Strategic Plan
  - Delivering as One and SOPs
  - Business Practices
  - Cost-sharing for the RC system
  - Funding
  - Monitoring and Reporting Results
- 3- Way forward

# QCPR Resolution

- Quadrennial Comprehensive Policy Review (QCPR) is important for us to achieve results.
- QCPR is a **legally binding** General Assembly resolution for 23 UN entities (of 37).
- QCPR contains **177 mandates**. UNDG has prioritized key time bound actions.
- QCPR calls for enhancing relevance, effectiveness and efficiency

# The 2012 QCPR Resolution in brief



# Progress # 1: Strategic Plan

- **UNICEF Strategic Plan (SP) 2014-2017** stems from and responds to the QCPR.
- All Funds and Programmes have **fully aligned** their SP cycle (2014-2017) to operationalize the QCPR.
- All SPs use **standardized RBM language**: impact, outcomes and outputs.
- **10 common indicators** are included in all SPs to monitor QCPR implementation.

# Progress # 2: Delivery as One and SOPs

- QCPR recognizes Delivering as One (DaO) as a model going forward, on a voluntary basis.
- Development of Standard Operating Procedures (SOPs) to roll out a second generation DaO, with a strategic shift from **PROCESS to RESULTS**.
- UNICEF is promoting **application of SOPs** at country level in response to country context and priorities.

# UNICEF's Commitment to SOPs

**One Programme**

**Develop light and strategic UNDAF fully aligned with national priorities.**

**One Leader**

**Active participation of UNICEF Representatives in UNCT and compliance with UNDG M&A framework.**

**Communicating as One**

**Make sure UNCT has coherent advocacy messages. Best placed agency speaks on relevant issues according to mandate.**

**Common Budgetary Fram. & One Fund**

**Fully support development of CBF and transparent and objective allocation of One Fund.**

**Operating as One**

**Participate in common services where there are demonstrated cost-savings.**

# Progress # 3: Business Practices

- **Intra-agency rationalization:** UNICEF is taking internal measures to rationalize business operations to improve efficiency and effectiveness (e.g. Global Shared Service Centre).
- **Inter-agency rationalization at country level:** UNICEF is participating in the roll out of the UNDG voluntary framework of Business Operations Strategy (BOS) in 11 countries:
  - A cost-benefit assessment of BOS implementation is planned for 2014.
  - Evidence of cost savings and efficiency gains is needed before roll-out.



# Progress # 4: cost-sharing of RC system

- Landmark decision to cost-share the RC system starting January 2014:
  - Cost effective and sustainable (US\$ 121 million per year).
  - All UNDG members contribute based on agreed formula.
  - Coordination costs do not divert money from programmes.
  - Global arrangement replace ad hoc arrangements.
- UNICEF's financial contribution approved by Executive Board in Integrated Budget 2014-2017 (US\$ 14 million).

# Progress # 5: Funding

- Common principles for **critical mass of core resources**: discussion at informal session with Executive Boards of UNDP-UNFPA and UNICEF on 19 December 2013.
- Executive Director will address the issue of **broadening the donor base** and how to improve funding at the first regular session of the Executive Board in 2014.
- Executive Board has already approved **the cost recovery framework** and UNICEF will implement it in 2014.

# Progress # 6: Monitoring and Reporting Results

- Integration of QCPR reporting into Strategic Plan reporting.
- Challenge: change in ECOSOC structure with Operational Activities Segment in February instead of July.
- One integrated QCPR Monitoring Framework (DESA and UNDG) basis for S-G report.
- Ongoing efforts to improve the measurement of results and strengthen the reporting on attributable results.

# In conclusion: Time-bound actions 2013-2014

2013

- Consolidate DaO experience through SOPs
- RC system cost-sharing modality
- UNDG strategy for common premises
- Adopt cost recovery frameworks
- Inter-agency agreements on support services at country level, including LTA

2014

- Update on broadening of donor base
- Consolidation of support services at country level
- Plan for common support services at country, regional & HQs level
- Common definition of operating costs

2013-14

- Develop & implement plans for intra-agency rationalization of business practices
- Common principles for critical mass of core resources
- Simplify and harmonize agency programming instruments and processes
- Results culture and reporting

# Way forward

- ECOSOC operational segment (February 2014): consolidated S-G report on QCPR implementation, including funding.
- Annual Report on Strategic Plan and QCPR implementation: annual session of EB in June 2014.
- Roll out of UNDAF in around 35 countries in 2014 is an opportunity to take forward DaO SOPs coherence principles.