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

- **Funding**: Improved funding for development activities: balance core versus non-core; predictability; cost recovery
- **Development Effectiveness**: National capacity development; poverty eradication; SSC; gender equality; transition
- **Functioning of the UN system**: UNDAF; RC system; DaO; regional dimensions; S&H of business practices; RBM
- **System-wide evaluation**: System-wide evaluation; consolidated SP+QCPR reporting; single monitoring framework
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.
• 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.
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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.

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.