



Quadrennial Comprehensive Policy Review: Progress Update

*Orientation Session
2014 Executive Board Members
15 January 2014*

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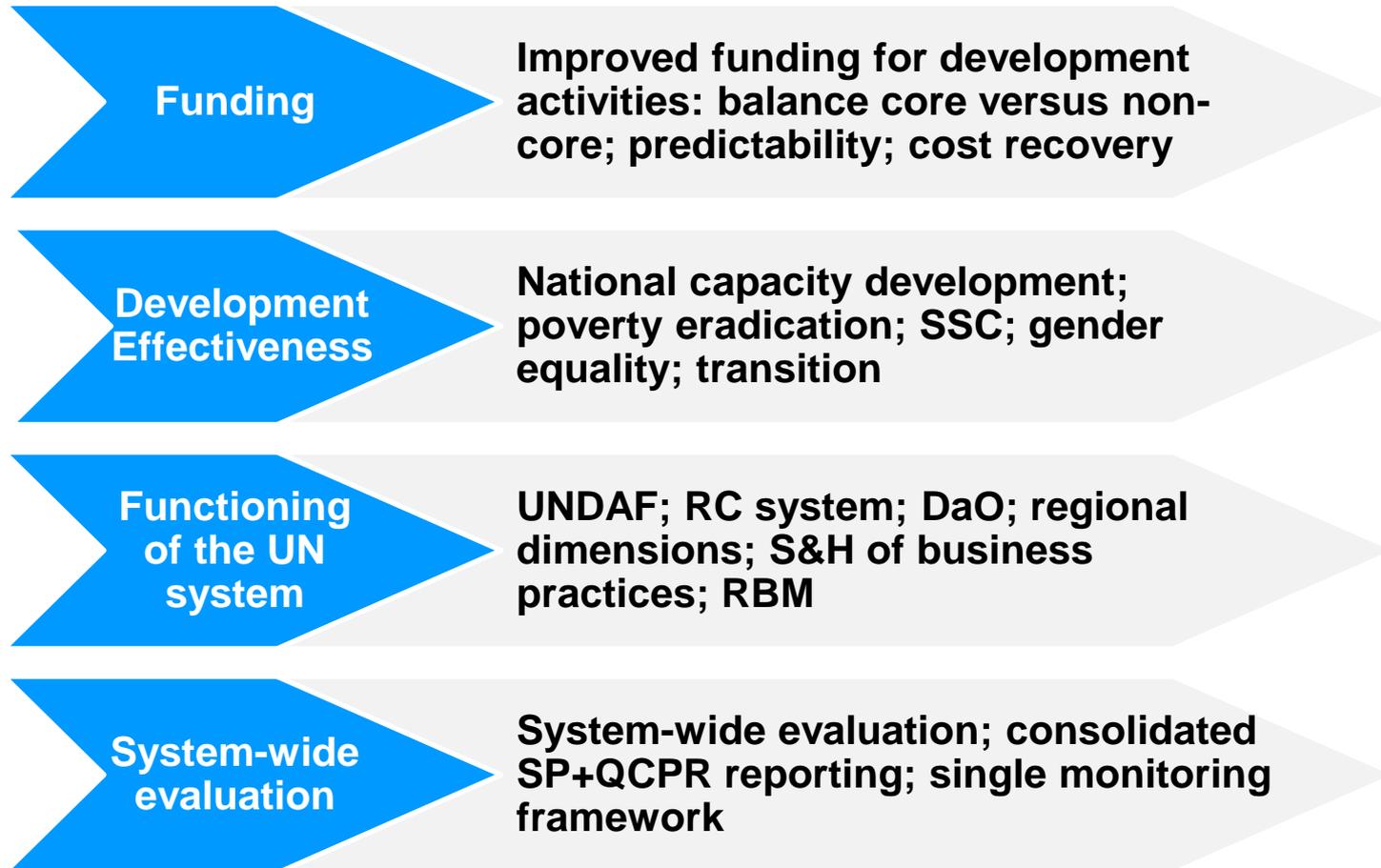
Outline

- 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.