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

Summary

The present 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 of operational activities for development of the United Nations system (QCPR) 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), the United Nations Children's Fund (UNICEF) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), the four agencies will continue to report using the common format outlined below. The table details the cumulative progress made in implementing General Assembly resolution 71/243 on the QCPR in the third year of its implementation.

* EICEF/2020/6.

I. General Guidelines

<p><i>Quadrennial comprehensive policy review (QCPR) mandates (paras. 1–15)</i></p>	<p><i>Progress</i></p>
<p>Calls upon the entities of the United Nations development system to:</p> <p>Mainstream the Sustainable Development Goals in their strategic planning documents and their work at all levels (para. 8)</p> <p>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)</p> <p>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)</p>	<p>A. Mainstreaming Sustainable Development Goals into strategic planning documents</p> <p>1. UNICEF Strategic Plan, 2018–2021</p> <p>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 Strategic Plan to the relevant Goals. As we enter the Decade of Action, the evidence is clear that there has been progress, but a significant number of Sustainable Development Goal targets for children are not on track, including those where UNICEF has significant influence and thematic presence. The midterm review of the Strategic Plan provided an opportunity to make adjustments in order to “bend the curve” or stimulate faster progress towards those targets.</p> <p>The results framework of the Strategic Plan incorporates the impact, outcome and output indicators necessary for monitoring progress. These were identified on the basis of the UNICEF mandate and the organization’s collaborative advantage, in particular the enhancement of equity-based analysis and complementary actions to ensure the attainment of the Sustainable Development Goals, in partnership with other United Nations entities. The data companion and scorecard to the report on the midterm review of the UNICEF Strategic Plan, 2018–2021 and annual report of the Executive Director for 2019 provides an update on the latest values available to UNICEF on Goal indicators articulated in the results framework. Furthermore, the results framework of the Strategic Plan was revised with the latest available data, milestones and targets, including those related to the Goals.</p> <p>2. Sustainable Development Goal monitoring</p> <p>UNICEF has identified 33 Sustainable Development Goal targets that focus on children, measured by 35 indicators. UNICEF is the custodian of 7 such indicators and a co-custodian of another 10. Some of these indicators have multiple components. For instance, prevalence of malnutrition includes components on both stunting and overweight, and therefore accounts for two indicators. Taking this approach, the 33 child-focused targets are measured by a total of 44 indicators.</p>

<p><i>Quadrennial comprehensive policy review (QCPR) mandates (paras. 1–15)</i></p>	<p><i>Progress</i></p>
	<p>3. Strengthening results-based management</p> <p>On the basis of the findings of the robust independent assessment of the Results-based Management (RBM) Learning Strategy, 2016–2018, UNICEF fundamentally revised RBM training content and methodology. Its new Rights and Results-based Management (RRBM) Learning Strategy integrates a human rights-based approach within the results perspective together with a stronger focus on risk management, gender equality and equity.</p> <p>The learning methodology is more interactive and contextualized and more relevant to the programming cycle phase of each country office. In the effort to institutionalize RRBM, UNICEF drew on internal capacities rather than external facilitators and is in the process of expanding beyond planning specialists to programme specialists, who would own, assimilate and integrate a rights- and results-based approach in their work. The new learning methodology is owned and driven by country offices that decide content and timing based on their specific learning needs and context. Country offices’ senior management (representative, deputy representatives and section chiefs) will play a larger role in steering the integration of RRBM principles throughout their office work and relationships.</p> <p>The 2019 annual review of UNICEF country-level strategic planning documents, country programme documents (CPDs) and programme strategy notes indicated a high compliance with internal RBM requirements (78 per cent).</p> <p>The UNICEF repository of programming policies and procedures was transformed from a manual into an interactive SharePoint portal to all programming guidance (PPPX). Following RBM principles, the new repository provides succinct and clear content tailored to respond to the needs of field staff for the right amount of information in an easily accessible results-oriented package.</p> <p>In 2019, UNICEF deepened its engagement on RBM with government counterparts. For example, the South Asia Region engaged with national and subnational Governments to increase understanding of and adherence to RBM principles in national planning, budgeting and execution.</p> <p>UNICEF also continued to actively contribute to the work and discussions of the United Nations Strategic Planning Network in 2019, in particular regarding common methodologies. With reference to the Joint Inspection Unit’s recommendation on common methodologies set out in the note of the Secretary-</p>

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	<p>General on results-based management in the United Nations development system: analysis of progress and policy effectiveness (A/72/809), the Secretary-General and the United Nations System Chief Executives Board for Coordination noted that “The [United Nations] organizations are partially supportive of this recommendation, notwithstanding the fact that results-based management is at different implementation stages across the United Nations system and that entities therefore have different needs. The organizations also note that informal networks already exist in which good practices on results-based management experiences are shared system-wide (e.g., through the United Nations strategic planning network)” (see A/72/809/Add.1).</p> <p>As such, UNICEF facilitated a discussion at the Strategic Planning Network meeting in December 2019 among the United Nations entities on the possible advantages and unintended consequences of transforming the network into a more formal body to better align with the recommendation. In line with the observations set out in A/72/809/Add.1, the final advice was to maintain the informal nature of the network and intensify connections, knowledge exchange and joint work on specific products/projects through informal working groups.</p> <p>B. Enhancing gender mainstreaming</p> <p>1. Gender capacity</p> <p>The UNICEF base gender architecture at headquarters and in the regional offices is fully resourced and functional. At the country level the gender focal point system covers both gender mainstreaming and gender balance in staffing and representation. In 2019, UNICEF had 166 gender focal points in 119 country offices, compared with 117 offices in 2018. Additionally, there were 18 gender specialists at the regional and headquarters levels and 30 at the country level. Overall, UNICEF met or exceeded requirements in 14 out of 17 indicators in the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women, an 82 per cent achievement rate compared with 76 per cent in 2018.</p> <p>2. Gender mainstreaming in country offices</p> <p>UNICEF follows a twin-track approach to gender programming — integrating gender across all programming areas, with a focus on adolescent girls — and emphasizes gender mainstreaming across its institutional systems. In 2019, as a</p>

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	clear indication of the programmatic consolidation and scale-up of gender integration, 107 countries included one or more integrated gender results in their programming, an increase of 6 since 2018 and 15 since 2017. To track country-level gender mainstreaming, UNICEF uses a composite measure consisting of several institutional accountability benchmarks that track gender analysis, the integration of gender priority results; monitoring; resourcing; capacity; and accountability. In 2019, 83 country offices out of 128 met the organizational standard.

II. Contributions of United Nations operational activities for development

<i>Quadrennial comprehensive policy review (QCPR) mandates (paras. 1–15)</i>	<i>Progress</i>
<p>Stresses the importance of continuing to mainstream the 2030 Agenda for Sustainable Development and urges the United Nations development system to (para. 17):</p> <p>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))</p> <p>Ensure a coherent approach to addressing the interconnections and cross-cutting elements across the Sustainable Development Goals and targets (para. 17 (b))</p> <p>Ensure a balanced and integrated approach within the system 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</p>	<p>A. Importance of mainstreaming the Sustainable Development Goals</p> <p>1. Co-led on “leaving no one behind”</p> <p>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. The interim operational guide was published in 2019. The guide provides a step-by-step approach for operationalizing the pledge to leave no one behind; adapting and employing relevant tools from across the United Nations 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.</p> <p>2. Integrated approach to the Sustainable Development Goals</p> <p>In 2019, UNICEF continued to lead on cross-cutting issues concerning children in the Sustainable Development Goals, including an annual thematic report titled “Progress for Every Child in the SDG Era”. The report and the advocacy around it bring together issues across many Goals and show how addressing</p>

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<p>and overlap and strengthen the inter-agency approach (para. 17 (c))</p> <p>Calls upon the United Nations funds, programmes and specialized agencies to improve their support to the building, development and strengthening of national capacities by (para. 21)</p> <p>Providing evidence-based and, where appropriate, integrated policy advice to support countries by 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))</p> <p>Assisting countries through normative support, as appropriate, in the context of operational activities for development of the United Nations system (para. 21 (b))</p> <p>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))</p> <p>Assisting Governments in leveraging partnerships (para. 21 (d))</p> <p>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))</p>	<p>multidimensional poverty and child protection are fundamental to the success of the 2030 Agenda.</p> <p>The UNICEF Strategic Plan, 2018–2021 maintains an integrated approach to health as a key feature, and similar integration is intended in the fourth Goal Area, on the environment. Furthermore, equity considerations are captured throughout the Strategic Plan as well as in the results statements and indicators of the results framework. The fifth Goal Area underpins the other Goal Areas by addressing some of the key dimensions of inequity that prevent children from realizing their rights.</p> <p>Data-related support to attain the Sustainable Development Goals has included supporting the disaggregation of data through inter-agency workshops as well as the ongoing work of the Intersecretariat Working Group on Household Surveys, chaired by UNICEF. This allows for the best possible identification of “those left behind” and helps Governments to plan for and monitor the Goals at the national level. UNICEF also undertook a survey to determine the extent to which national development plans reflected the Goals and used global indicators.</p> <p>In 2019, the United Nations development system reform at the regional level brought considerable coherence related to support for statistical capacity-building at the country level, with UNICEF committed to making sure that coherence takes root in a practical manner. UNICEF also remained the co-chair of Task Team on Country-Focused Data and Reporting under Results Group 1 on Sustainable Development Goal Implementation of the United Nations Sustainable Development Group, which worked to ensure coherent support to Goal monitoring and reporting at the country level. UNICEF was very active in the work of the Committee of the Chief Statisticians of the United Nations System and the Committee for the Coordination of Statistical Activities to modernize the statistical system, including through the Committee of the Chief Statisticians’ roadmap and the United Nations Data Strategy. Continued support to Member States in their preparation of voluntary national reviews includes coherent support to Goal monitoring.</p> <p>B. Improving support to national capacities</p> <p>In support of the United Nations development system reform at the regional level, UNICEF joined the coordination and planning of concerted country-level support to national capacities in statistics. As mentioned above, UNICEF co-chairs the global Task Team on Country-Focused Data and Reporting under Results Group</p>

<p><i>Quadrennial comprehensive policy review (QCPR) mandates (paras. 1–15)</i></p>	<p><i>Progress</i></p>
<p>Calls upon the entities of the United Nations development system to enhance coordination with humanitarian assistance and peacebuilding efforts by (para. 24):</p> <p>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))</p> <p>Improving coordination and synergy to maximize the impacts, results and effectiveness of support for the implementation of the 2030 Agenda (para. 24 (b))</p>	<p>1 on Sustainable Development Goal Implementation of the United Nations Sustainable Development Group, which builds capacity in countries.</p> <p>1. Partnering on mainstreaming, acceleration and policy-support strategy missions</p> <p>The United Nations Sustainable Development Group’s work on the mainstreaming, acceleration and policy support (MAPS) approach, co-chaired by the United Nations Development Programme (UNDP), the International Labour Organization (ILO) and UNICEF, offers additional illustrations of enhanced United Nations collaboration in support of national capacities that took place in 2019. UNICEF provided critical leadership support to the UNDP-led interagency MAPS mission in Cabo Verde, partnering with the European Union and the World Bank. UNDP and UNICEF co-created a MAPS project team, which was resourced and staffed jointly by the two agencies. Looking forward, the project team is now finalizing a MAPS e-learning course open to all United Nations entities and selected partners, to be launched in the summer of 2020. The course is aimed at forming a cadre of staff across agencies, ready to provide policy support to countries in a timely manner.</p> <p>2. Normative support</p> <p>In the area of human rights, the normative agenda and leaving no one behind (LNOB), UNICEF continued to contribute to United Nations reform efforts focused on improving the human rights capacity available at the country level through the deployment of Human Rights Advisers, the delivery of trainings on the human rights-based approach, gender equality and LNOB and peer-to-peer support to resident coordinators and United Nations country teams. In addition, UNICEF contributed a child-rights focus to a guide on how to operationalize the LNOB approach, which was drafted and tested through pilot projects by three country teams. The strengthened capacity at the national level and the results of these pilots will contribute to the further integration of a human rights-based approach and LNOB in the ways in which the entities forming part of country teams, including UNICEF, plan strategies and implement their mandates.</p> <p>3. Strategic focus on South-South cooperation</p> <p>In 2019, UNICEF continued to promote South-South cooperation to accelerate the transfer of solutions, especially in primary health care, early childhood</p>

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	<p>development (ECD), social protection and access to water and sanitation. At the second High-Level United Nations Conference on South-South Cooperation (BAPA+40), held in Buenos Aires in March 2019, UNICEF, the Pan-American Health Organization and the World Health Organization co-organized a successful side event in collaboration with the Governments of Cuba and Malaysia, titled “Maximizing the role of South-South Cooperation in Universal Health Care and Elimination of Mother to Child Transmission of HIV and AIDS”. Solutions were presented by the Governments of Argentina, Cuba and Malaysia. The event was reported on the BAPA+40 website with a link to the publication “Advancing children’s rights and well-being through South-South and triangular cooperation”, jointly launched by UNICEF and the United Nations Office for South-South Cooperation. It features South-South cooperation examples supported by UNICEF in the areas of ECD; water, sanitation and hygiene; and innovation.</p> <p>Within the framework of a 2019 joint plan of action, UNICEF supported Thailand in its capacity as a provider of technical assistance in the area of health, contributing to efforts in China, India, Kazakhstan, Myanmar, Tajikistan, Ukraine and Uzbekistan to eliminate the mother-to-child transmission (MTCT) of HIV and syphilis. Case studies documenting success factors in Cuba and progress in South Africa on the elimination of MTCT were produced to facilitate knowledge transfer. The UNICEF partnership with China resulted in an allocation of \$8 million from the Government of China for maternal and newborn child health projects in eight countries in Africa and an additional \$5 million for three cyclone Idai-affected countries. The long-standing partnership of UNICEF with the Brazilian Cooperation Agency (Agência Brasileira de Cooperação) continued to promote regional and global access to Brazilian technical expertise, including cooperation with Angola on sanitation and cooperation with Argentina and Sao Tome and Principe on social protection in 2019.</p> <p>C. Enhancing coordination across development, humanitarian and peacebuilding efforts</p> <p>In 2019, UNICEF undertook an organization-wide effort to systematically improve the coherence between humanitarian response and longer-term sustainable development, strengthening resilience to climate change and disasters and promoting peaceful and inclusive societies. In May, UNICEF issued an organization-wide procedure aimed at facilitating more-consistent and systematic</p>

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	<p>linkages between its humanitarian and development programmes. The strategies and activities set out in the procedure build on well-documented lessons from country programmes from the period 2014–2018 and are guided by the United Nations reform process. The procedure was designed to help UNICEF achieve better results for children in fragile and crisis-affected situations, while reducing their vulnerabilities and risks; and is aimed at implementing linked humanitarian and development programming in a systematic, consistent way across all country programmes.</p> <p>In 2019, the percentage of UNICEF country offices that met organizational benchmarks on implementing risk-informed programming was 41 per cent, which is above the milestone of 35 per cent. To the extent possible, risk analyses are undertaken jointly with partners, including Governments.</p>

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

<p><i>Quadrennial comprehensive policy review (QCPR) mandates (paras. 25–43)</i></p>	<p><i>Progress</i></p>
<p>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)</p> <p>Also urges the entities of the United Nations development system, through their governing bodies, to take concrete steps to address on a continuous basis the decline of core contributions and the growing imbalance between core and non-core resources including by, but not limited to (para. 34)</p>	<p>A. Enhancing pooled funding</p> <p>The UNICEF Strategic Plan, 2018–2021 integrates the various United Nations partnership arrangements (pooled funds, joint programmes and United Nations to United Nations) as a change strategy along with the relevant indicators on increased pooled resources and country-level engagement in joint programmes. In 2019, a significant increase was registered in both indicators.</p> <p>Use of pooled funds</p> <p>In 2019, UNICEF received a large increase in funding through United Nations Partnerships modalities, including pooled funds and joint programmes, \$548 million compared with \$496 million in 2018 for development and humanitarian interventions. Out of the total \$548 million, a significant increase was registered for development interventions, with \$85 million compared with \$178 million in 2018. In addition, the amount UNICEF manages as administrative agent on behalf of</p>

<p><i>Quadrennial comprehensive policy review (QCPR) mandates (paras. 25–43)</i></p>	<p><i>Progress</i></p>
<p>Exploring options to ensure an adequate and predictable level of core and non-core funding on a multi-year basis (para. 34 (a))</p> <p>Identifying, in the context of integrated results and resources frameworks, the level of resources adequate to produce the results expected (para. 34 (b))</p> <p>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))</p> <p>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);</p> <p>Urges the entities of the United Nations development system to align their next integrated budgets with the present resolution 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)</p>	<p>donors and other agencies stands at approximately \$120 million, a significant increase from past periods.</p> <p>There was also a significant increase in the number of country offices involved in joint programmes and the various United Nations collaborative arrangements, which now cover 95 UNICEF offices and accounts for 74 per cent of the UNICEF field presence.</p> <p>B. Addressing the decline of core contributions and the imbalance between core and non-core resources</p> <p>Increasing core funding to UNICEF</p> <p>Revenue for core resources, or regular resources, declined by 24 per cent in 2019. This is a reflection of the fact that a number of top donor partners pledged multi-year regular resources contributions in 2018, resulting in a sharp increase in regular resources revenue in 2018. The ratio of regular resources to total overall revenue decreased by 5 per cent in 2019, from 27 per cent to 22 per cent, and regular resources from the public sector constituted only 7.5 per cent of total revenue in 2019.</p> <p>The relative decline in the ratio between regular resources and other resources indicates a concerning trend of moving away from meeting the Member States' funding compact target of core resources representing 30 per cent of overall income.</p> <p>To improve the quality and predictability of funding, UNICEF continued to focus on the acceleration of UNICEF regular resources fundraising from public sector resource partners through developing and implementing targeted strategies for:</p> <p>(a) Increasing the ratio of core contributions as a percentage of total contributions from existing government partners to reach the funding compact commitment of Member States to allocate 30 per cent of resources for core resources;</p> <p>(b) Strengthening predictability through multi-year commitments. In 2019, multi-year regular-resource revenue was 29 per cent of total regular resources revenue from the public sector;</p>

<p><i>Quadrennial comprehensive policy review (QCPR) mandates (paras. 25–43)</i></p>	<p><i>Progress</i></p>
	<p>(c) Broadening the donor base by engaging emerging government donor partners, including government partners from programme countries, in addition to the private sector. In 2019, the Governments of 28 programme countries contributed over \$4 million in cash and the Governments of over 80 programme countries contributed an estimated \$20 million in in-kind donations (specifically for the rental of premises). Almost 50 per cent of UNICEF core-resources revenue comes from the private sector — millions of private individuals around the world who support UNICEF through regular small monthly donations.</p> <p>UNICEF is working closely with other United Nations agencies to meet the commitments of the funding compact, including in the context of improving the quality of the structured funding dialogue to increase the quality and levels of flexible resources, especially core resources.</p> <p>C. Complying with and reporting on existing cost-recovery policies</p> <p>1. Transparency in cost recovery</p> <p>UNICEF continued to regularly report on cost recovery in relevant Executive Board documents at both the annual and second regular sessions of the Board.</p> <p>2. Harmonized approach to cost recovery</p> <p>In 2019 UNICEF worked on a cost-recovery policy with other New York-based funds and programmes, namely UNDP, the United Nations Population Fund (UNFPA) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), which led to further cost-classification harmonization. A joint proposal on cost classification was submitted to and approved by the Executive Board at its second regular session in 2019; some elements have been approved for implementation starting in 2022.</p> <p>UNICEF, UNDP, UNFPA and UN-Women will continue the harmonization work with other agencies through the funding compact, the Finance and Budget Network and the High-level Committee on Management.</p> <p>D. Continued structured funding dialogues</p>

<i>Quadrennial comprehensive policy review (QCPR) mandates (paras. 25–43)</i>	<i>Progress</i>
	<p>In line with Executive Board decisions 2017/14 and 2018/15, UNICEF revised the content and structure of the report on the structured dialogue on financing the results of the UNICEF Strategic Plan, 2018–2021 (E/ICEF/2019/27). Additionally, in 2019, UNICEF worked closely with UNDP, UNFPA and UN-Women to better harmonize the content of the report, including developing the annex on progress against entity-specific commitments.</p>

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

<i>Quadrennial comprehensive policy review (QCPR) mandates (paras. 1–15)</i>	<i>Progress</i>
<p>Stresses the need to improve the governance of the United Nations development system including (para. 45):</p> <p>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))</p> <p>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) to adopt and abide by clear rules, including on the dissemination of all documents and draft decisions (para. 46 (c))</p>	<p>A. Transparency, including through the International Aid Transparency Initiative</p> <p>UNICEF serves on the governing board of the International Aid Transparency Initiative and is consistently represented in the top performing publishers of open data on the Initiative’s dashboard. Working closely with UNDP, the host of the secretariat of the Initiative, UNICEF hosted a results working group for the International Aid Transparency Initiative Strategic Plan, which included UN-Women and partner countries, leading to a new transparency results framework and monitoring system. Furthermore, together with UNDP, UNICEF facilitated work with the Democratic Republic of the Congo and Madagascar, which furthered data use and South-South cooperation. As chair of the United Nations Sustainable Development Cooperation Framework (UNSDCF) companion guidance on monitoring, UNICEF was successful in including a reference to the Initiative as an element of coordinated reporting through UN-INFO.</p> <p>B. Adopting and abiding by clear rules of governing bodies</p> <p>According to standard practice, all Executive Board documents were 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 official languages of the United Nations.</p>

<p><i>Quadrennial comprehensive policy review (QCPR) mandates (paras. 1–15)</i></p>	<p><i>Progress</i></p>
	<p>UNICEF also consistently circulated the compilation of draft decisions four weeks in advance of each session and encouraged the Bureau members (through the facilitators of draft decisions) to provide comments and start negotiations well in advance of the session. UNICEF continued to provide regular updates, including through joint briefings with the secretariats of the Executive Boards of the funds and programmes, on efforts to improve working methods with a view to enhance transparency and accountability, increase interactive and strategic dialogue, coherence and efficiency, reduce duplication and build synergies across the Boards.</p>

V. Improving the functioning of the United Nations development system

<p><i>Quadrennial comprehensive policy review (QCPR) mandates (paras. 47-75)</i></p>	<p><i>Progress</i></p>
<p>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):</p> <p>Strengthen the use of the United Nations Development Assistance Framework or equivalent... (para. 50 (a))</p> <p>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))</p> <p>Use the common United Nations Development Assistance Framework guidance, and, where appropriate, the standard procedures</p>	<p>A. Tailored country presence</p> <p>1. United Nations Sustainable Development Cooperation Frameworks</p> <p>UNICEF actively participated in and was a key contributor to the development of the new UNSDCF guidance, issued in mid-2019. UNICEF was an active member of the working groups that developed the companion pieces for the UNSDCF. Special attention was paid to the efficient harmonization of the UNSDCF guidance and its companion pieces with UNICEF internal planning and reporting processes to decrease the burden of planning and reporting for country offices.</p> <p>UNICEF included a reference to the UNSDCF as the overall and primary planning framework for the development of CPDs in the updated guidance for the development of the programme strategy note, issued in January 2020. Due to delays in the development of UNSDCFs, a number of country offices subsequently delayed the presentation of their new CPDs to the UNICEF Executive Board.</p> <p>Guidance provided to UNICEF country offices on participation in the planning, monitoring and reporting of the new UNSDCF contains a reference to ensuring that results achieved by the UNICEF country programme are articulated to</p>

<p><i>Quadrennial comprehensive policy review (QCPR) mandates (paras. 47-75)</i></p>	<p><i>Progress</i></p>
<p>of the United Nations Development Group and the business operations strategies (para. 50 (d))</p> <p>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))</p> <p>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))</p> <p>Strengthen joint programming processes and the use of joint programmes at the country level, where appropriate (para. 50 (g))</p> <p>Provide joint support for capacity-building on data collection, with a particular focus on disaggregated data collection and analysis (para. 50 (h))</p> <p>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</p>	<p>clearly support the performance of the entire United Nations country team and to enhance alignment and articulation with national development plans.</p> <p>2. Improving focus on common results</p> <p>Together with the other United Nations development system entities, UNICEF worked at the country level to ensure a common understanding and application of the spirit, principles and requirements of the new UNSDCF guidance. This requires a new way of collaborating, starting from a joint visioning exercise, prioritization, development of a theory of change and overall planning. UNICEF headquarters and regional offices continued to assist the country offices in creating new spaces for collaboration with sister agencies at the country level. In several cases, UNICEF provided direct support at the country level to train the United Nations country team in RBM principles and the design of theories of change.</p> <p>3. Use of business operations strategies</p> <p>In 2019, the system-wide guidance for developing business operations strategies was revised. The new guidance focuses on functions with high efficiency-gain potential at the country level and reduces the time and complexity of the exercise, from an average of 27 weeks, to four to eight weeks. A new online business operations strategy tool, with the ability to track progress and measure impact, was also developed. By the end of 2019, 53 per cent of UNICEF country offices had implemented a business operations strategy.</p> <p>4. Joint programming</p> <p>UNICEF continued to be actively engaged in both global and country-level United Nations collaborations across various thematic areas; 2019 saw the conclusion of the independent joint evaluations of the UNFPA-UNICEF Joint Programme on Eliminating Female Genital Mutilation (FGM): Accelerating Change (being implemented in 17 countries) and the UNFPA-UNICEF Global Programme to Accelerate Action to End Child Marriage (being implemented in 12 countries). Findings from the evaluations reinforced the programmes' standing as proven examples of how joined-up United Nations action can provide essential political, policy and programmatic leverage at all levels to identify and implement collective solutions to achieve the Sustainable Development Goals, specifically Goal 5.3.</p>

<p><i>Quadrennial comprehensive policy review (QCPR) mandates (paras. 47-75)</i></p>	<p><i>Progress</i></p>
<p>strengthening inter-agency efforts and building upon different coordination mechanisms (para. 50 (i))</p> <p>Stresses the importance of improving the efficiency and effectiveness of the resident coordinator system to (para. 57)</p> <p>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))</p> <p>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))</p> <p>Ensure the full implementation of the management and accountability system of the United Nations development and resident coordinator system (para. 57 (c))</p> <p>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)</p> <p>Calls upon the United Nations development system to introduce or strengthen</p>	<p>Overall, evidence suggests that joint programmes bringing together the complementary mandates and expertise of UNFPA and UNICEF made critical contributions to the agendas to end child marriage and FGM. The key benefits of the joint programmes included more-holistic programming, less duplication of efforts, a stronger leadership role for the United Nations on child marriage/FGM, a heightened profile for the issues with a greater presence on national agendas, more effective support to partners, greater geographical coverage and expanded funding opportunities.</p> <p>Further examples of joint programmes at the country level focused on Goal 5.3 include:</p> <p>(a) The UNICEF-led joint programme with the International Organization for Migration, UNFPA, UN-Women and the Office of the United Nations High Commissioner for Refugees, which increased collective efforts on prevention, advocacy, data generation and multisectoral service provision to survivors and provided coordinated support to the implementation of the local and national action plans for ending child early and forced marriage in Turkey;</p> <p>(b) The UNICEF collaboration with UNFPA, the United Nations Educational, Scientific and Cultural Organization and UN-Women in the Joint United Nations Programme on adolescent girls’ sexual and reproductive health and rights:</p> <p>(c) The UNFPA-UNICEF Global Programme to end child marriage, to provide data and evidence together with advocacy, ultimately resulting in legal reforms that facilitated school re-entry for girls who had dropped out as a result of teenage and early marriage in Mozambique.</p> <p>5. Joint Fund for the 2030 Agenda</p> <p>UNICEF was actively engaged in the decision-making process of the Joint Fund for the 2030 Agenda (Joint SDG Fund) on both programmatic and operational aspects as a member of the operational steering committee. In the first call for proposals of the Joint SDG Fund, 36 proposals were approved; UNICEF offices were involved in 33 of those proposals. This clearly demonstrates the increased engagement of UNICEF with its sister agencies on social protection across the various regions in support of the “leaving no one behind” agenda, with a particular</p>

<p><i>Quadrennial comprehensive policy review (QCPR) mandates (paras. 47-75)</i></p>	<p><i>Progress</i></p>
<p>knowledge management strategies and policies (para. 70)</p> <p>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 and planning frameworks based on joint analysis and comparative advantages (para. 71)</p> <p>Stresses the need to ensure equal and fair distribution based on gender balance and on as wide a geographical basis as possible (para. 72)</p> <p>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)</p>	<p>focus on children and their families. UNICEF was also actively engaged in the second component of the Joint SDG Fund.</p> <p>6. Capacity-building on data collection</p> <p>UNICEF continued to support the multiple indicator cluster survey (MICS) programme, the global programme that collects data for the largest number of Sustainable Development Goals (beyond the UNICEF mandate). This survey programme is country-focused, meaning that it is undertaken only at country request. In addition, it is carried out by the National Statistics Office of the country, with necessary technical assistance and quality assurance from UNICEF designed to increase national capacity. The surveys are the major source for disaggregated data on the social indicators of the Goals, including a measure on disability that allows for disaggregation by sex, rural/urban, wealth, geography and disability, among other characteristics.</p> <p>B. Improving the resident coordinator system</p> <p>1. Empowering resident coordinators</p> <p>During 2019, 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. UNICEF instructed all country offices and representatives to ensure compliance with the management and accountability framework and to share information about UNICEF activities, fundraising and results on a regular and timely basis.</p> <p>UNICEF updated the generic job description for its country representatives to reflect the changes in the management and accountability framework, including a specific performance deliverable on contribution to United Nations country team results. Performance appraisals for 2019 included the practice of UNICEF regional directors seeking inputs from resident coordinators on the performance of UNICEF representatives and factoring this into their overall evaluation. Likewise, UNICEF representatives provided feedback on resident coordinator performance via regional directors.</p>

<p><i>Quadrennial comprehensive policy review (QCPR) mandates (paras. 47-75)</i></p>	<p><i>Progress</i></p>
	<p>2. UNICEF support to the resident coordinator pool</p> <p>UNICEF continued to be actively engaged with the Development Coordination Office to create a pipeline of its best talent for resident coordinator/humanitarian coordinator positions. UNICEF aims to increase the number of qualified UNICEF staff members in the resident coordinator pool by deliberately including the resident coordinator/humanitarian coordinator role as a career-path option for senior staff, including by highlighting career opportunities that can follow a resident coordinator assignment within or outside UNICEF. Through a purposeful nomination process, UNICEF supports candidates to prepare thoroughly for the resident coordinator/humanitarian coordinator assessment and ensures a fluid mechanism for moving between resident coordinator/humanitarian coordinator and UNICEF senior staff rotation tracks.</p> <p>3. Funding the resident coordinator system</p> <p>In line with the request of the General Assembly and the UNICEF Executive Board, UNICEF provided both its 2019 and 2020 global cost-share contributions as early as possible, before the start of the respective calendar years. The UNICEF contribution totaled \$8,320,752 in each year. UNICEF continued to administer the 1 per cent coordination levy on applicable contributions. For 2019, UNICEF collected \$3.39 million in levy payments, most of that from contributions late in the calendar year.</p> <p>C. Flexible, cost-effective and collaborative models for field presence</p> <p>1. Reviewing structures and profile of country offices</p> <p>As an agency with near-universal programmatic and physical presence in programme countries (as well as additional reach via National Committees), UNICEF did not change its field footprint as a result of the United Nations development system reform in 2019.</p> <p>Together with other United Nations partners, UNICEF contributed to the drafting of a cooperation framework companion piece on the configuration of United Nations country team capacities. The document outlines the ways in which field capacities across agencies will be configured on the basis of a collective and thorough needs assessment and determined through a strategic, collective and</p>

<p><i>Quadrennial comprehensive policy review (QCPR) mandates (paras. 47-75)</i></p>	<p><i>Progress</i></p>
	<p>participatory process. United Nations entities, including UNICEF, will leverage new and existing good-practice business models to ensure optimal access to and use of resources, irrespective of location.</p> <p>2. Strengthen knowledge-management strategies and policies</p> <p>In 2019, UNICEF drafted its first-ever global knowledge management strategy. The strategy addresses the recommendations of the Joint Inspection Unit review of knowledge management in the United Nations system (JIU/REP/2016/10) and was developed through extensive collaboration across locations and functions. The strategy is aimed at increasing learning from experience and the uptake of knowledge and evidence in the work of UNICEF and at improving the organization’s capacity to engage externally with partners to leverage knowledge for results. It builds on existing divisional, regional and office strategies and good practices and will be used as the basis for decentralized knowledge management work across the organization.</p> <p>UNICEF also continued to invest in new ways of working, including leveraging modern technologies for effective knowledge sharing. This paved the way for the first virtual version of a global knowledge and skills sharing event, the 2020 Virtual Skill Share, which will be run entirely online. This and other new practices are recorded in the ever-expanding UNICEF Knowledge Exchange Toolbox.</p> <p>Strong and vibrant digital communities have emerged at UNICEF, and Yammer has become a centralized hub for digital communication as the result of a systematic investment in human-centered community management. Closing out 2019, monthly online engagement was more than 6,000 staff per month. More than 16,000 staff now have an account and more than 100 members join every month. Over the past two years, the UNICEF global network of more than 800 digital communities has initiated more than 23,000 staff conversations to ask questions, recommend solutions and build relationships, with more than 36,000 replies and 106,000 “likes” as part of 165,000 engagements performed by more than 6,000 active members from 190 countries and territories. In addition, 73 per cent of conversations received responses within 24 hours.</p> <p>3. Data sharing and common country assessment</p>

<p><i>Quadrennial comprehensive policy review (QCPR) mandates (paras. 47-75)</i></p>	<p><i>Progress</i></p>
	<p>The relevance of UNICEF data from the global data source and MICS is specifically referred to in the draft companion piece for the common country assessment, pointing to the significance of these inputs in the assessment.</p> <p>UNICEF country offices were guided to ensure that the UNICEF situation analysis remained an integral part of the assessment, capitalizing on the mutually beneficial aspects of both pieces of analysis.</p> <p>D. Equal and fair distribution based on gender and geographical balance</p> <p>1. Gender and geographical parity</p> <p>Gender parity in UNICEF has continually improved over the past 10 years, with slower changes over the past 24 months, during which it has remained mostly stable, at 52 per cent men and 48 per cent women (31 December 2019). International professional staff gender diversity (including senior staff) has remained constant since 2016, with an equal ratio of male-to-female staff (50 per cent each). The proportion of females among National Officer staff members increased 1 per cent during the past year, when the split was 54 per cent male and 46 per cent female. At the end of 2019, the National Officer category was made up of 53 per cent male staff and 47 per cent female staff. For the general service category, the numbers were stable, with a ratio at the end of 2019 of 53 per cent male staff to 47 per cent female staff. Geographical diversity at the international professional level has improved since 2017, with more staff joining from programme countries. The current ratio of programme country staff to industrial country staff is 54 to 46 per cent.</p> <p>2. Economic Dividends for Gender Equality Certification</p> <p>As part of the UNICEF Action Plan for the Economic Dividends for Gender Equality (EDGE) Certification, four main actions were implemented throughout 2018 and 2019. These included improvements in access to flexible working arrangements, providing equal pay for equivalent work, improving and clearly communicating the promotion process and promotion criteria and implementing and monitoring mentoring programmes at UNICEF. Mentoring programmes have been launched in three regions as well as in UNICEF headquarters.</p>

<p><i>Quadrennial comprehensive policy review (QCPR) mandates (paras. 47-75)</i></p>	<p><i>Progress</i></p>
	<p>E. Transformative and empowered leadership, repositioning staff capacities and promoting inter-agency mobility</p> <p>1. Learning and capacity-building</p> <p>UNICEF has made significant efforts to strengthen staff capacity with the creation of a global learning board in September 2019. In addition, a proposal to create a state-of-the-art learning centre will be considered as part of the midterm review of the UNICEF Strategic Plan, 2018–2020. UNICEF is also rolling out several organization-wide learning programmes in such priority areas as leadership development, organizational culture, results-based management and business for results as well as in such programmatic acceleration areas as public finance for children and health systems strengthening. UNICEF also continued to strengthen its Agora learning management system and was in discussions with several other United Nations agencies about their potential adoption of that system. UNICEF strengthened its focus on monitoring and follow-up on mandatory learning programmes especially “Prevention of sexual harassment and abuse of authority” and “Prevention of sexual exploitation and abuse”.</p> <p>2. Flexible work arrangements</p> <p>UNICEF promotes flexible work arrangements for all personnel. The different modalities include teleworking, flexible work hours, compressed work schedule and part-time employment. In 2019, a key message from the Executive Director was that the default response of managers to all flexible work arrangement requests should be “yes”. UNICEF changed the narrative with a new human resources procedure on flexible work arrangements, namely that supervisors need to provide a compelling reason for why a staff member may not use flexible work arrangements. In addition, staff members do not need to provide a reason for requesting flexible work arrangements. The number of staff using flexible work arrangements quadrupled over the past year, from 7 per cent to 29 per cent, with an increased uptake in every region and country office, including in emergency duty stations. Teleworking within the same duty station was the most popular modality. Women represented 64 per cent of all users of flexible work arrangements. Within categories, 39 per cent of International Professionals, 25 per cent of National Officers and 26 per cent of General Service staff used flexible work arrangements (as of the fourth quarter of</p>

<p><i>Quadrennial comprehensive policy review (QCPR) mandates (paras. 47-75)</i></p>	<p><i>Progress</i></p>
	<p>2019). Supporting materials developed for UNICEF personnel include guidance for managers, guidance for employees, e-courses and a toolkit and presentation for human resources officers to mainstream flexible work arrangements in all-staff meetings at the country level.</p> <p>3. Inter-agency mobility</p> <p>With the encouragement of staff mobility within the United Nations system, secondment continued to be the most common type of inter-agency move.</p> <p>In 2019, a total of 126 staff moved between UNICEF and sister agencies: 66 staff members moved to UNICEF and 60 UNICEF staff members were released to other agencies. Staff mobility contributes to the UNICEF vision of building and strengthening a global and dynamic workforce. By enabling staff to gain experience in other agencies, the organization not only promotes their development, but also fosters inter-agency cooperation and knowledge sharing.</p> <p>4. Mobility within UNICEF</p> <p>The 2019 staff mobility exercise included 381 staff members. The exercise benefitted from valuable inputs by a director-level reference group. As part of the 2019 mobility exercise, building on learning from previous exercises, an expression-of-interest phase was introduced in which staff indicated their interest and preferences for posts, among which were current vacancies that had not yet progressed past the long-listing stage. Following the review of these preferences by hiring offices and endorsements by regional/division directors and functional leadership, the appointments were approved by the Deputy Executive Director, Management, expediting the decision-making process. First steps were made toward a broader and more comprehensive new-talent mobility strategy. The results of this phase were encouraging, including a decrease in staff movement from “E” to “E” duty stations (less than 1 per cent compared with 30 per cent the previous year) and only one staff member moved from one headquarters duty station to another.</p>

VI. Follow-up, monitoring and reporting

<p><i>Quadrennial comprehensive policy review (QCPR) mandates (paras. 76- 84)</i></p>	<p><i>Progress</i></p>
<p>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);</p> <p>Requests the entities of the United Nations development system carrying out operational 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).</p>	<p>Aligning planning and activities</p> <p>1. Matrix to monitor actions on the implementation of the quadrennial comprehensive policy review</p> <p>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. The matrix was expanded to reflect additional mandates contained in General Assembly resolution 72/279.</p> <p>2. Midterm review of the UNICEF Strategic Plan, 2018–2021</p> <p>In the context of the midterm review of the UNICEF Strategic Plan, 2018–2021, the critical implications arising for the organization out of the management and accountability framework, the new UNSDCF and other United Nations development system reform products were carefully analyzed and documented. Guidance for UNICEF country programmes is continuously revised to ensure the maximum alignment of country programmes with the provisions of both resolutions.</p> <p>3. Common chapter</p> <p>In its resolution 71/243, the General Assembly expressed its desire for more coherent support to the 2030 Agenda. The members of the Executive Boards of UNDP, UNFPA, UNICEF and UN-Women expressed a similar desire 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, was another outcome of the joint collaboration among the four entities. To further enhance the harmonization of reporting, UNDP, UNFPA, UNICEF and UN-Women continue to produce a joint report on the implementation of the common chapter.</p>

VII. Shared quadrennial comprehensive policy review indicators

<i>Quadrennial comprehensive policy review (QCPR) indicator number¹</i>	<i>Common chapter annex reference number</i>	<i>QCPR indicator</i>	<i>2019 result</i>	<i>Data Source</i>
Alignment of planning processes				
80	QCPR 9.a	Percentage of United Nations country teams with a: (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) 79 of 130 countries (60.8%) (ii) 102 of 130 countries (78.5%)	DCO IMS 2019 ²
82	QCPR 11.c	Percentage of United Nations country teams with result groups (chaired by heads of agencies) aligned with national coordination mechanisms	97 of 130 countries (74.6%)	DCO IMS 2019
83	QCPR 11.d	Percentage of United Nations country teams with joint workplans of results groups that are aligned with UNDAF and signed by all involved entities [United Nations Sustainable Development Group standard operating procedures]	75 of 130 countries (57.7%)	DCO IMS 2019
Funding				
52c	QCPR 15.d	Number of entities of the United Nations development system that receive: (i) Over 10 per cent (ii) Over 15 per cent (iii) Over 20 per cent	In 2019, UNICEF received 11.10 per cent of its non-core resources from inter-agency pooled funds.	UNICEF

¹ According to the quadrennial comprehensive policy review (QCPR) monitoring and reporting framework of 22 April 2019 (A/74/73/Add.3).

² The four agencies (UNDP, UNICEF, UNFPA and UN-Women) agreed to use the Development Coordination Office's Information Management System (DCO IMS) 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 are based on self-assessments by the country teams and reported through the Office of the Resident Coordinator.

<i>Quadrennial comprehensive policy review (QCPR) indicator number¹</i>	<i>Common chapter annex reference number</i>	<i>QCPR indicator</i>	<i>2019 result</i>	<i>Data Source</i>
		of their non-core resources from inter-agency pooled funds		
54	QCPR 15.f	Funding channeled to thematic funds: (i) Total; (ii) Percentage of total non-core	In 2019, UNICEF received: (i) \$297.5 million in thematic funds; (ii) 6 per cent of total non-core	UNICEF
58	QCPR 18.a	Funding from programme countries: (i) Core; (ii) Non-core (excluding local resources); (iii) Local resources	In 2019, UNICEF received from programme countries: (i) \$10.3 million in core contributions; (ii) \$189.2 million in non-core contributions (excluding local resources); (iii) \$194.7 million in non-core local resources.	UNICEF
59a	QCPR 18.c	Total funding received from non-State partners: (i) Core; (ii) Non-core	(i) \$657.7 million (ii) \$1,437.2 million	UNICEF
59b	QCPR 18.d	Percentage share of total funding coming from non-State partners	In 2019, 33 per cent of total funding to UNICEF came from non-State partners.	UNICEF

<i>Quadrennial comprehensive policy review (QCPR) indicator number¹</i>	<i>Common chapter annex reference number</i>	<i>QCPR indicator</i>	<i>2019 result</i>	<i>Data Source</i>
62a	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
63	QCPR 21.a	Percentage of United Nations country teams with a joint resource mobilization strategy that is approved by the country team as well as monitored and reported in the United Nations country results report [United Nations Sustainable Development Group standard operating procedures]	27 of 130 countries (20.8%)	DCO IMS 2019
69c	QCPR 21.b	Percentage of United Nations country teams that have a common budgetary framework that is: (i) Medium-term and aligned to the UNDAF/One Programme; (ii) Updated annually (i.e., annual common budgetary framework)	(i) 82 of 130 countries (63.1%) (ii) 56 of 130 countries (43.1%)	DCO IMS 2019
Implementation of full cost recovery				
75c	QCPR 22.b	Percentage of total expenditures directed to programme activities: Core; Non-core	Core expenditures: 66% Non-core expenditures: 93%	UNICEF
71a	QCPR 25	Fraction of United Nations funds, programmes and specialized agencies publishing data in accordance with the International Aid Transparency Initiative (IATI) data standard	UNICEF publishes data in accordance with the IATI data standard.	UNICEF
Cross-cutting dimensions				
24	QCPR 42.i	Fraction of entities of the United Nations development system that have high-level posts (D-1 and above) filled by nationals of programme countries, disaggregated by gender:	36% (between 25% and 50%)	UNICEF

<i>Quadrennial comprehensive policy review (QCPR) indicator number¹</i>	<i>Common chapter annex reference number</i>	<i>QCPR indicator</i>	<i>2019 result</i>	<i>Data Source</i>
		(i) Less than 25 per cent (ii) Between 25 per cent and 50 per cent More than 50 per cent		
18a	QCPR 42.b	Fraction of United Nations development system entities that meet or exceed United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women minimum standards	UNICEF met or exceeded 82% of United Nations System-wide Action Plan minimum standards.	UNICEF
20	QCPR 42.e	Fraction of entities of the United Nations development system that track and report on allocations and expenditures using gender markers	UNICEF tracks and reports on allocations and expenditures using gender markers.	UNICEF
23	QCPR 42.h	Percentage female staff among: (a) International Professional staff: (i) P1 (ii) P2 (iii) P3 (iv) P4 (v) P5 (b) National Staff: (i) NO-A (ii) NO-B (iii) NO-C (iv) NO-D (v) NO-E	(i) 79% (ii) 59% (iii) 49% (iv) 52% (v) 42% (i) 52% (ii) 45% (iii) 48% (iv) 48%	UNICEF

<i>Quadrennial comprehensive policy review (QCPR) indicator number¹</i>	<i>Common chapter annex reference number</i>	<i>QCPR indicator</i>	<i>2019 result</i>	<i>Data Source</i>
		(c) High-level Posts: (i) D1 (ii) D2 (iii) ASG (iv) USG (d) General Service Staff: (i) G2 (ii) G3 (iii) G4 (iv) G5 (v) G6 (vi) G7	(v) 0% ³ (i) 47% (ii) 51% (iii) 33% (iv) 100% (i) 4% (ii) 9% (iii) 50% (iv) 68% (v) 63% (vi) 50%	
22	QCPR 42.g	Percentage of United Nations Development Assistance Frameworks that feature gender results at the outcome level	94 out of 130 countries in 2019 (72.3%)	DCO IMS 2019
147c	QCPR 43.d	Percentage of programme country Governments indicating that the United Nations has undertaken activities in that country to support South-South or triangular cooperation	73%	UNICEF
Resident coordinator system				
67c	QCPR 61.a	Fraction of United Nations Sustainable Development Group entities paying their full	Yes, UNICEF pays its full contribution. In fact, UNICEF	UNICEF

³ UNICEF had one NO-E post in 2019; the current incumbent was a male staff member.

<i>Quadrennial comprehensive policy review (QCPR) indicator number¹</i>	<i>Common chapter annex reference number</i>	<i>QCPR indicator</i>	<i>2019 result</i>	<i>Data Source</i>
		contribution of the Group's resident coordinator system cost-sharing arrangement	transferred the 2019 cost-share amount to the Secretariat in the third quarter of 2018.	
67a-b	QCPR 61.c	Total contributions in cash paid to the United Nations Sustainable Development Group resident coordinator system cost-sharing arrangement (and percentage shortfall)	UNICEF paid \$8.3 million (\$8,320,752), the full amount due for 2019.	UNICEF
Harmonization and simplification of business practices				
132	QCPR 74	<p>Percentage of United Nations country teams that have:</p> <ul style="list-style-type: none"> (i) A country communications group (chaired by a head of agency) (ii) A joint communications strategy approved by the United Nations country team and monitored and reported on in the country results report (iii) Operations costs and budgets integrated into the overall medium-term common budgetary framework <p>[United Nations Sustainable Development Group standard operating procedures]</p>	<ul style="list-style-type: none"> (i) 99 of 130 countries (76.2%) (ii) 90 of 130 countries (69.2%) (iii) 33 of 130 countries (25.4%) 	DCO IMS 2019