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**For information**

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## **United Nations Children's Fund**

Executive Board

**Annual session 2018**

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Item 3 of the provisional agenda\*

### **UNICEF implementation of the quadrennial comprehensive policy review of operational activities for development of the United Nations system, 2017**

#### *Summary*

This annex is submitted in accordance with resolution 2013/5 adopted by the Economic and Social Council, which “*Requests* the United Nations funds and programmes to consolidate their current annual reporting on the implementation of the quadrennial comprehensive policy review within their reporting on the implementation of their strategic plans.” In an effort 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 funds and programmes have developed a common reporting format, which is outlined in the table that follows.

The table reports against the mandates of General Assembly resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR) in its first year of implementation.

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\* [E/ICEF/2018/8](#).

<b>I. General guidelines</b>	
QCPR mandates <sup>1</sup> (paragraphs 1–15)	Progress
<p>Calls upon the entities of the United Nations development system to:</p> <ul style="list-style-type: none"> <li>– mainstream the Sustainable Development Goals in their strategic planning documents and their work at all levels (paragraph 8)</li> <li>– 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 framework (paragraph 12)</li> <li>– 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 (paragraph 13)</li> </ul>	<p><b><i>Mainstreaming the Sustainable Development Goals in their strategic planning documents:</i></b></p> <ul style="list-style-type: none"> <li>– <b>Strategic Plan:</b> 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 Plan to the relevant Sustainable Development Goals. The results framework of the Strategic Plan incorporates the impact, outcome and output indicators necessary for monitoring progress. These have been identified both on the basis of the UNICEF mandate and the collaborative advantage that the organization brings, particularly to enhance equity-based analysis and complementary actions to ensure the attainment of the goals in the 2030 Agenda for Sustainable Development, in partnership with other United Nations entities.</li> <li>– <b>First-ever thematic report on the Sustainable Development Goals:</b> A total of 17 guidance notes for Sustainable Development Goal indicators related to children were prepared, to empower country offices to support national statistics offices and line ministries to mainstream these indicators. UNICEF also worked on the development of the first-ever thematic Sustainable Development Goals report on children, which includes 202 country profiles that will help each country to gauge its progress against global Sustainable Development Goal targets related to children. UNICEF is working with the United Nations Statistics Division and partner United Nations funds and programmes on the methodological development of “Tier III” Sustainable Development Goal indicators, a category of indicators that cannot yet be measured. UNICEF continued to refine the multiple indicator cluster surveys, which collect more Sustainable Development Goal indicator information than any other survey programme, and developed modules to reflect Sustainable Development Goal indicators, including water quality testing. These modules will be used in more than 60 national surveys over the next few years.</li> </ul> <p><b><i>Strengthening results-based management:</i></b></p> <ul style="list-style-type: none"> <li>– UNICEF continues to strengthen and reinforce the concepts and terms related to results-based management, and to support results-based planning and reporting, by contributing to the development of the United Nations Development Assistance Framework (UNDAF) and country programme planning processes. UNICEF has introduced guidance and frameworks to manage and monitor both long-term outcomes and shorter-term outputs, and has trained the staff to apply these within planning processes. UNICEF supports country-level efforts to provide integrated</li> </ul>

<sup>1</sup> The text in this column has been paraphrased from General Assembly resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system.

	<p>support to Sustainable Development Goal prioritization and roll out, and has participated in the preparation of new UNDAFs in 29 countries, drawing on guidance from the United Nations Development Group (UNDG) issued in 2017.</p> <p><b>Enhancing gender mainstreaming:</b></p> <ul style="list-style-type: none"> <li>– <b>Gender focal points:</b> The UNICEF gender focal point system covers the areas of both gender mainstreaming and gender balance in staffing and representation, and the gender architecture at headquarters and in the regional offices is fully resourced and functional. UNICEF has gender focal points in 86 country offices, 20 gender specialists at the country office level and 16 senior gender specialists at the regional and headquarters level. Furthermore, UNICEF has met or exceeded requirements in 11 of the 15 indicators in the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women.</li> <li>– <b>EDGE certification:</b> In 2017, UNICEF launched the process towards earning Economic Dividends for Gender Equality (EDGE) certification, a global assessment methodology and business certification standard for gender equality. Since EDGE helps organizations to identify the most important commitments to gender-balanced recruitment and promotion, leadership and a positive organizational culture, UNICEF will garner additional tools to further address and monitor gender equality in the workplace.</li> </ul>
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## II. Contributions of United Nations operational activities for development

QCPR mandates (paragraphs 16–24)	Progress
<p>Stresses the importance of mainstreaming the Sustainable Development Goals...and urges the United Nations to (paragraph 17):</p> <ul style="list-style-type: none"> <li>– continue to allocate resources to realize the development objectives of developing countries, and to support the endeavour to reach the furthest behind first (paragraph 17 (a))</li> <li>– ensure a coherent approach to addressing the interconnections and cross-cutting elements across the Sustainable Development Goals and targets (paragraph 17 (b))</li> <li>– ensure a balanced and integrated approach towards its support to the implementation of the Sustainable Development Goals...taking into account new and evolving development challenges and the</li> </ul>	<p><b>Importance of mainstreaming the Sustainable Development Goals:</b></p> <ul style="list-style-type: none"> <li>– <b>Co-led on “leaving no one behind”:</b> Within the United Nations inter-agency forum, UNICEF co-led the preparation of the programme guidance for leaving no one behind. UNICEF also contributed to the development of the UNDAF companion guidance document on programming principles (issued in 2017) and other UNDAF companion guidance documents, and continued to actively adapt them into UNICEF analyses and planning guidance notes.</li> <li>– <b>Investments in disaggregated data:</b> UNICEF continues to scale up equity-focused programming and advocacy, including by focusing interventions on the most disadvantaged children. By increasing investments in disaggregated data, the organization aims to significantly improve the monitoring of inequality and discrimination that are prohibited by the Convention on the Rights of the Child, the Convention on the Elimination of All Forms of Discrimination against Women, the Convention on the Rights of Persons with Disabilities. The UNICEF Strategic Plan, 2018–2021 focuses on operationalizing the call to leave no child behind by emphasizing accelerated action for the most marginalized children, including in humanitarian situations, through sustained advocacy in all contexts; the use of disaggregated data; and a renewed focus on at-scale service delivery and systems strengthening. The Plan maintains an integrated approach to health as a key feature. Equity considerations are captured throughout the Strategic Plan as well as in the results</li> </ul>

need to build on lessons learned, address gaps, avoid duplication and overlap and strengthen the inter-agency approach (paragraph 17 (c))

Calls upon the United Nations development system to... improve their support to the building, development and strengthening of national capacities by (paragraph 21)

- Providing evidence-based and, where appropriate, integrated policy advice to support countries...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 (paragraph 21 (a))
- 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 (paragraph 21 (c))
- Assisting Governments in leveraging partnerships (paragraph 21 (d))
- 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 (paragraph 21 (e))

Calls upon the United Nations development system to enhance coordination with humanitarian assistance and peacebuilding efforts by (paragraph 24):

- 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,

statements and indicators of the results framework. The fifth Goal Area in the Strategic Plan (“Every child has an equitable chance in life”) underpins the other Goal Areas by addressing some of the key dimensions of inequity that prevent children from realizing their rights. Additionally, UNICEF will be co-chairing the UNGD Task Team on Sustainable Development Goals Data, along with the Economic Commission for Latin America and the Caribbean.

- **First-ever thematic report on indicators for children:** UNICEF prepared the first-ever thematic Sustainable Development Goals report on indicators for children ([Progress for Every Child in the SDG Era](#)) fostering debate on how to fill the very large data gaps and programmatically support progress for children. UNICEF also made major contributions to the UN-Women thematic report on gender issues in the Sustainable Development Goals: “Turning promises into action: Gender equality in the 2030 Agenda for Sustainable Development”.
- **Chair of Intersecretariat Working Group on Household Surveys:** UNICEF coordinated with other United Nations funds and programmes and avoided duplication of efforts as the new chair of the InterSecretariat Working Group on Household Surveys. UNICEF maintains strong participation in the Inter-Agency and Expert Group on Sustainable Development Goal Indicators, the Committee for the Coordination of Statistical Activities and the Committee of Chief Statisticians of the United Nations System.
- **Partnering with the Economic and Social Commission for Asia and the Pacific (ESCAP) for regional reporting:** The UNICEF Regional Office for East Asia and the Pacific co-chairs an inter-agency group with ESCAP to support countries in the measurement and reporting of Sustainable Development Goal indicators.

*Improving support to national capacities:*

- **Partnering on Mainstreaming, Acceleration and Policy Support (MAPs) missions:** UNICEF is a full partner in the MAPS process. UNICEF led the development of the Sustainable Development Goals Acceleration Toolkit, proactively supports the MAPS process, and provides policy support to operationalize the “leaving no one behind” principle, enhance its equity focus and strengthen data analyses and systems. UNICEF continued to provide comprehensive support to country offices and National Committees in countries where the Government is preparing a voluntary national review in support of the Sustainable Development Goals. For instance, UNICEF supported the localization of the Sustainable Development Goal indicators for children in Indonesia and identified data gaps and how they should be filled.
- **Strategic focus on citizen engagement:** As part of the Strategic Plan, 2018–2021, UNICEF is committed to increasingly engage with citizens through volunteerism, empowerment, participation and other means to strengthen national ownership and capacity. The Plan is explicit about the need to contribute to more resilient and responsive national, local and subnational systems for humanitarian action, education, protection and other priority outcomes. UNICEF supported capacity-development programmes for justice and administrative bodies as well as civil

practice response and a coherent multi-year time frame (paragraph 24 (a))

- improving coordination and synergy to maximize the impacts, results and effectiveness of support for the implementation of the 2030 Agenda for Sustainable Development (paragraph 24 (b))

registration systems to ensure that child victims, witnesses or perpetrators seeking to access justice are treated in accordance with international standards.

- **Strategic focus on country-level systems:** The Strategic Plan clearly states the organization's intention to enhance the capacity of key systems at the country level, including information management, accountability and evaluation systems. In 2017, UNICEF co-led the UNDG Business Innovations Group, together with the World Food Programme. UNICEF also developed an internal Business Operations Strategy to create a full cycle of planning, costing and reporting on savings in business operations. The Business Operations Strategy was rolled out in 26 country offices, and 39 more have a road map for implementation. Additionally, 92 country offices reported savings in procurement through common approaches, and 84 reported savings in information and communications technology services.
- **Leveraging partnerships:** UNICEF deepened public sector partnerships for effective programme implementation and advocacy, working with civil society organizations, United Nations funds and programmes and other international organizations. Highlights in 2017 include strategic partnership frameworks with the World Bank and the Islamic Development Bank; the Universal Health Coverage Forum organized with the Government of Japan, the World Bank and the World Health Organization; and an economic and technical cooperation agreement with Government of China. UNICEF partnerships with the private sector played a key role in achieving results for children. In 2017, the longstanding partnership with H&M and the H&M Foundation on early childhood development and children's rights in the garment industry expanded to include a new focus on young children with disabilities, while partnerships continued with the LEGO Group and the LEGO Foundation, Procter & Gamble and Futbol Club Barcelona.
- **Advocating for children in voluntary national reviews:** Through its broad-based field presence, UNICEF assisted Governments in their Sustainable Development Goal implementation efforts together with other United Nations entities as part of the United Nations country team (UNCT). UNICEF advocates for the cause of children in national Sustainable Development Goal implementation efforts, which have been used to support Governments preparing their voluntary national reviews for reporting to the High-Level Political Forum. Headline messages include: the importance of investing in children; supporting child, adolescent and youth participation in Sustainable Development Goal implementation and monitoring efforts; and the importance of collection, analysis and use of disaggregated data to best understand the situation of children, including the most marginalized and those left behind.
- **Strategic focus on South-South cooperation:** UNICEF integrated South-South and triangular cooperation into its Strategic Plan and continues to report on South-South cooperation in the annual report of the Executive Director. In 2017, 88 per cent of country offices reported on South-South and triangular cooperation activities in their annual reports.
- **South-South Unit:** UNICEF has a dedicated headquarters unit to support South-South collaboration and has several posts funded from regular resources working on this portfolio. This

work is supported both by a dedicated operational budget as well as through the implementation of relevant programme activities in which South-South cooperation is mainstreamed.

- **Collaboration with the United Nations Office for South-South Cooperation (UNOSSC):** UNICEF collaborates with UNOSSC through participation in official inter-agency meetings and global events convened by UNOSSC, in addition to participation in meetings at technical and management levels.

*Improving coordination and synergy to maximize impacts:*

- **Integrating multi-hazard risk analysis:** Experience has shown that a multi-hazard or multi-risk approach to programming is key to strengthening the links between humanitarian, development and peacebuilding efforts. In fragile, conflict-affected and disaster-prone contexts, UNICEF undertakes a multi-hazard risk analysis (including natural hazards, climate change and conflict) as part of its broader situation analysis, which then informs programmes in terms of prevention, mitigation, preparedness and response. UNICEF also undertakes rights-based analysis in all contexts, to inform programming to reduce inequities in participation, access to services and opportunities for children and youth, which are some of the factors underlying conflict and crisis. In more than 60 countries, UNICEF supports Governments and other national and civil society partners to implement the Sendai Framework for Disaster Risk Reduction 2015–2030, and the Paris Agreement under the United Nations Framework Convention on Climate Change to strengthen resilience to disaster risk and climate change. In doing so, UNICEF promotes a multi-hazard risk assessment that is child sensitive, strengthening capacity in preparedness and adapting social sector policy and programming risk sensitivity.
- **Developing guidance on risk-informed programming (GRIP):** In 2017 UNICEF developed GRIP, which enables all country offices – working in partnership with Governments and other national and international partners, to undertake a multi-hazard risk analysis (including natural hazards, climate change and conflict) as part of its situation analysis. The risk analysis informs programmes, including in terms of strengthening the nexus between humanitarian and development work as well as prevention, peacebuilding, preparedness and response.
- **Launched a procedure on preparedness for emergencies:** UNICEF has recently launched the Procedure on Preparedness for Emergency Response, which requires country offices to monitor risks at least every six months using the new online Emergency Preparedness Platform, and to plan preparedness actions annually.
- **Common chapter in the Strategic Plans:** In response to requests made by their respective Executive Boards to work in a more integrated and coherent manner, UNDP, UNFPA, UNICEF and UN-Women developed a common chapter in their Strategic Plans that identifies and elaborates on specific areas of collaborative advantage. The entities propose to use the UNDAF and MAPS as entry points to build the case for prioritization of and investment in activities to ensure that no one is left behind.

<b>III. Funding of the operational activities for development of the United Nations system</b>	
QCPR mandates (paragraphs 25–43)	Progress
<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 (paragraph 33)</p> <p>Also urges the entities of the United Nations development system, through their governing bodies, to take concrete steps to address the decline of core contributions and the growing imbalance between core and non-core resources (paragraph 34)</p> <ul style="list-style-type: none"> <li>– Exploring options to ensure an adequate and predictable level of core and non-core funding on a multi-year basis (paragraph 34 (a))</li> <li>– Identifying, in the context of integrated results and resources frameworks, the level of resources adequate to produce the results expected (paragraph 34(b))</li> <li>– Exploring options to broaden and diversify the donor base in order to reduce the reliance of the system on a limited number of donors (paragraph 34 (c))</li> </ul> <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 (paragraph 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</p>	<p><b><i>Enhancing transparency and accountability of pooled funding:</i></b></p> <ul style="list-style-type: none"> <li>– <b>Streamlining internal processes:</b> UNICEF continues to streamline its internal systems and processes to support implementation of joint programmes at the country level through providing advisory services to establish joint programmes. UNICEF ensures quality assurance in the use of undg-agreed instruments, results-based management of the programmes funded through joint programmes, and documentation of results from joint interventions. In 2017, UNICEF country offices engaged in 161 joint programmes with a throughput of \$142 million through partnership arrangements with 23 United Nations funds and programmes in support of several thematic areas, with child protection and health taking the lead. The UNICEF Middle East and North Africa region hosted the highest number of joint programmes, bringing in a revenue of \$27.5 million for 2017. Major donors for pooled funds and joint programmes included Australia, Canada, Denmark, the European Union, Germany, Ireland, Luxemburg, the Netherlands, Norway, Spain, Sweden, the Swiss Development Cooperation, the United Kingdom of Great Britain and Northern Ireland and the United States of America.</li> <li>– <b>Championing the Joint Fund for the 2030 Agenda:</b> UNICEF is one of the lead agencies in the conceptualization and initiation of the Joint Fund, supporting the design of the framework for the integrated policy approach, the theory of change and key deliverables required by the United Nations development system in support of national Governments to accelerate achievement of the Sustainable Development Goals. UNICEF is also a board member of the Joint Fund, and actively engaged at the technical level, setting the direction both on programmatic and operational areas and ensuring strategic positioning of the organization as a capable partner.</li> </ul> <p><b><i>Addressing the decline of core contributions:</i></b></p> <ul style="list-style-type: none"> <li>– <b>Continued structured financing dialogues:</b> The structured dialogue on financing the results of the UNICEF Strategic Plan, 2018–2021 as presented at the UNICEF Executive Board in September 2017, advocated for regular (or core) resources and showcased growth areas for this type of funds, such as the private sector. UNICEF has drafted a new resource mobilization strategy in support of the 2030 Agenda and the UNICEF Strategic Plan, 2018–2021, which emphasizes both traditional and emerging partners, from the public and private sector, as well as innovative financial mechanisms. The level and type of resources required to meet the results outlined in the Strategic Plan were endorsed by the Executive Board in September 2017, as detailed in the integrated results and resources framework of the UNICEF integrated budget, 2018–2021 (E/ICEF/2017/AB/L.4, see decision <a href="#">2017/14</a>).</li> </ul>

<p>how to fund the development results agreed in the strategic plans (paragraph 43)</p>	<p><b>Complying with and reporting on existing cost recovery policies:</b></p> <ul style="list-style-type: none"> <li>– <b>Cost recovery transparency:</b> The UNICEF Executive Board adopted cost recovery rates based on common cost classifications and cost recovery methodologies. UNICEF has made regular reports on the implementation of the cost recovery policies to the Executive Board in 2017 and 2018, during both formal and informal sessions. The estimated cost recovery amounts have been included in the integrated budget, 2018–2021, which was approved by the Executive Board.</li> <li>– <b>Continued collaboration on cost recovery policies:</b> UNICEF continued working with the New York-based funds and programmes towards a harmonized approach to cost recovery.</li> </ul> <p><b>Future integrated budgets:</b></p> <ul style="list-style-type: none"> <li>– <b>Improving transparency with the Executive Board:</b> The structured dialogue in September 2018 will include a proposal on how to improve structured dialogue discussions at the Executive Board, in fulfilment of the corresponding Board decision.</li> </ul>
<p><b>IV. Strengthening the governance of the United Nations operational activities for development</b></p>	
<p>QCPR mandates (paragraphs 44–46)</p>	<p>Progress</p>
<p>Stresses the need to improve the governance of the United Nations development system, including by (paragraph 45):</p> <ul style="list-style-type: none"> <li>– Enhancing the transparency of the United Nations Development Group to ensure their effective interaction with and improve their responsiveness to Member States (paragraph 45 (c))</li> <li>– Enhancing system-wide coherence and efficiency, reduce duplication and build synergy across governing bodies of the entities of United Nations development system (paragraph 46)</li> <li>– Entities of the United Nations development system to adopt and abide by clear rules, including on the dissemination of all documents and draft decisions (paragraph 46 (c))</li> </ul>	<p><b>Improving governance:</b></p> <ul style="list-style-type: none"> <li>– <b>Commitment to inter-agency work:</b> UNICEF, as a member of the UNDG, has been pursuing a series of measures to underpin the principle of transparency and accountability in the organization’s operations. The UNICEF commitment to being open and transparent has been demonstrated by continuous efforts to scale up the quality, depth and timeliness of programme and financial data released to the public.</li> <li>– <b>Commitment to transparency, including through the International Aid Transparency Initiative (IATI):</b> The commitment to improving transparency is also operationalized through participation in IATI. UNICEF has significantly improved its score in the annual Aid Transparency Index, and in 2016 was placed in the “very good” category and ranked third out of 46 major aid organizations.</li> <li>– <b>Common chapter in the Strategic Plans:</b> UNDP, UNFPA, UNICEF, and UN-Women are fully committed to working better together, in a spirit of strengthened coherence and collaboration. In 2017, the four entities integrated a common chapter in their respective strategic plans for 2018 to 2021. Thereby, they are stepping up joint efforts – with a sense of urgency – to better support countries to achieve the Sustainable Development Goals and implement the 2030 Agenda. Furthermore, the four strategic plans embrace a clear commitment to greater coherence in support of results. The common chapter has been designed as a direct response to the QCPR resolution to harness collaborative advantages and to build on each other’s comparative strengths in compliance with their respective mandates and in partnership with other members of the</li> </ul>

	United Nations development system. Key areas of collaboration are, in particular: (a) eradicating poverty; (b) addressing climate change; (c) improving adolescent and maternal health; (d) achieving gender equality and the empowerment of women and girls; (e) ensuring greater availability and use of disaggregated data for sustainable development; and (f) emphasizing that development is a central goal in itself, and that in countries in conflict and post-conflict situations the development work of the entities of the United Nations development system can contribute to peacebuilding and sustaining peace, in accordance with national plans, needs and priorities, and respecting national ownership.
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**V. Improving the functioning of the United Nations development system**

QCPR mandates (paragraphs 47–75)	Progress
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<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 United Nations country teams to (paragraph 50):</p> <ul style="list-style-type: none"> <li>– strengthen the use of the United Nations Development Assistance Framework or equivalent (paragraph 50 (a))</li> <li>– 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 (paragraph 50 (b))</li> <li>– use the common United Nations Development Assistance Framework guidance, and, where appropriate, the standard procedures of the United Nations Development Group and the business operations strategies (paragraph 50 (d))</li> </ul> <p>Stresses the importance of improving the efficiency and effectiveness of the resident coordinator system (paragraph 57)</p> <ul style="list-style-type: none"> <li>– ensure that the United Nations development system at the country level periodically provide the resident</li> </ul>	<p><i>Tailored approaches to meeting challenges faced by programme countries:</i></p> <ul style="list-style-type: none"> <li>– <b>Commitment to UNDAF processes:</b> Guidance provided in the UNDAF is applicable in the vast majority of cases, and is followed by UNICEF offices and the other members of the UNCT. However, in some fragile contexts, the preparation of UNDAFs is deferred – and humanitarian response plans and other common planning instruments are developed in close collaboration with United Nations funds and programmes and other partners of the humanitarian country team.</li> <li>– <b>Commitment to the common country analysis:</b> UNICEF offices participate with other funds and programmes in the common country analysis undertaken as part of the UNDAF preparation process. This analysis helps to ensure that the UNDAF linked to national priorities and the Sustainable Development Goals.</li> <li>– <b>Commitment to UNDAF companion guidance documents:</b> All country offices preparing new UNDAFs within the UNCTs use the 2017 UNDAF guidance and companion guidance documents and are part of the entire process of planning and reporting at UNCT level. UNICEF offices are provided the necessary guidance and capacity development by headquarters.</li> <li>– <b>Timely engagement with the Executive Board:</b> UNICEF continues to comply with the deadlines for dissemination of all Executive Board documents and draft decisions, as mandated by the UNICEF Executive Board.</li> <li>– <b>Contributing to joint reporting:</b> UNICEF actively participates in the integrated packages of support offered by many UNCTs through the standard operating procedures or other mechanisms. UNICEF continues to participate in and facilitate the preparation and implementation of UNDAFs, and engages in joint programming modalities through UNDAF result groups. UNICEF participates in several joint evaluations each year, and contributes to guidance provided to UNCTs via United Nations Evaluation Group reporting. Furthermore, UNICEF actively contributes to UNDAF reporting.</li> </ul>
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<p>coordinator with sufficient information on their activities in the field (paragraph 57 (b))</p> <ul style="list-style-type: none"> <li>– ensure the full implementation of the management and accountability system of the United Nations development and resident coordinator system (paragraph 57 (c))</li> </ul> <p>Requests the United Nations development system in that regard to adopt flexible, cost-effective and collaborative models for its field presence, as appropriate (paragraph 68)</p> <p>Calls upon the United Nations development system to introduce or strengthen knowledge management strategies and policies (paragraph 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 (paragraph 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 (paragraph 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 (paragraph 74)</p>	<ul style="list-style-type: none"> <li>– <b>Increasing engagement in joint activities:</b> UNICEF frequently participates in pooled funding modalities, as administrative agent, convening agent, and/or participating United Nations organization. UNICEF is participating in an increasing number of business operations strategies and long-term agreements globally.</li> </ul> <p><b>Improving efficiency and effectiveness of the resident coordinator system:</b></p> <ul style="list-style-type: none"> <li>– <b>Strengthened job descriptions for UNICEF country representatives:</b> The job description for UNICEF representatives stipulates that the person will serve as a member of the UNCT and collaborate with the resident coordinator and United Nations system partners to strengthen United Nations system inter-agency coherence, collaboration, cooperation and harmonization of programming, common services and operations.</li> <li>– <b>Capturing system-wide contributions in performance reviews:</b> UNICEF has established accountability mechanisms in the performance appraisal systems for country representatives, deputy representatives, operations managers and relevant technical staff, to capture the specific contributions of staff to system-wide inter-agency work.</li> <li>– <b>Active engagement in UNCTs:</b> UNICEF country representatives, as members of the UNCT, actively participate in and report on joint planning and programme implementation by leading UNDAF result groups, especially in the social sectors; chairing inter-agency meetings; and, on occasion, acting as resident coordinator ad interim, or humanitarian coordinator ad interim, to support the coordination of United Nations activities in the field.</li> <li>– <b>Contributing resources locally:</b> In 2017, UNICEF contributed \$2.78 million in cash as part of local cost sharing for the resident coordinator system, apart from contributing staff time to the tune of \$5.9 million across coordination functions such as strategic planning, communication and advocacy and monitoring, and management of common services.</li> <li>– <b>Helping to fill in for the resident coordinator:</b> In 2017, UNICEF representatives in 111 country offices reported serving as resident coordinator ad interim, and 41 UNICEF representatives also reported serving as acting humanitarian coordinator.</li> </ul> <p><b>Strengthening knowledge management:</b></p> <ul style="list-style-type: none"> <li>– In 2017, UNICEF prepared its Strategic Plan, 2018–2021 and accompanying results framework, which includes the following elements relating to knowledge-management strategies: <ul style="list-style-type: none"> <li>• Change strategy 8: Harnessing the power of evidence as a driver of change for children</li> <li>• Organizational effectiveness and efficiency enabler 4: Versatile, safe and secure knowledge and information systems</li> </ul> </li> <li>– <b>Engaging in technical level collaboration:</b> During 2017, UNICEF participated in several meetings and technical exchanges with other United Nations funds and programmes on knowledge management tools, strategies and approaches, including a conference organized by the</li> </ul>
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	<p>Joint Inspection Unit and another organized by UNDP and the International Fund for Agricultural Development.</p> <ul style="list-style-type: none"> <li>– <b>Dedicated country-level UNDAF training:</b> Staff capacities to support the 2030 Agenda have been strengthened through dedicated learning sessions with country office senior management. The sessions cover utilizing the UNDAF as a strategic planning tool for achieving national priorities at the country level.</li> <li>– <b>Developing a learning strategy:</b> UNICEF strives to recruit the best talent and to further strengthen the capacity of its existing workforce to deliver on its mandate for children. The organization uses a variety of approaches and blended curriculums, including: online learning; webinars; on-the-job training; shadowing; coaching; mentoring; stretch assignments; and face-to-face learning programmes. A learning strategy is being finalized to better align staff capacity towards achievement of the results set out in the Strategic Plan, 2018–2021 and the 2030 Agenda.</li> </ul>
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**VI. Follow-up, monitoring and reporting**

QCPR mandates (paragraphs 76–84)	Progress
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<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 (paragraph 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 (paragraph 79)</p>	<p><i>Align planning activities</i></p> <ul style="list-style-type: none"> <li>– <b>Matrix to monitor actions on QCPR implementation:</b> After the adoption of resolution 71/243 (on the QCPR) by the General Assembly, UNICEF developed an internal matrix of critical areas for operational and programmatic interventions at headquarters level, to progressively achieve the full implementation of the resolution.</li> <li>– <b>Adoption of the common chapter:</b> In resolution 71/243 and during consultations with their respective Executive Boards on the UNDP, UNICEF, UNFPA and UN-Women strategic plans for 2018–2021, Member States expressed their desire for more coherent support to the 2030 Agenda. Responding to their clear request to enhance collaboration, the strategic plans of the four funds and programmes include a common chapter that aims for enhanced collaboration, particularly in six critical areas identified in the resolution. The development of this table, aligned in its reporting format on the implementation of the QCPR mandates, is another outcome of the joint collaboration among the four entities.</li> <li>– <b>Active engagement in “Delivering as one”:</b> UNICEF has remained an active participant in the “Delivering as one” process, by participating in and promoting the standard operating procedures, including developing UNDAFs and participating in result groups, preparing business operations strategies and developing joint communication, advocacy and resource mobilization strategies. UNICEF has made significant contributions to the development of the common chapter, to ensure that the strategic plans of the four funds and programmes build synergies and reduce overlaps across the United Nations system.</li> </ul>
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