The Middle East and North Africa (MENA) region experienced recurrent political instability that impacted both the humanitarian and socioeconomic situations and the response to the coronavirus (COVID-19) pandemic. Examples include the ongoing Palestinian-Israeli conflict, the conflict in Yemen, political uncertainty and transition in Sudan and Libya and the collapse of the Lebanese economy. The year under review also marked one full decade of the crisis in Syria and one year from the Beirut blast, the impacts of which are still affecting many people in the region.

The COVID-19 pandemic and oil price fluctuations resulted in a rapid contraction of the regional gross domestic product (GDP) in 2020, amounting to a drop of about 5.4 per cent in GDP per capita. Although the region saw GDP increase in the second half of 2021, real GDP per capita was nevertheless 4.3 per cent below 2019 levels.1

Additionally, large-scale, protracted crises continued to generate significant humanitarian needs in the MENA region in 2021, where 32 million children required humanitarian assistance and 24 million children were in need of protection services. The region hosts over 5 million internally displaced children and over 3 million refugee children.2,3 Thus, children continued to be at the centre of crises in MENA, from geopolitical conflicts and refugee crises to the COVID-19 pandemic and other widespread health risks such as cholera and polio.

In 2021, the MENA region experienced two significant, consecutive waves of COVID-19 cases and deaths: the first in February–May and the second in July–September, with some variation depending on the country. A total of 11.5 million new cases and more than 169,500 deaths were registered in MENA in 2021, bringing the cumulative total to 16 million cases and 279,049 deaths reported since the beginning of the pandemic. National vaccination campaigns across the region contributed to vaccine uptake and a decline in new cases after August 2021. Vaccine acceptance is generally high across the region; however, a range of barriers must be overcome to convert positive intentions into actual vaccinations.

The COVID-19 crisis in the Arab states provided opportunities for policy innovation in areas such as social protection. In response to the pandemic’s socioeconomic impacts, the region witnessed the enactment of noteworthy social protection policies that were then leveraged into more systematic opportunities for reform. These reforms ranged from the introduction of new cash assistance schemes to the strengthening of data, delivery and financing systems. The first-ever Arab ministerial forum on social protection – organized by the United Nations Issue-Based Coalition for Social Protection and co-convened coordinated by UNICEF and ILO, in collaboration with UN-ESCWA, and with support from the International Policy Centre for Inclusive Growth (IPC-IG) and the socialprotection.org platform, – reaffirmed the strong commitment to translating the gains of COVID-19 emergency response into more sustainable gains for improving social protection systems. All 20 countries of the Arab region participated in the event, including 10 ministers, leading to the adoption of the first ministerial-level declaration establishing the direction for social protection reform.

The pandemic severely disrupted education for all children in the region despite the establishment of at least one online education platform in every MENA country. Nearly 40 per cent of children still missed out on learning opportunities due to a lack of access to the internet or electronic devices. The learning losses reported across the region further exacerbated the pre-pandemic learning crisis. Despite children not being as susceptible as adults to the effects of the COVID-19 virus, they still
suffered several secondary impacts. The most significant health-related impacts were reported in the area of mental health; for example, 53 per cent of parents and caregivers reported that their children had struggled mentally or emotionally during the crisis due to being isolated at home, away from teachers and friends. These factors led the MENA Regional Office (MENARO) to prioritize safe school reopening and the inclusion of mental health services among its 2021 initiatives.

In addition to the direct and indirect effects of the pandemic, the MENA region faced an increased refugee influx from Afghanistan and Ethiopia as well as continued hostilities and fragile contexts in Iraq, Libya, Syria and Yemen. These complex situations created risks and deprivations for children, who are also direct and indirect victims of violence, insecurity and displacement. Food insecurity is also a pre-existing and growing challenge in the region. Before COVID-19, United Nations agencies estimated that over 55 million of the region’s population of 456.7 million were undernourished. The pandemic, protracted conflict and other factors further increased hunger in areas such as Lebanon, Sudan, Syria and Yemen. Yemen, for example, continues to hold the world’s worst humanitarian crisis, with 24.3 million people in need of assistance and 2.3 million children suffering from acute malnutrition.

The protracted pandemic and continuous political and economic challenges in the region pushed MENARO to find innovative workarounds to balance its efforts between humanitarian and development roles with a focus on mitigating the impact on children, especially the most vulnerable. This balancing act underpinned all efforts to identify potential gains and opportunities, despite ongoing challenges.


## Major contributions and drivers of results

In 2021, UNICEF MENARO supported all country offices (COs) in the region in achieving significant results for children. MENARO contributed to the global UNICEF Strategic Plan through the three core functions identified in the regional office management plan (ROMP): 1) enhancing programming excellence; 2) generating, promoting and leveraging public goods; and 3) strengthening organizational management effectiveness and efficiency.

### Health and nutrition

In 2021, MENARO supported 20 countries in initiating COVID-19 vaccination and re-establishing immunization services. By the end of the year, 201,082,506 people in MENA (39 per cent of the total population) had received partial vaccination (the first dose) against COVID-19 and 164,490,661 (32 per cent of the total population) were fully vaccinated (having received the second dose). MENARO
also supported the required cold chain space planning, enabling 459.2 million doses of the COVID-19 vaccine as well as polio vaccination campaigns to reach more than 35.5 million children.

To contribute to accelerated action on primary health care (PHC), MENARO initiated a strategic regional partnership with the World Health Organization (WHO). The partnership ensured a unified voice on the need for including mental health and psychosocial support services as part of PHC. MENARO supported COs in prioritizing actions seeking to improve young children’s diets, prevent all forms of malnutrition and scale-up care for children with wasting. As of October 2021, these treatment programmes had admitted a total of 455,782 children under the age of five with severe acute malnutrition. Despite this success, the need to respond to repeated waves of COVID-19 and encourage and enable vaccination against the virus represented an obstacle to achieving other health and nutrition results.

Education
All MENA COs received RO support to ensure the alignment of programmatic interventions and the continuation of learning in the context of COVID-19. The pandemic posed a significant challenge to achieving education goals as it severely disrupted education services, reinforced pre-existing learning crises and left around 40 per cent of children without access to remote learning due to digital poverty. To address this challenge, MENARO collaborated with the World Bank and United Nations Educational, Scientific and Cultural Organization in an innovative study (COVID-19 Learning Losses: Rebuilding Quality Learning for All in the Middle East and North Africa), assessing the impact of COVID-19 school closures and government responses in the education sector. Additionally, MENARO supported the design of a monitoring and evaluation framework and operational guide, as well as the development of practical teaching and learning resource packages.

Child protection
MENARO advanced programmes to address gender-based violence, actions to protect children on the move and steps to prevent violence against children in all COs. Its assistance focused on strengthening the social services workforce, creating safe learning environments and leveraging commitments to abandon harmful traditional practices such as female genital mutilation and child marriage. MENARO’s technical assistance concentrated on five areas: 1) generating new evidence; 2) participating in and organizing 26 regional advocacy and learning events; 3) realizing programme innovations in fields such as gender-based violence, mental health and psychosocial support services, and ending child marriage; 4) conducting 25 capacity-building initiatives; and 5) systematically engaging with nine countries within the framework of strategic reviews, country programme documents (CPDs) and mid-term reviews.

Water, sanitation and hygiene (WASH)
MENARO focused on the implementation of the ‘Water Scarcity and Climate Change Regional Accelerator’ and developing assessments of the national enabling environment for addressing water scarcity and climate change in each country. In addition, the RO worked with its technical partner, the Stockholm International Water Institute, to adapt the existing WASH bottleneck analysis tool to examine climate resiliency. The RO also supported the global ‘Call to Action on WASH in Health Care Facilities’ and led the regional implementation of the ‘Hand Hygiene for All’ initiative (a global COVID-19-linked initiative). To address water scarcity with key partners, MENARO organized a high-level meeting at the League of Arab States on water scarcity and published ‘Running Dry’, the flagship document on water scarcity in the region.
MENARO reinforced COs’ technical skills in humanitarian response, climate change and water scarcity through webinars and workshops on cholera preparedness, water scarcity strategy development and climate change finance.

Social protection
MENARO supported the roll-out of the ‘Social Protection Accelerator’ in COs, which allowed for
timely positioning of UNICEF as countries enacted reforms on social protection. The RO finalized roadmaps for accelerating social protection for nine COs and supported accelerating social protection milestones. It paid special attention to humanitarian social protection, on the design and roll-out of integrated cash transfer programmes and on emergency cash transfer transition (through the humanitarian-development nexus approach).

The RO also played an important role in advancing the regional social protection agenda. MENARO successfully organized the Regional Social Protection Ministerial Conference of Arab States in November and served as co-convener of the United Nations Social Protection Issue-Based Coalition. The key outcome was a declaration (the region’s first on social protection) that highlighted four action areas: coverage and inclusion, shock responsiveness, financing, and governance. United Nations country teams across the region have been able to use the declaration as a means to advance dialogue on national social protection reforms in these areas.

B. Generating, promoting and leveraging public goods
This ROMP result pillar focuses on enhancing partnerships, accelerating advocacy and supporting programming based on evidence.

Public engagement
MENARO has conducted extensive outreach to respond to the pandemic and the resulting surge in the number of children unable to attend school. This outreach focused on providing educational opportunities and fighting the spread of false and inaccurate information regarding the COVID-19 pandemic.

The RO published nearly 100 statements, news notes and press releases, as well as close to 100 media interviews on international and regional channels, aimed primarily at advocating children’s rights. MENARO also used digital platforms to reach 300 million people with information on vaccine safety, protection against COVID-19 and vaccine hesitancy. The RO expanded its digital platforms to reach over 1 million followers across various channels.

Harnessing partnerships and resources for children
Efforts continued throughout the year to systematically engage the private sector to accelerate results for children across the region. MENARO supported Algeria, Egypt, Jordan, Morocco, Sudan and Tunisia Co’s on how to effectively integrate business, as a strategic stakeholder, in country programme strategy design.

In 2021, the No Lost Generation (NLG) initiative continued to advocate for Syrian children, including the celebration of a side-event (250 participants) to the Brussels V conference on the Future of Syria, with the active participation of young people. The conference also led to the commemoration of the 10-year mark since the start of the conflict in Syria and raising the visibility of children through a cross border statement with 10 UN Agencies and NGOs. An important contribution from Luxembourg to support NLG interventions in Jordan, Syria and the region was also renewed.

Leveraging resources and markets for children
In 2021 MENARO disseminated the regional Public Finance for Children (PF4C) agenda to CO staff through training, guidelines for office-wide PF4C strategies and PF4C-focused technical support to the Gulf Area Office (GAO), Oman and Sudan. Additionally, in partnership with the United Nations Economic and Social Commission for Western Asia and the United Nations Development Programme, MENARO developed the Social Expenditure Monitoring Report (pending finalization). This comprehensive report analyses the adequacy, efficiency, effectiveness and equity of social sector expenditures in Arab countries.

Furthermore, MENARO intensified its efforts to maximize flexible and sustainable funding by continuing to pilot digital fundraising with a huge focus on Islamic giving during Ramadan. Growth in this new revenue stream will enhance UNICEF’s efforts towards diversifying its income base and meeting the region’s most urgent needs in a timely manner.
Strategic information, research and knowledge management

During 2021, MENARO led the preparation and dissemination of two flagship studies undertaken in cooperation with other United Nations agencies: a situation analysis on women and girls and a study of the impact of COVID-19 on education and learning. Both studies were presented to regional stakeholders and policymakers and include a set of strategic recommendations for how countries in the region can build back better from COVID-19 and reinvest to achieve the Sustainable Development Goals. Other major analytical initiatives completed by MENARO in 2021 included a regional survey conducted with WHO on COVID-19 vaccine acceptance and prevention behaviours, a study of child marriage in the context of COVID-19, a study of the lessons learned from emergency preparedness investment, an advocacy paper on the implication of water scarcity on children in MENA and a multi-country evaluation of UNICEF’s work on violence against children. MENARO also contributed evidence in support of a series of initiatives carried out with regional partners (such as the League of Arab States and sister United Nations agencies) and presented at the Arab Forum for Sustainable Development and the High-Level Arab Conference on the Rights of the Child.

C. Strengthening organizational management effectiveness and efficiency

In 2021, MENARO reconfirmed the prioritisation of the five programmatic accelerators that will provide more structured and efficient support to COs.

Overall, MENARO has made an effort to improve its working efficiency. For example, the office consolidated the transfer of the supply and procurement transactions to the Common Services under the Jordan CO, which leveraged synergies between the RO and the CO, brought in more efficiency and allowed the RO Supply Unit to provide stronger support to COs.

MENARO had also prioritized increasing efficiency in its 2021 Annual Management Plan. The plan goes beyond work processes, also looking at the impact of workload, hierarchy, management of meetings and knowledge sharing, and how these factors affect staff well-being and the overall efficiency of the office.

The 2021 Annual Meeting of Deputy Representatives (programme and operations) reviewed a number of work areas relevant to the efficiency agenda. Attendees drew upon lessons learned from the COVID-19 Vaccines Global Access initiative (COVAX) to improve the efficiency of its operations in 2022. Finally, MENARO used the Regional Technical Review Team and the programme and budget review processes as opportunities to review the effectiveness and efficiency in office structures, the utilization of budgets, and how these support programme implementation.

D. Whole of Syria response

During 2021, MENARO maintained the capacity of the Whole of Syria response and the Northwest Syria Cross-Border (Gaziantep) response, resulting in the delivery of cross-border humanitarian assistance to 4.95 million individuals in Syria. Of this population, the Gaziantep programmes’ essential humanitarian services reached 2.7 million people in 482 communities in collaboration with 35 partners. The Whole of Syria Team provided strategic guidance and leadership, including on key issues such as COVID-19, prevention of sexual exploitation and abuse, water scarcity access and Whole of Syria water scarcity response plan.

E. Humanitarian action

MENARO provided humanitarian response during refugee influxes in Iran and Sudan, the Gaza conflict, floods and disease outbreaks. It deployed multisectoral teams in these contexts to support humanitarian assistance for more than 600,000 children in need. The RO also supported the COVID-19 response by guiding vaccine demand, conducting risk communication and community engagement (RCCE) response, and conducting two rounds of a behavioural study across 23 countries in partnership with WHO.
MENARO strengthened humanitarian leadership by conducting programme evaluations, mapping cluster capacity and performance, increasing risk analysis, contributing to Common Country Assessments (CCAs), developing a preparedness strategy, and improving knowledge and accountability against the Core Commitments for Children in Humanitarian Action and Emergency Preparedness Platform benchmarks.

F. Cross-cutting programming areas

Programme planning
In 2021 MENARO finalized the 2022–2025 ROMP, linking to regional accelerators and the Strategic Plan. Relatedly, the RO worked to ensure a sound results and monitoring framework to track the progress of the accelerators. MENARO also provided technical oversight on CPD development to eight COs. In this process, the RO facilitated the use of rights- and results-based management modules to strengthen the reflection of risk-informed programming and cross-cutting issues. The RO guided seven COs in CPD extension processes, provided technical support for mid-term reviews in Iraq and GAO, and supported Oman in submitting a new, high-quality CPD to the executive board. The RO promoted the digitalization of implementing partnership management and programme monitoring by strengthening the use of eTools at six COs that selected implementing partners through the United Nations Partnership Portal. Seven COs started using the Partner Reporting Portal, and four participated in the electronic programme documentation pilot exercise. MENARO provided technical support to 12 COs for the development of United Nations Development Assistance Frameworks and CCAs.

Gender
MENARO provided technical support for implementing girl’s empowerment programmes in Egypt, GAO, Iraq, Jordan, Lebanon and Morocco and for activating the regional accountability framework for ending child marriage. The launch of the milestone report Regional Situational Analysis for Women and Girls in MENA and Arab States Region; a Decade Review (2010–2020) engaged 240 stakeholders in discussions of how to move from recommendations to implementation in the struggle to achieve gender equality. MENARO finalized regional ‘gender in humanitarian action’ sectoral tools and included them in the global gender package to roll out the new Core Commitments for Children in Humanitarian Action. Institutional efforts in 2021 resulted in most MENA countries meeting minimum Gender Action Plan standards and surpassing the gender transformative budget benchmark with more than 40 per cent budgeting for transformative results. Four gender programmatic reviews were conducted in Egypt, Iraq, Libya and Syria to inform their programme planning milestones, and over 500 staff across the region benefitted from tailored capacity-building approaches.

Adolescent development, participation and HIV
MENARO has established the learning to earning agenda as a focus area of ongoing collaboration, policy and advocacy under the Regional Issue-Based Coalition for adolescents and youth. The strong learning-to-earning partnerships that the RO has built within this coalition are contributing to a broader policy advocacy platform directed at governments in the region that explicitly focuses on vulnerable young people. MENARO also leveraged the global Generation Unlimited partnership platform and the Regional Accelerator to integrate the learning-to-earning agenda into CO adolescent and education programming across the region.

Communication for development (C4D)
The Regional C4D Network Meeting in September 2021 established the foundation for MENARO’s new social and behaviour change strategy (2022–2025), aligning C4D with the ROMP 2022–2025. MENARO and partners strengthened the RCCE response to the COVID-19 pandemic, with a focus on
accelerating vaccine uptake and addressing vaccine hesitancy, misinformation and rumours. Conducted jointly with the WHO RO, a time-series behavioural study on COVID-19 in 23 countries in the region provided relevant data to inform programme strategy. Reviews of national vaccine strategies and plans were conducted, a literature review of vaccine acceptance and hesitancy was completed and two new behavioural insights tools (‘Little Jab Aids’) were developed. MENARO also developed and rolled out a foundational C4D online training package for key partners in the GAO and initiated new partnerships with influential groups such as Al Azhar University and the Islamic Advisory Group to increase the visibility of a range of child rights issues.

**Early childhood development (ECD)**

MENARO continued to promote ECD programming through various platforms and events, including a series of regional parenting webinars, a regional parenting resource package and an implementation guide to support roll-out. Moreover, a regional initiative strengthened ECD through support for operationalization of the ‘nurturing care framework in humanitarian settings’. In Egypt, MENARO contributed to integrating the care for child development (CCD) package into the health sector by adapting the package for use in the integrated management of childhood illness. The CCD package was also piloted in eight facilities in two governorates of Tunisia and four provinces in Iran.

**Supply management**

MENARO’s support was particularly prominent in the context of the Gaza War, the ongoing Syria and Yemen conflicts and the Sudan crisis. While prioritizing emergency response, the RO continued to support the effective vaccine management assessment by procuring close to US$3 million in cold chain equipment for seven countries. It also supported a logistics management information system in Palestine, supply chain process capacity development in Sudan and the work of the Vaccines and Medicines Procurement Practitioners Forum. MENARO supported 19 COs in the delivery and roll-out of over 115 million doses of COVID-19 vaccines through COVAX and nearly 6 million doses through the African Union. Six countries received support to start using MENARO procurement services for the first time for COVAX vaccines. Regular procurement services doubled in 2021 compared to 2020, including increased demand for routine vaccines, bed nets and pharmaceuticals.

**Evaluation**

Across the region, 20 evaluations were completed in 2021, as well a multi-country, real-time assessment of MENARO’s response to COVID-19. All countries in the region that had not had an evaluation in the last three years have now conducted at least one evaluation.

**Prevention of sexual exploitation and abuse**

Across the region, MENARO invested in strengthening systems, policies and staff capacity to prevent sexual exploitation and abuse by implementing partner assessments and action plans. The RO also finalized an operational toolkit for COs to strengthen the development and implementation of community-based complaint mechanisms through increased community engagement. MENARO piloted the toolkit in Iraq, Lebanon and the State of Palestine. Responding to a gap in awareness messages for children and adolescents, the RO worked with COs to develop key messages and accompanying graphics aimed at girls and boys for use in multiple forms of communication.

**Harnessing the power of technology for children**

Continued efforts to strengthen the visibility of digital initiatives saw 95 out of 134 MENARO initiatives published in INVENT (UNICEF’s global inventory for digital-enabled innovations) as of the end 2021. Under global innovations, two MENARO projects were selected for Set-Aside Funding of up to US$3.81 million across six offices. MENARO supported COs in the assessment and implementation of technology for development solutions, including scaling up the use of RapidPro in Egypt, new-born birth registration, adoption of...
the Internet of Good Things in Morocco, UNICEF Activity Info transition to Single Sign-On originating from Syria and regional capacity-building webinars in supply logistics management information systems and frontline health-worker training. The RO supported six COs in presenting nine new initiatives to UNICEF’s Information and Communications Technology Division project portfolio management.


Lessons Learned and Innovations

The ongoing COVID-19 pandemic and continuous political and economic challenges in MENA demanded that MENARO identify strategies permitting it to balance its humanitarian and development roles while maintaining a focus on children. Lessons learned included:

- There is a need to scale up equity-focused programming in education and strengthen national systems’ capacities to build resilient education systems that address the needs of the most disadvantaged children, adolescents and young people. Programming should include increased investment in disaggregated data, gender analysis and gender equity to achieve transformative results.
- MENARO should improve the emergency preparedness action plan by: 1) reconnecting preparedness plans with longer-term, risk-informed programming, 2) improving alignment with operational and security planning processes, 3) monitoring more closely compliance with the minimum package of services and implementation of actions, 4) rolling out decentralized preparedness for better contextualization and a bottom-up approach to preparedness, and 5) supporting efforts with resources and innovative approaches to advance the preparedness agenda.
- The increased focus on the humanitarian/development/peace nexus during 2021 - and among United Nations agencies and regional collaboration mechanisms - highlighted the need to rationalize technical coordination and planning structures further.
- MENARO should work to triangulate evidence for new insights to guide: 1) strategy that addresses individual, social and structural issues and is also informed by relevant behavioural theory; 2) a shift away from over-emphasis on messaging; 3) appropriate sequencing and calibration of demand with supply side, 4) preparedness; and 5) micro-mapping of disease incidence and vaccine availability. These changes will help address factors such as the ongoing pandemic response, vaccine hesitancy, gaps in demand and supply for vaccine uptake, and the data challenges faced by many countries in 2021.
- Further work is needed to ensure the availability of quality, up-to-date and timely data and analysis evidence to pursue the delivery of services in the region’s uncertain and challenging context. The innovations and changes stemming from the Headquarters-led simplification initiative will contribute to advancing effectiveness and efficiency in these areas.
- Continued engagement among COs, the RO and Headquarters is needed to navigate the complex interagency process and reduce the challenges associated with alignment of the United Nations Sustainable Development Cooperation Framework and CPD development.
- In regard to the Northwest Syria Cross-Border and Whole of Syria programmes, managing risk in a politically sensitive and complex environment involving remote programming requires constant attention, innovation and documentation.
- MENARO should evaluate and address the series of challenges that hampered the quality of humanitarian actions, including: 1) balancing evidence-based programming with operational and financial constraints, 2) maintaining consistent figures on people-in-need and children-in-need figures through inter-agency and MENARO needs assessments; 3) obtaining sex-, age- and disability-disaggregated data; and 4) ensuring that MENARO’s default and priority indicators are relevant in different country contexts.
- A lack of dedicated Accountability to Affected Populations (AAP) capacity has slowed efforts in some countries where staff are overwhelmed and unable to mainstream AAP effectively. Additionally,
the short-term nature of many consultancy and staff positions impacts continuity and contributes to limiting capacity for mainstreaming AAP during programme cycles.

- Despite signs of improvement in the planning and monitoring of evidence generation across the region, the quality and timely completion of analysis and research still need attention. The RO should strengthen support to COs on prioritizing evidence-generation efforts, linking them with the regional accelerators, mobilizing relevant RO technical support and expertise, strengthening CO capacities in research methodology and management and creating rosters of regional experts to support analytical work in the region.

During 2022–2023, MENARO priorities will include:
- Continuing to address the impact of the COVID-19 pandemic, including accelerating efforts to increase vaccine uptake in countries with very low coverage.
- Strategically advancing regional accelerator results by mobilizing funds for COs; establishing partnerships, especially with the private sector; and promoting at-scale programming around MENA accelerators.
- Establishing a MENARO portal that reflects data on children and data briefs on countries and accelerators. The MENARO portal will be embedded in the UNICEF website, and country and accelerators factsheets will be available to the RO and COs.
- Strengthening risk management across the region, including developing a risk management strategy or action plan that will clarify risk tolerance, building capacity of COs for effective risk management, supporting higher-risk COs through joint programme and operations peer reviews, and conducting country-specific risk management deep dives.
- Developing the 2022–2023 road map for strengthened humanitarian readiness and preparedness for MENA.
- Addressing key areas identified in the last Global Staff Survey and Pulse surveys through activities promoting 1) diversity, equity and inclusion; 2) human resources transparency, career development and learning opportunities; 3) psychological safety; and 4) equipping managers with skills and coping tools to identify burnout and improve staff welfare.
- Addressing feedback received from COs in 2021 via client satisfaction surveys on technical support and assistance provided by the RO.
- Advancing work on MENARO’s efficiency and effectiveness in three key areas: 1) simplification and streamlining of work processes; 2) investing in knowledge management; and 3) strengthening staff management skills.
- Strengthening UNICEF’s global position in the United Nations reform in areas such as: criteria for the disbursement of United Nations pool funding by United Nation Resident Coordinators office, synchronization of CPD development with that of United Nation Sustainable Development Cooperation Frameworks (UNDSCFs), using alternative options to UNDSCFs in special circumstances and implications on alignments with CPDs, and the articulation of UNDSCFs with integrated mission transition plans. COs in MENA will also take advantage of the efficiency agenda and position themselves as service providers to other United Nations agencies when appropriate, as per the Local Shared Service Centres initiative.