



Economic and Social Council

Distr.: General
10 December 2012

Original: English

**Economic and Social Council
Substantive session of 2013**

Geneva, 1-26 July 2013

Operational activities of the United Nations for international development cooperation: reports of the Executive Boards of the United Nations Development Programme/United Nations Population Fund/United Nations Office for Project Services, the United Nations Children's Fund, the United Nations Entity for Gender Equality and the Empowerment of Women, and the World Food Programme

**United Nations Children's Fund
Executive Board**

First regular session of 2013

5-8 February 2013

Item 4 of the provisional agenda**

Annual report of the Executive Director of the United Nations Children's Fund to the Economic and Social Council

Annual report of the Executive Director of the United Nations Children's Fund to the Economic and Social Council

Summary

The present report is submitted as the annual report in compliance with General Assembly resolution 62/208 of 19 December 2007 on the triennial comprehensive policy review of operational activities for development of the United Nations system, and with decisions 1995/5 and 2010/1 of the Executive Board of the United Nations Children's Fund (UNICEF). This report will be submitted to the Economic and Social Council for consideration at its substantive session of 2013. A draft decision is included in section IX.

* Reissued for technical reasons on 22 March 2013.

** E/ICEF/2013/1.



I. Introduction

1. The 2012 report is prepared in response to General Assembly resolution 62/208 on the triennial comprehensive policy review (TCPR) of operational activities for development of the United Nations system. This report follows previous annual reports to the Economic and Social Council and may be read in conjunction with the annual reports of the Executive Director to the Executive Board of UNICEF. Together, these documents provide an analysis of achievements against the key results of the UNICEF medium-term strategic plan (MTSP) for 2006-2013.

II. Funding for operational activities

2. UNICEF income increased by 1 per cent, from \$3,682 million in 2010 to \$3,711 million in 2011. This is primarily attributable to the increase in regular (core) resources from governments and the private sector, partially offset by decreases in other resources-emergency from the private sector. Total income from public sector donors increased by 5 per cent, from \$2,440 million in 2010 to \$2,567 million in 2011. Private sector income decreased by 8 per cent, from \$1,188 million in 2010 to \$1,089 million in 2011.

3. Regular resources income increased by 12 per cent, from \$965 million in 2010 to \$1,078 in 2011. While this is positive, the low share of regular resources to total income — 29 per cent — is of concern to UNICEF. Regular resources enable UNICEF to contribute effectively to the global goals set forth by the United Nations Millennium Declaration, the Millennium Development Goals and the MTSP. These resources also allow UNICEF to provide continuity in programmes, to pursue innovations and to respond to the emerging needs of children and women, including those related to emergency preparedness and response. For these reasons, a more appropriate balance between regular and other resources is required.

4. Total income from public and private donors for other resources in 2011 decreased by 3 per cent, to \$2,633 million from \$2,717 million in 2010. Total income for other resources-regular from public and private sectors was \$1,670 million, compared with \$1,694 million in 2010. Other resources-emergency amounted to \$963 million in 2011, which reflects a decrease of 6 per cent from the 2010 level of \$1,023 million.

5. UNICEF continued to participate in United Nations coherence and inter-organizational partnership arrangements through a variety of pooled funds and multi-donor trust funds. The income from various inter-organizational arrangements decreased by 14 per cent, from \$356 million in 2010 to \$307 million in 2011. This represents 8.3 per cent of UNICEF total income in 2011. Funding for UNICEF through the Delivering as One Fund increased slightly, to \$34 million in 2011 from \$32 million in 2010.

6. In 2011, MTSP focus area thematic funds — which are not earmarked within a focus area and serve as the best alternative to regular resources — saw a decrease of 23 per cent, from \$241 million in 2010 to \$187 million in 2011, while thematic humanitarian assistance decreased by 44 per cent. The decline in thematic funding is of great concern, as thematic funds enable UNICEF to use programme resources more flexibly and responsively, based on country and global priorities. In addition,

thematic funds allow long-term planning and gains in sustainability and efficiency for both UNICEF and donors.

7. For the period January to August 2012, UNICEF recorded revenue of \$478 million in emergency funding to respond to the humanitarian needs of children and women across the globe. This included \$123 million against funding requirements of \$283 million to address the needs of children and women in the Horn of Africa affected by drought and famine.

III. Strategic partnerships, including cooperation with the World Bank and other international financial institutions

8. The UNICEF role in facilitating and contributing to effective partnerships remains pertinent, especially in the context of its equity-based approach and humanitarian action. UNICEF undertook a review of the implementation of its framework for strategic partnerships and collaborative relationships (E/ICEF/2009/10), taking into account the experiences and lessons learned. This review (E/ICEF/2012/18) was presented to the second regular session of the UNICEF Executive Board in 2012. The framework outlines three priority approaches for effective partnerships: (a) framing the contribution of partnerships to results; (b) investing strategically in multi-stakeholder partnerships; and (c) strengthening organizational capacity for effective partnering by adopting a systematic approach to the management of partnerships.

9. UNICEF continues its active engagement with international financial institutions, including the World Bank, the regional development banks and the International Monetary Fund, in promoting children's rights and equity. A growing number of country offices are reporting positive results from this joint work.

10. According to the UNICEF annual survey, the overall engagement with the World Bank by UNICEF country offices has remained stable at a high level for the past three years. In 2011, 84 per cent of country offices reported engagement with the Bank, ranging from information exchanges to deeper programme collaboration. Education, social protection and health remain the top areas of collaboration, but social protection has risen quite dramatically relative to the others since 2008. For example, the partnership in Ghana has helped to develop a national strategy and a cash transfer programme covering 68,000 of the poorest people. The key elements of success for this partnership were: (a) the existence of mechanisms of mutual support and a rotating system of leadership; (b) efforts to share information and deal with difficulties or divergences before exchanges took place with the Government; and (c) the combination of World Bank in-country presence and visits by World Bank missions from their headquarters. The organizations are now moving towards a common targeting mechanism.

11. At the global level, UNICEF participates in the World Bank/International Monetary Fund (IMF) spring and annual meetings and submits written statements to the IMF and World Bank Development Committee. The statement in April 2012 focused on equity while also stressing the importance of investment in people. In May 2012, the World Bank hosted annual consultations with UNICEF, with the goal of reviewing and strengthening collaboration between the institutions at global, regional and country levels. At global level, the organizations are collaborating on

the equity agenda, education, social protection and early childhood development, among other issues.

12. Partnership with the World Bank has leveraged significant resources channelled through procurement services (\$192 million in 2010). In addition, direct funding for project implementation in support of governments has increased from about \$3 million in 2005, reaching a peak of \$51 million in 2010, although it was largely limited to the Education for All Fast Track Initiative Trust Fund (the Initiative was renamed the Global Partnership for Education). In terms of procurement, since 2008 the World Bank-UNICEF Procurement Services Agreement for use by governments has been implemented 52 times in 20 countries. It is being negotiated for implementation in seven more countries. The value of the agreements signed or under negotiation has reached \$944 million, including over \$180 million in 2011. Vaccines are by far the largest commodity group (74 per cent), followed by mosquito nets and essential medicines and nutrition and laboratory equipment. Bangladesh, India, Nigeria and Pakistan continue to have the highest cumulative totals for their respective projects.

13. Collaboration with the IMF rose significantly in 2011, to 42 per cent of country offices, accelerating an increase from 28 per cent in 2009. The most engaged regions are West and Central Africa, Eastern and Southern Africa, and Central and Eastern Europe and the Commonwealth of Independent States, which all report above 50 per cent engagement. The top three subjects of collaboration were policy and budgeting, data and monitoring, and social protection, followed closely by economic crisis and equity advocacy.

14. These gains have been possible as a result of agreement forged between UNICEF and the IMF in 2010 to support each other's common interests in ensuring that economic adjustment policies do not have adverse impacts on vulnerable children and their families. Eleven pilot countries were initially selected to participate in the collaborative partnership. A number of other country offices have since built on the global momentum to engage in closer collaboration with the IMF. The collaboration at country level revolves around regular dialogue between the field-based staff of both institutions; joint meetings with governments, especially in the context of annual budget deliberations; and the design of poverty reduction strategies, national development strategies and medium-term strategic frameworks.

15. Regional development banks remain important partners for UNICEF. In 2011, 48 per cent of UNICEF country offices reported collaborations with their respective regional development banks. Education, water and sanitation, and health are the top three sectors of collaboration, though there is considerable regional variation.

IV. Contribution to national capacity development and development effectiveness

Capacity development

16. UNICEF introduced benchmarks in 2010 to measure country office performance on capacity development based on guidelines from the United Nations Development Group (UNDG). Beginning in 2011, country offices were requested to use the benchmarks as the basis for their annual review of capacity development throughout the country programme. The reporting categories are: fully met, mostly

met, partially met and initiating action. In 2011, almost three quarters of the country offices reported that they were either fully or mostly meeting the benchmarks; the remaining country offices rated themselves as partially meeting them. The country offices that were having the most difficulty were typically those facing fragile contexts, crises and humanitarian situations.

17. Further analysis of the outcome of this review process indicates that UNICEF has focused on all three levels as outlined by UNDG guidance: (a) individual capacity; (b) organizational, institutional and community capacity; and (c) enabling environment.

18. The Myanmar country office, for instance, adopted a strategy of building the capacity of local partners in an effort to increase access to education. After assessment of the capacity of local non-governmental organizations, a joint capacity development plan was developed to improve early childhood learning and increase access to non-formal education. In Botswana, UNICEF supported the Ministry of Health to update guidelines for Child Health Days, developed a facilitators' manual and supported capacity development initiatives for health functionaries.

19. UNICEF country programme action plans and annual work plans revealed that country offices engaged in close monitoring and mentoring of managers and supervisors as well as coaching to improve their efficiency and effectiveness. Several country programmes of cooperation continue to focus on the capacity of service providers, with less attention given to strengthening the capacity of communities and caregivers themselves. However, there are some exciting examples of initiatives targeting individuals and communities. In Guyana, UNICEF is supporting partners to train over 500 young people to advocate for their own rights through television programmes and magazine articles.

20. Progress has been made in systematic capacity needs assessments and in incorporating the outcome of the assessments into developing and implementing comprehensive and coherent capacity development strategies. Several country offices reported undertaking a comprehensive capacity needs assessments to better understand the key gaps at individual, system and policy levels. They also looked at the potential of partners to address the gaps. In Lesotho, for example, UNICEF supported the Ministry of Health and Social Welfare to undertake a capacity assessment to address various recommendations emerging from the joint review of the programme plans of action for social protection. The assessment led to a comprehensive capacity development strategy that included redefining roles, reviewing job descriptions and updating and improving performance appraisal guidelines. The country office identified this as a "critical stage in building the capacity of the government to lead and implement the Child Grants Programme independently over the next three years".

21. As a part of the Eastern Caribbean multi-country programme, UNICEF supported a capacity assessment and corresponding strategy development exercise for key stakeholders in education in emergencies. The assessment revealed that timely return to basic education after humanitarian crises was often not a priority. It also identified a need for advocacy measures and capacity development workshops focused on implementing education programmes for children as an integral part of response.

22. In Cambodia, a capacity development plan was prepared in support of the Education Strategic Plan 2009-2013. It also guided development partners in their support to the Ministry of Education, Youth and Sports. In addition, this plan informed the Capacity Development Partnership Fund, a joint initiative of the European Union, Sweden and UNICEF.

23. Several countries continue to support capacity development of national partners to collect and use data on children and women to inform programming and policymaking. For instance, in Angola, UNICEF is supporting the National Institute of Statistics to set up the System of Indicators for Angolan Children, which will be implemented by the Institute and other administrative bodies at federal, provincial and municipal levels. Such a system will enable municipalities and districts not only to monitor progress in their jurisdiction but also to develop evidence-based plans of action for addressing development priorities that can deal with barriers and bottlenecks.

South-South cooperation

24. South-South cooperation is an important tool for assisting countries to gain knowledge and expertise on addressing barriers and bottlenecks. UNICEF issued a programme guidance note on this topic in 2011,¹ and country offices report on progress in supporting it as part of a comprehensive strategy to achieve results for children.

25. In 2011, a majority (58 per cent) of the country offices that reported supporting South-South initiatives during the year highlighted the importance of technical cooperation and research. Some 29 per cent of the country offices focused on sharing information and undertaking consultations in the form of regional meetings and networking to share experiences, including problem-solving approaches, peer reviews, lessons learned and benchmarking. The remaining 13 per cent undertook cross-border cooperation aiming to develop bilateral agreements, regional cooperation to promote legislative frameworks for strengthening networks, and mobilizing assistance from new development partners.

26. A notable feature was the participation of children and young people. This included providing young people from different countries with the opportunity to network and exchange experiences, as well as to participate in and contribute to regional initiatives. One fruitful experience in 2011 was a subregional forum held by the African Youth and Adolescent Network, which brought together young leaders of nine countries for a major consultation. The forum resulted in the development of a youth action plan for the region and allowed for dialogue about some of the most difficult issues facing children and young people.

27. Study tours were among the most common form of technical cooperation between two countries. A review highlighted that such exchanges need to be well timed, highly strategic and results oriented. For example, after officials from the Bangladesh Ministry of Social Welfare became aware of child protection systems in Cambodia through meeting with senior government officials there, they immediately began a social work training programme replicating the Cambodia initiatives.

¹ UNICEF, 'UNICEF Approaches to South-South Cooperation: Program Guidance Note'. New York: Division of Policy and Practice (2011).

28. As follow-up to the 2010 High Level Meeting on Cooperation for Child Rights in the Asia Pacific Region, held in Beijing, UNICEF created a South-South Cooperation e-bulletin to share country experiences on issues affecting children among national partners in the region. Preparations are under way for a second high-level meeting on the same topic, to be held in New Delhi in November 2013.

29. South-South cooperation has proved to be very effective in sharing innovative experiences. For example, instant messaging and other digital tools are being developed in many countries to track progress against goals on child health and nutrition. Some of these initiatives are increasingly being developed, with UNICEF support, using non-proprietary open source software, which enables countries to learn from each other and adapt approaches to their needs. These include U-report, which allows people to become voluntary reporters on a variety of development issues through text messaging, and mTrac, a system for replenishing depleted drug stocks, both in Uganda. In Malawi, RapidSMS uses mobile phone messaging to inform health workers about patients' nutritional status. Expanding the focus of South-South cooperation beyond study tours and conferences, and further engaging the private sector and non-governmental organizations, would greatly increase its impact. Improved knowledge management, organizational understanding and strategic planning will help to fortify future results.

Transition from relief to development

30. UNICEF support to countries in transition from emergency relief to recovery and longer-term development remained a priority. In recognition of changing transition contexts, the organization invested further in addressing the causes of vulnerability and instability that affect children — through disaster risk reduction, conflict sensitivity, peacebuilding, development of national capacity, participation in post-crisis needs assessments, and constructive engagement with integrated presences.

31. To improve the quality of programmes in conflict-affected countries and address the factors that expose children to violence and conflict, UNICEF issued global guidance in conflict sensitivity and peacebuilding. With generous funding from the Netherlands, UNICEF launched a programme aimed at building capacity to strengthen the contributions of education to peacebuilding. Twelve country offices and the corresponding regional offices are being supported in this area.

32. UNICEF continued to play a key role in the Senior Peacebuilding Group; participated in the Civilian Capacities Review Working Group; co-led the capacity development sub-working group; and contributed to the reports of the Secretary-General on peacebuilding in the aftermath of conflict and civilian capacity. UNICEF helped to launch an inter-agency working group on youth and peacebuilding, as part of the Inter-Agency Network on Youth and Development.

33. The organization furthered its focus on helping countries, communities and families become more resilient to crises such as natural disasters and conflict. Throughout the Sahel, UNICEF is working with health centres to ensure that their activities build local capacity to address health and severe malnutrition. Other programmes working to build resilience include social protection initiatives in Ethiopia and Kenya; the strengthening of participatory water resource management in the Turkana district of Kenya; and the network of 'lady health workers' in Pakistan, who bring essential health services to the most vulnerable and hardest-to-

reach populations. UNICEF also contributed to the inter-agency Sahel resilience strategy. UNICEF, the World Food Programme (WFP) and the Food and Agriculture Organization of the United Nations jointly prepared a resilience strategy for Somalia, which was presented at the Fourth United Nations Conference on Least Developed Countries.

34. UNICEF developed guidance on disaster risk reduction in sectoral programmes (health, nutrition, education, child protection and water, sanitation and hygiene); worked with non-governmental partners to promote the Children's Charter for Disaster Risk Reduction; engaged with the United Nations Office for Disaster Risk Reduction to help shape the framework on natural hazards to succeed the Hyogo Framework for Action in 2015; and collaborated with the Inter-Agency Standing Committee (IASC) to encourage a more coherent and coordinated approach to developing national and local capacities for emergency preparedness.

35. UNICEF also supported the development of 12 country situation analyses to better address disaster and conflict risks and worked with governments and donors to support the Horn of Africa Resilience initiative of the Intergovernmental Authority on Development.

36. Through the UNDG/Executive Committee on Humanitarian Affairs Working Group on Transition, UNICEF provided advice to the International Dialogue and g7+ group of Member States on implementation of the New Deal for Engagement in Fragile States, co-representing the United Nations on the Implementation Working Group. The UNICEF role focused particularly on ensuring that attention was given to the role of equitable social services in peacebuilding and the transition out of fragility. UNICEF was a major contributor to the analysis, which was based on experiences so far contributed to the transition component of the quadrennial comprehensive policy review (QCPR).

Gender mainstreaming

37. The renewed UNICEF focus on equity has placed gender equality at the centre of the ongoing effort to identify bottlenecks and barriers and create an enabling environment to achieve results for all children, emphasizing the most vulnerable and marginalized. This equity focus provides a unique opportunity to address remaining gaps while building on recent achievements in integrating gender equality into the work of UNICEF.

38. UNICEF continues to implement its three-year Strategic Priority Action Plan for Gender Equality, 2010-2012. The Gender Equity Task Force monitors implementation of the plan and reports to the Executive Office and the Global Management Team.

39. UNICEF has also participated in piloting the System-wide Action Plan for Implementation of the United Nations Chief Executives Board (CEB) Policy on Gender Equality and the Empowerment of Women, led by the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women). In February 2012, a special session was organized in collaboration with UN-Women for UNICEF to report on the piloting experience and improving the reporting framework.

40. The year 2011 was the first full year of implementation of the UNICEF gender equality marker in regional and country offices. The introduction of the marker has

helped to raise awareness about the importance of ensuring that gender concerns and remaining gaps are addressed adequately in UNICEF-supported programmes. UNICEF also continues to support implementation of the IASC Gender Marker to track funding allocations to gender-responsive humanitarian action at global and country levels. In collaboration with IASC, UNICEF organized a series of training workshops at headquarters and in regional and country offices.

41. Country offices are expected to ensure that gender reviews of UNICEF-assisted country programmes are undertaken at least once in a programme cycle. As of 2011, 72 per cent of country programmes have been reviewed from a gender perspective over the last four years, with UNICEF meeting its medium-term strategic plan target of at least 70 per cent by 2013. As a follow-up to the reviews, country offices have developed action plans to improve their performance on gender mainstreaming. A package of tools for conducting these reviews was developed in October 2011 to encourage a more systematic approach and more effective follow-up in carrying out recommendations and developing action plans.

42. An e-learning course — Gender Equality, UN Coherence and You — was developed jointly by UNICEF, the United Nations Population Fund (UNFPA), United Nations Development Programme (UNDP) and UN-Women. It is the first such inter-agency learning tool on gender and is now being used as a basis for system-wide training. UNICEF is working to increase participation in the course.

43. UNICEF has further integrated gender into humanitarian guidance and tools. The Community of Practice on Gender and Humanitarian Action has been re-launched and its membership continues to rise. In the context of humanitarian action, gender advisors were deployed to five offices (Central African Republic, Democratic Republic of the Congo, Mozambique, Occupied Palestinian Territory and Yemen) to build the capacity of gender cluster coordinators within UNICEF-led clusters.

44. In compliance with the Gender Parity and Equality Policy, the Division of Human Resources tracks gender balance of staffing. It has set a target of 50 per cent female staff at P5 levels and above globally by 2013. Gender parity is monitored by the Senior Staff Review. As women continue to be underrepresented at senior levels (P5 and above), UNICEF now mandates that half of the short-listed candidates for positions covered by the Senior Staff Review be women.

45. UNICEF supports countries in collecting and analysing data on key indicators related to child rights and well-being, ensuring that these data are disaggregated by sex. The organization also supports efforts to collect data through the Multiple Indicator Cluster Surveys, which include modules on key gender indicators. The organization's focus on equity has also provided impetus for analysis of intersecting forms of discrimination, which helps to address gender inequality across sectors. Measures are being taken not only to collect and analyse data but also to ensure that the analysis is disseminated widely and in user-friendly formats.

46. UNICEF, UNDP, UNFPA and UN-Women continue to facilitate the reporting of United Nations Country Teams (UNCTs) to the Committee on the Elimination of Discrimination against Women during its pre-sessional working group meetings. In 2011, 10 UNCTs provided reports to the working group. In collaboration with UNFPA, UNICEF has also produced a facilitators' guide for programme staff on how to apply the Convention on the Rights of the Child and the Convention on the

Elimination of All Forms of Discrimination against Women to programming. UNICEF has also produced an adolescent-friendly version of the latter convention.

47. UNICEF has taken part in joint programmes and system-wide initiatives with other agencies with respect to addressing gender-based violence and promoting safe cities. This has contributed to the adoption of laws, policies and strategies to protect victims of violence and to an increase in services for women and girls seeking assistance. UNICEF continues to take part in the Secretary-General's UNiTE to End Violence against Women campaign. UNICEF has also worked in partnership with UNFPA to advocate for abandonment of female genital mutilation and cutting and other harmful practices, as well as to address violence against women and girls. Further, UNICEF has been a critical partner in the Together for Girls initiative, along with private sector organizations, four other United Nations agencies and the United States Government. The initiative aims to support national governments and civil society in addressing sexual violence against children, with a particular focus on girls.

48. UNICEF continued to build partnerships with other agencies and organizations in the area of gender equality, particularly with UN-Women. UNICEF worked closely with the UNDG Task Team on Gender Equality to improve country-level performance. In addition, UNICEF collaborates closely with Plan International and is taking part in its 'Because I am a Girl' initiative. UNICEF is strengthening its linkages with other agencies and bilateral and multilateral organizations, including the United States Agency for International Development and the World Bank, along with non-governmental organizations, to learn from their experience in promoting gender equality.

V. Coherence, effectiveness and relevance of operational activities

Progress on TCPR implementation

49. UNICEF regularly monitors its commitments to the triennial comprehensive policy review. In this regard, it has developed a TCPR Action Plan to ensure implementation of the recommendations from the General Assembly resolution. Of the 90 actions contained in the Action Plan, 88 are completed and 2 are under way. These two are being pursued as part of UNDG work to implement the Management and Accountability System. They relate to UNCT accountability frameworks and working relations. This includes strengthening regional oversight of the Regional UNDG and the functional separation of resident coordinator (RC)/humanitarian coordinator and resident representative functions and oversight thereof. While UNICEF has completed all required aspects of the Management and Accountability System Implementation Plan, it is working with UNDG partners to ensure implementation of all agreements to improve RC and UNCT accountability and the functional firewall.

50. During the reporting period, 10 actions of the TCPR Action Plan were completed. These relate to (a) implementation of International Public Sector Accounting Standards (IPSAS); (b) revision of financial regulations and rules; (c) use of business continuity plans; (d) use of results from the information and communication technology (ICT) network architecture security study;

(e) preparation for an inter-agency assessment of the joint office model in Cape Verde; (f) support for national systems in the supply chain; (g) use of common/compatible ICT technology; (h) inter-agency humanitarian policy support to regional and country offices (in preparedness, response planning and capacity-building); (i) advances in knowledge management for equity and children's rights, and harnessing knowledge to achieve results; and (j) oversight by UNICEF regional and division directors of the TCPR Action Plan. (An update on plan progress is available at www.unicef.org/unreform.) The UNICEF TCPR Action Plan has served as a useful tool for monitoring progress, and UNICEF looks forward to identifying ways to monitor the upcoming QCPR in a harmonized manner with sister agencies.

51. As input to the review of progress in the last TCPR (the QCPR review process), UNICEF contributed to various analytical reports, including on the RC system, business practices, emerging trends, countries in transition, gender equality and results-based management. These served as major inputs to the Secretary-General's TCPR progress report and recommendations report. They will also form the basis for discussions on the resolution to improve the functioning of the United Nations development system.

Improving the functioning of the Resident Coordinator System and Management and Accountability System

52. UNICEF continues to support the RC system at all levels. At the global level, UNICEF participates in inter-agency groups to support the functioning of the RC/UNCT system and led or co-led six inter-agency groups under the CEB (UNDG/High Level Committee on Management): Human Rights Mechanism, Fiduciary Management and Oversight Group, Procurement and Harmonization Group, Harmonized Approach to Cash Transfer (HACT)/HACT Advisory Committee, ICT Reference Group and RC Issues Talent Management Group. Country teams have been supported through these groups. To expand human rights mainstreaming, a strategy for deployment of human rights advisers to UNCTs was adopted and is being implemented; 18 roll-out country teams of the United Nations Development Assistance Framework (UNDAF) have been trained; and 463 knowledge products were collected through a system-wide mapping of policies and tools. To increase and improve the pool of future RC leaders, UNICEF has led the task team on talent management and provided financial support to the RC induction course in 2011. UNICEF is also closely working with United Nations agencies to improve the incentives for becoming a resident coordinator.

53. At country level, UNICEF continues to implement its commitments to the Management and Accountability System and to improve working relations and accountability among UNCT members. Eleven UNICEF staff served as resident coordinators in 2011 (10 in 2012), and over 100 served as resident coordinators ad interim for varying periods in 2011. In addition, in 2011 another 660 staff contributed more than 20 per cent of their time to RC-related functions in 89 countries, 50 per cent at senior level and 45 per cent at professional technical level. Likewise, UNICEF contributed \$13.8 million to the RC support unit and common systems (including security costs), an increase of \$2.7 million over 2010.

Delivering as One

54. UNICEF is working with partners to ensure that Delivering as One focuses on managing and monitoring for results and on improving accountability and outcomes, as outlined in the Secretary-General's Five Year Action Agenda. During the reporting period, UNICEF provided significant contributions to the analysis of lessons from Delivering as One through the independent evaluation and the high-level meeting held in Tirana. UNICEF has also been working closely with UNDG members in responding to Member States' calls to develop a set of standard operating procedures to help country teams deliver results coherently, efficiently and cost-effectively. UNICEF has proposed to the UNDG an operational model for consolidating and strengthening the results focus of Delivering as One.

UNDAF

55. UNICEF has been working with United Nations entities to jointly apply an evidence-based approach focused on equity to accelerate results for the most vulnerable populations. UNICEF is working with the UNDG to improve programming tools to encourage the lightest and most efficient programming processes that are suited to country contexts and deliver demonstrated results. This is to include a more efficient and strategic UNDAF process and common monitoring and reporting instruments.

56. Common country programme documents for Albania, Cape Verde, Papua New Guinea and Viet Nam were presented to the UNICEF Executive Board, and their UNICEF-specific sections were approved by the Board, at its annual and second regular sessions of 2011 and its first regular session of 2012. The Pakistan document was presented at the second regular session of 2012, in September (using a new streamlined format), and is expected to be approved at the first regular session of 2013. Following a recommendation of the lessons learned exercise conducted by UNDG, a streamlined format for the common country programme document was agreed by UNDP, UNFPA, UNICEF and WFP. It includes a common narrative and only one agency-specific results and resources framework. This format recognizes that each Executive Board should receive only the information that is relevant to its approval authority.

Coherence in humanitarian situations

57. UNICEF contributed to coherence in the broader humanitarian system by strengthening internal systems for efficient response. UNICEF also had significant responsibilities in the cluster approach, enabling the organization to make important contributions at the inter-agency level to the IASC Transformative Agenda. The organization has played a further role in strengthening system-wide results-based monitoring in the humanitarian context through coordination mechanisms and tools. It has also advocated for a strategic plan to align priorities, approaches and targets of all actors, including humanitarian clusters.

Simplification and harmonization of business practices

58. Much has been done in the past year among the agencies of the CEB and UNDG to simplify and harmonize business practice. Among United Nations agencies, collaborative procurement has been a successful way to increase efficiencies and effectiveness. UNDP, UNFPA, UNICEF, WFP and the World Health

Organization (WHO) have combined procurement efforts for common health and nutrition supplies for programmes, using collaboration models that take advantage of each organization's core competencies while supporting each individual mandate. WHO and UNICEF achieved a \$36 million price decrease for polio vaccines, which led to programme savings in both 2011 and 2012.

59. UNICEF realized efficiencies in several areas. With the introduction of the VISION enterprise resource planning system as well as configuring a system to generate IPSAS-compliant reports in 2012, UNICEF continues its efforts to simplify and harmonize business practices to increase efficiency and realize cost savings. In September 2012, UNICEF held its first 'paper smart' Executive Board session, saving approximately \$176,000 by minimizing reproduction and distribution of documentation. In recruitment, UNICEF has established talent groups for hiring in all of the organization's major functional areas. As of August 2012, 793 applicants had been pre-assessed and cleared, an increase of nearly 300 in less than one year. This process saved on average 2.5 months per position. Efforts to reduce travel costs and encourage the use of communication technology are continuing.

60. In human resources reform, UNICEF has participated in the harmonization of vacancy announcements and selection processes at the country level for General Service and national staff. This project will help assure a harmonized approach to post classification and staff selection along with establishment of a common roster. UNICEF is also a staunch supporter of inter-agency mobility and applies the inter-organization agreement in full.

61. Efforts to realize cost reductions and efficiency gains include harmonized cost classification among UNDP, UNFPA and UNICEF; approval of revised financial regulations and rules; implementation of IPSAS; and establishment of harmonized expenditure codes for inter-agency reporting. In addition, as part of bank harmonization efforts, the agencies are planning to work together to solicit a common United States dollar banking partner for headquarters operations. This is expected to result in significant cost savings for the United Nations system.

62. UNICEF continues to participate in the UNDG Task Team on Common Premises. This takes place through review/approval of UNCT proposals and by guiding UNCTs through establishment of common premises, addressing funding and legal challenges, and providing technical advice on projects. Performance-based guidelines for design and construction of office buildings were issued for the first time. These will ensure consistent and safe construction and renovation of common premises. Bhutan is hosting the first new common premises to be constructed based on these guidelines.

63. In 2011, country offices reported total savings in management and operations of more than \$6.5 million. These resulted mainly from increased energy efficiency through the green office initiative and shared services through common services agreements with other United Nations agencies. This includes reductions in rent for premises and storage, telecommunication and local transportation and travel expenses, as well as improved efficiency in supply and contract negotiations, bank charges and currency exchange.

64. There is more to be done throughout the organization on cost consciousness, improved quantification of savings and a greater sense of responsibility and accountability. Staff training in efficiency training has been conducted in most

countries, and efficiency gains and costs savings are an important part of the cooperation with United Nations sister agencies. Further measures on knowledge sharing and learning from each other will be implemented to assure continued savings and efficiency.

Knowledge management and tools to support United Nations coherence

65. UNICEF uses a collection of tools to share experiences of United Nations coherence with partners and field staff: ASK@unicef.org; UNICEF internal newsletters on United Nations coherence; the UN Coherence Newsletter; an intranet page dedicated to coherence; and 'A Handy Guide on UN Coherence'. UNICEF is working with the United Nations System Staff College to update the guide and share it throughout the United Nations system. ASK, the UNICEF Internet-based help desk, provides rapid responses to queries on United Nations coherence based on inputs from a global network of experts. As of September 2012, ASK had responded to 350 queries. Further support was offered through regular conferences involving headquarters and country offices (including Delivering as One pilots) and regional offices using virtual and face-to-face dialogue.

66. UNICEF regional directors, through Regional UNDG Teams, continue to provide strategic leadership, technical advice, performance management (including RC/UNCT appraisal) and quality support and assurance to UNCTs. UNICEF regional offices also engage in regional and subregional theme groups and communities of practice and participate in dialogues with political and economic organizations.

VI. Evaluation of operational activities

67. Evaluation continues to play a key role in UNICEF, both in terms of ensuring accountability for results and in generating evidence to encourage continuous learning and organizational improvement.

68. *Corporate evaluations.* At the corporate level, the UNICEF Integrated Monitoring and Evaluation Framework for 2010-2011 included provision for evaluation of topics covering programmes and cross-cutting themes. Each completed evaluation is disseminated widely. Senior management considers each report and prepares a formal management response to recommendations to ensure that evaluation evidence is used systematically to strengthen performance. A Biennium Report on UNICEF Global Evaluations has now been prepared, summarizing key findings and conclusions and lessons learned from these evaluations. This report indicates that UNICEF has made good progress in some of its work on equity and social inclusion and that advocacy efforts, supported by useful tools, can help to strengthen and improve policies affecting children. UNICEF is also strengthening a systematic approach to advocacy in humanitarian crises, complementing accelerated programme delivery. Evaluations found that although partners appreciate UNICEF technical expertise, partnerships require better management and coordination to more fully satisfy stakeholder expectations. Following consultations, a new Integrated Monitoring and Evaluation Framework for 2012-2013 has been approved, featuring 14 topics for evaluation. Several of these evaluations are now under way.

69. In 2012, two global thematic evaluations were completed: an evaluation of the application of the human rights-based approach to programming in UNICEF, and an evaluation of UNICEF life skills education programmes. A synthesis of evaluation findings was prepared on the subject of UNICEF work in protecting children from violence. Corporate-level studies on the humanitarian portfolio were also undertaken, namely, a lesson-learning exercise on the response of UNICEF to the emergency in the Horn of Africa (2011-2012), which was found to be the biggest and fastest humanitarian mobilization in the history of UNICEF, and an innovative evaluability assessment of the Programme of Cooperation (2012-2015) between the Department for International Development (DFID) and UNICEF.

70. *Decentralized evaluations.* Over 90 per cent of the evaluations undertaken by UNICEF are conducted at regional and country levels. In almost all cases, a management response is prepared, and steps to implement agreed actions are reported in the majority of cases.

71. For all evaluations at UNICEF, a comprehensive annual assessment of quality is completed against stringent criteria. In 2012, 87 evaluations completed in the preceding year were assessed. Of these, 42 per cent were judged to be of good or excellent quality while 24 per cent were found to be of poor quality. Steps are being taken to strengthen evaluation quality by providing feedback from the quality review of each evaluation and through provision of guidance and training.

72. *Inter-agency evaluations.* UNICEF has played an important role in inter-agency evaluations assessing the work of the United Nations system and its partners. Through the United Nations Evaluation Group (UNEG), UNICEF has made significant contribution to the independent evaluation of Delivering as One managed by the Department of Economic and Social Affairs, which provided important lessons and recommendations for strengthening United Nations operations at country level. UNICEF views systematic follow-up to the findings of the independent evaluation as a crucial step in improving the efficiency and effectiveness of the Delivering as One initiative.

73. The UNICEF Evaluation Office continued to provide leadership and technical support to a number of inter-agency evaluations. The Formative Evaluation of the United Nations Girls' Education Initiative was an assessment mapping the initiative's partnerships in 57 countries and including four country case studies (Egypt, Nepal, Nigeria, and Uganda). In the humanitarian field, an inter-agency evaluation was completed on the humanitarian response to the earthquake in Haiti, tracking progress 20 months after the disaster struck, and a synthesis report was completed on the humanitarian response to the crisis in the Horn of Africa, based on four inter-agency real-time evaluations undertaken at country level. UNICEF also co-managed the WFP-led joint evaluation of the global humanitarian logistics cluster.

74. *Contributions to system-wide evaluation coherence.* UNICEF has an established history of engagement and leadership to strengthen accountability and coherence of the United Nations and the international evaluation system, mainly through activities with UNEG. In 2012, UNICEF was substantially involved in the group's work in several areas: integrating gender equality and human rights in evaluation; providing guidance on the UNDAF and joint evaluations; networking and providing guidance on impact evaluation; developing national evaluation capacity; and establishing norms and standards for evaluation in the United Nations

system. Through UNEG, UNICEF was involved in reviewing the United Nations system-wide evaluation mechanism and helped to formulate the UNEG response to its recommendations.

75. *National evaluation capacity development.* UNICEF has continued to support development of national evaluation capacity. In 2012, UNICEF partnered with the International Organization for Cooperation in Evaluation (IOCE) to create EvalPartners, an international initiative to strengthen civil society evaluation capacity. Shortly thereafter, 25 organizations joined the initiative, including UNEG, UNDP, UN-Women and all the regional evaluation associations. An e-learning programme was launched, enrolling over 4,000 evaluators from more than 160 countries.

76. In 2011, UNICEF supported regionally led initiatives on development of national evaluation capacity in Asia, Central and Eastern Europe, the Commonwealth of Independent States and the Middle East and North Africa. In addition, the Evaluation Office contributed to initiatives with the IOCE and the International Development Evaluation Association, including its biannual conference, and the strategic planning and implementation of the IOCE work plan.

77. The UNEG annual general meeting endorsed a concept paper on possible roles for UNEG members in development of national evaluation capacity, prepared by a UNEG task force co-led by UNICEF. The guidance focuses on (a) acting as a knowledge broker facilitating South-South cooperation and sharing of good practices on national evaluation systems; (b) promoting country-led evaluations and national evaluation systems; and (c) promoting the professionalization of evaluation and use of in-country capacity. In December 2012, UNICEF convened a forum for representatives from four major networks — IOCE, UNEG, the Development Assistance Committee of the Organisation for Economic Co-operation and Development, and the international financial institutions — to develop a framework for further strengthening of coherence and synergies in evaluation.

78. UNICEF has further consolidated its position as a knowledge centre on country-led monitoring and evaluation (M&E) systems. The UNICEF Evaluation Office, in partnership with the IOCE and other stakeholders, has updated MyM&E, an interactive web platform to facilitate knowledge sharing on country-led M&E systems worldwide. Over the past year MyM&E has offered live webinars on equity-focused evaluations, attracting over 1,000 participants from all over the world. In partnership with UN-Women and UNEG, a new electronic resource centre on equity, human rights and gender equality-sensitive evaluations has been launched. It provides access to state-of-the art approaches and methods for evaluators worldwide.

VII. Follow-up to international conferences

79. In June 2012, at the Child Survival: Call to Action event held in Washington, D.C., the Governments of Ethiopia, India and the United States, together with UNICEF, collaborated to mobilize world efforts to achieve an ambitious but achievable goal: to end preventable child deaths. This action built on the momentum created by the Every Woman Every Child initiative, launched by the United Nations Secretary-General, UNICEF and other United Nations agencies, including the H4+ working group (WHO, UNFPA, UNICEF, the Joint United Nations Programme on

HIV/AIDS (UNAIDS), UN-Women and the World Bank). By pledging to support the goals of Committing to Child Survival: A Promise Renewed, partners vow to redouble efforts to achieve Millennium Development Goals 4 and 5 by 2015, to reduce under-five mortality in all countries to 20 or fewer under-five deaths per 1,000 live births by 2035, and to focus greater effort on reaching the most disadvantaged and hardest-to-reach children in every country.

80. As a follow-up to the Child Survival Call for Action event, the partners of A Promise Renewed will periodically convene regional and global reviews to assess progress, celebrate successes and refine strategies for accelerating progress. Every September, a child mortality report will be issued under the banner of A Promise Renewed, with country profiles that track progress at national and subnational levels. The first report, released in September 2012, highlights the rapid progress being made by countries across the world in reducing child deaths. This progress demonstrates that it is possible to radically lower child mortality over the span of two decades. The latest estimates show that the number of under-five deaths fell from nearly 12 million in 1990 to an estimated 6.9 million in 2011. As of 22 October 2012, 162 governments, 191 civil society organizations and more than 220 faith-based organizations have signed A Promise Renewed pledges.

81. The XIX International AIDS Conference, held in Washington, D.C., was a cornerstone event for driving an agenda in support of the first and second decades of life — leading to an AIDS-free generation, starting with children. The UNICEF Leadership Forum, Innovation for Elimination of New HIV Infections among Children, was attended by senior government leaders from 15 of 22 countries with high burdens of HIV. At the event, over \$160 million was pledged by partners for elimination of mother-to-child transmission of HIV by 2015. UNICEF made presentations at high-level plenaries, defining a global results-based agenda for women, girls and HIV. In addition, more than 15 UNICEF staff members authored scientific abstracts linked to innovation.

82. UNICEF knowledge leadership was further demonstrated through dissemination of scientific findings on children and AIDS to over 50,000 subscribers in 212 countries in 6 languages. Through the use of interactive technology platforms, UNICEF also provided over 500 staff members in 119 countries with the latest research on children and AIDS for sharing and discussing with partners.

83. In March 2012, UNICEF established a small unit in the Executive Office to coordinate activities related to the post-2015 development agenda. This team has been involved with the Post-2015 United Nations Task Team established by the Secretary-General in late 2011. The Task Team produced a report in June 2012 that provided analysis and recommendations for a development agenda beyond 2015. Over 60 United Nations entities and Bretton Woods institutions contributed to and endorsed the report. UNICEF is also closely involved with the multi-stakeholder consultation process, which aims to bring diverse voices — including civil society, academia and the private sector — into the post-2015 debate. UNDG is coordinating and catalysing dozens of country-level consultations and 11 global thematic consultations. UNICEF field offices have been participating in designing and promoting inclusive country-level consultations, and UNICEF also is co-leading several of the global thematic consultations, including those on inequalities, with UN-Women; on education, with UNESCO; and on health, with WHO.

84. UNICEF is also working closely with the Secretary-General's Special Advisor on Post-2015 Development Planning. As part of the outcome of the United Nations Conference on Sustainable Development (Rio+20, June 2012), an Open Working Group on Sustainable Development Goals will be constituted. UNICEF will provide technical support to this group.

85. At Rio+20, UNICEF advocated for putting children's rights and well-being at the centre of sustainable development, arguing that investing in children is a central means to breaking the intergenerational transmission of poverty and exclusion. During preparations for Rio+20, an informal briefing was provided to the UNICEF Executive Board, and technical expertise was provided to Member States. Senior staff participated in several side events, and UNICEF made substantive contributions to various initiatives, including the Committee for the United Nations Decade of Education for Sustainable Development, and statements, such as those by the UNDG and CEB. With a small delegation headed by its Executive Director, UNICEF engaged in many high-level events during the Conference, several of which were associated with voluntary commitments made by a variety of stakeholders. UNICEF also participated in parallel events, such as the Corporate Sustainability Forum. These contributions were guided by an interdivisional task force on UNICEF engagement linking Rio+20 and the post-2015 process. In the follow-up to the Conference, UNICEF remains committed to contributing to implementation of the Rio+20 outcomes as an active member of the United Nations family.

86. Presenting the Secretary-General's report to the Third Committee of the General Assembly on the occasion of the tenth anniversary of the 2002 United Nations General Assembly Special Session on Children, the Executive Director called for a scaled-up response by governments to address bottlenecks that cut off disadvantaged children and disenfranchised communities from progress in health, education and protection. The report also highlighted the global financial, food and fuel crises which have effectively halted, or reversed, progress toward goals. It highlights key initiatives, including Committing to Child Survival: A Promise Renewed, as advancing the policy initiatives critical to saving children's lives.

VIII. Suggestion on improving TCPR/QCPR implementation

87. To reduce transaction costs, it would be desirable for agencies to adopt a harmonized and simplified reporting structure. This could include a compact set of key performance indicators used by each agency to report on its QCPR implementation. These indicators would be provided in each agency's annual report on implementation of the strategic plan.

IX. Draft decision

88. The Executive Board *decides* to transmit the present report (E/2013/6-E/ICEF/2013/3) to the Economic and Social Council, along with a summary of the comments and guidance provided by delegations at the present session.