

Distr.: General
4 May 2021

English only

For information

United Nations Children's Fund

Executive Board

Annual session 2021

1–4 June 2021

Item 3 of the provisional agenda*

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

Summary

This annex is submitted in accordance with resolution 2013/5 of the Economic and Social Council, in which the Council requested the United Nations funds and programmes to consolidate their current annual reporting on the implementation of the quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR) within their reporting on the implementation of their strategic plans. To enhance harmonization and coherence across the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA), the United Nations Children's Fund (UNICEF), and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), the four agencies will continue to report using the common format outlined below. This table details the cumulative progress made in implementing General Assembly resolution 71/243 on the QCPR in the fourth and last year of its implementation.

* E/ICEF/2021/9.

I. General guidelines

<i>Quadrennial comprehensive policy review (QCPR) mandates (paras. 1–15)</i>	<i>Progress</i>
<p>Calls upon the entities of the United Nations development system...to:</p> <p>Mainstream the Sustainable Development Goals in their strategic planning documents and their work at all levels (para. 8)</p> <p>Continue to strengthen results-based management, focusing on long-term development outcomes, developing common methodologies for planning and reporting on results, [and] improving integrated results and resources frameworks (para. 12)</p> <p>Continue to promote women’s empowerment and gender equality by enhancing gender mainstreaming through the full implementation of the System-wide Action Plan on Gender Equality and the Empowerment of Women (para. 13)</p>	<p>A. Mainstreaming Sustainable Development Goals into strategic planning documents</p> <p>1. UNICEF Strategic Plan, 2018–2021</p> <p>The UNICEF Strategic Plan, 2018–2021 is anchored in the Convention on the Rights of the Child and charts a course towards applying the principles outlined in the Sustainable Development Goals and mapping the result areas outlined in the Strategic Plan to the relevant Goals. At the onset of the Decade of Action, the evidence is clear that, while there has been progress, a significant number of Sustainable Development Goal targets for children are not on track, including those where UNICEF has significant influence and thematic presence.</p> <p>In the remaining period of the Strategic Plan, UNICEF continues to prioritize the acceleration of efforts to achieve results in the areas of learning outcomes; stunting and wasting; maternal and neonatal health; immunization; basic sanitation and ending open defecation; reducing violence against children; scaling up birth registration; promoting climate action; and improving mental health for children and young people in order to “bend the curve” with respect to related Sustainable Development Goal targets. Through the midterm review of the Strategic Plan in 2020, UNICEF determined where Strategic Plan targets were off track, so that it could accelerate efforts, as well as where they were on track, so it could increase its programmatic ambition and sharpen its priorities. Many of the most vulnerable and marginalized children are affected by conflicts, displacement, disasters, protracted crises, fragility, or public health emergencies such as the coronavirus disease 2019 (COVID-19) pandemic. Therefore, guided by the revised Core Commitments for Children in Humanitarian Action (CCCs), which represent the organization’s mandatory policy and response framework for humanitarian action, UNICEF focused on improving the quality, coverage and equity of humanitarian action, while enhancing programming that promotes long-term development and sustainable peace within humanitarian action.</p> <p>These adjustments were identified on the basis of the UNICEF mandate and the organization’s collaborative advantage, in particular the enhancement of equity-based analysis and complementary actions to ensure the attainment of the Sustainable Development Goals, in partnership with other United Nations entities.</p>

<p><i>Quadrennial comprehensive policy review (QCPR) mandates (paras. 1–15)</i></p>	<p><i>Progress</i></p>
	<p>The data companion and scorecard that accompanies the annual report for 2020 of the Executive Director of UNICEF provides an update on the latest values available to UNICEF on Goal indicators that are articulated in the results framework. Furthermore, the results framework of the Strategic Plan was revised, as part of the midterm review, with the latest available data, milestones and targets, including those related to the Goals.</p> <p>2. UNICEF Strategic Plan, 2022–2025</p> <p>The development process for the draft UNICEF Strategic Plan, 2022–2025 was initiated in 2020 and is currently under way. The new Strategic Plan will build on the Strategic Plan, 2018–2021 and continue to chart the course towards applying the principles outlined in the Sustainable Development Goals, mapping the work across result areas to the relevant Goals. The Strategic Plan will outline how UNICEF sees impact-level change happening over the course of the period from 2022 to 2025 and ultimately up to 2030, with shared results whose measurement will be largely based on impact-level Sustainable Development Goal indicators.</p> <p>3. Strengthening results-based management</p> <p>In 2020, UNICEF strengthened the knowledge and application of results-based management by establishing a consolidated internal platform for programme policy and procedure, referred to as the PPPX, which is the key resource for all staff, particularly in country and regional offices, for guidance and practices related to analysing, planning, implementing, monitoring, reporting and evaluating. Designed with the end-user in mind, the PPPX offers quick access to concise information. It provides a holistic overview of the programme cycle, connecting all steps and the procedures to be applied at each step, while overcoming fragmentation and complexity, and contributing to strengthening the humanitarian, development and peace nexus.</p> <p>The PPPX also plays an instrumental role in supporting the alignment of UNICEF guidance to the United Nations development system reform, in particular with the new guidance on the common country assessment and the United Nations Sustainable Development Cooperation Framework (UNSDCF).</p> <p>The content of the PPPX is regularly revised to reflect the latest programming guidance emerging in the wider United Nations system and within UNICEF. This</p>

<p><i>Quadrennial comprehensive policy review (QCPR) mandates (paras. 1–15)</i></p>	<p><i>Progress</i></p>
	<p>allows the organization to disseminate up-to-date programme knowledge in real time, eliminating the risk of obsolete procedures.</p> <p>In 2020, the UNICEF results-based management training was revised. Garnering lessons learned and recommendations from the 2019 independent assessment of the results-based management learning strategy of UNICEF, the organization integrated results-based management with the human rights-based approach. The new approach, which is called “rights and results-based management”, applies a more adaptive and flexible interpretation of results-based management. It uses the learning emerging from the continuous monitoring of UNICEF programmes to course correct while reaffirming a focus on the dynamics between duty-bearers and rights-holders.</p> <p>In addition to further streamlined and simplified reporting guidance that supports better results-based reporting, the new version of the UNICEF corporate results reporting system, the Results Assessment Module, was designed with strengthened results planning and reporting in mind and was launched in 2020.</p> <p>Important work on harmonizing monitoring and reporting approaches and methodologies was also initiated and will be ongoing in 2021 with an aim to substantially contribute to improving the organization’s results-based management practices.</p> <p>B. Enhancing gender mainstreaming</p> <p>1. Gender capacity</p> <p>The unprecedented effects of the COVID-19 pandemic in 2020, including its stark gender dimensions, required UNICEF to rapidly pivot and adapt its efforts to deliver gender equality results, both programmatically and in its institutional systems. Despite the evolving uncertainty, it soon became evident that, amid all the challenges, there were also opportunities, particularly in terms of leveraging the crisis to develop new approaches to address existing and persistent gaps; to forge new partnerships or to strengthen ongoing collaborative partnerships; and to re-examine and shape the UNICEF workplace culture towards building a more effective, inclusive and gender-equal organization.</p> <p>Since 2018, UNICEF has steadily improved its performance towards gender equality benchmarks contained in the United Nations System-wide Action Plan on</p>

<p><i>Quadrennial comprehensive policy review (QCPR) mandates (paras. 1–15)</i></p>	<p><i>Progress</i></p>
	<p>Gender Equality and the Empowerment of Women, meeting 88 per cent of the criteria in 2020, which is up from 82 per cent in 2019. UNICEF expenditure on gender-transformative results in 2020 was 19.6 per cent, which was significantly higher than the action plan benchmark of 15 per cent. At country level, UNICEF participated in 17 United Nations country team (UNCT) System-wide Action Plan comprehensive assessments undertaken during the planning stage of the UNSDCF and 21 UNCT System-wide Action Plan annual progress reports.</p> <p>Significant measures were put in place to improve gender parity, promote diversity and remove bias in staffing policies and practices, and to implement family-friendly policies, which helped to mitigate the demands on staff to balance work and family responsibilities, including in light of the pandemic’s disproportionate gender-related effects.</p> <p>2. UNICEF Gender Action Plan and country office implementation</p> <p>UNICEF uses a set of benchmarks to monitor whether country offices meet organizational standards for gender integration in programme design, the integration of gender priorities into programmes, monitoring, resourcing, capacity and accountability, as outlined in the Gender Action Plan, 2018–2021. The number of country offices meeting the standard has increased steadily, from 49 per cent in 2018 to 62 per cent in 2019 and 68 per cent in 2020. As country offices adapted their programmes and operations and innovated in response to COVID-19, there was a clear increase in efforts to conduct gender analyses in programming, both in the crisis context and regarding Gender Action Plan gender priorities more broadly. For instance, UNICEF offices in Nicaragua and the Philippines undertook gender analyses to inform their COVID-19 responses in the immediate aftermath of the crisis.</p> <p>3. Core Commitments for Children in Humanitarian Action and gender equality</p> <p>In 2020, UNICEF revised the CCCs to include clear gender equality standards and benchmarks in line with its commitments under the UNICEF Gender Action Plan 2018–2021. The revised CCCs provide a critical blueprint for incorporating the voices of women and girls in all programme design and implementation to deliver transformative change from pre-existing inequalities. The UNICEF response to COVID-19 offered real-time learning on how best to design programmes and undertake advocacy efforts to achieve gender-equitable results and advance gender</p>

<i>Quadrennial comprehensive policy review (QCPR) mandates (paras. 1–15)</i>	<i>Progress</i>
	<p>equality, including through piloting various rapid situational gender analysis tools for future humanitarian settings.</p> <p>Programmatically, UNICEF saw redoubled efforts in several gender priority areas in 2020 in line with the revised CCCs and in the context of the COVID-19 crisis response, including in addressing gender-based violence, maintaining gender-responsive basic health and education services, supporting social protection responses, providing care for caregivers (especially quality maternal care), and strengthening gender data and analysis.</p> <p>4. Partnering for gender integration in the United Nations system’s response to the COVID-19 pandemic</p> <p>In 2020, UNICEF partnered with sister United Nations agencies for an “all-hands-on-deck” approach to respond to the gender-related impact of COVID-19. In partnership with UN-Women, UNDP, UNFPA, the Inter-Agency Network on Women and Gender Equality and the United Nations Sustainable Development Group, UNICEF co-led the development of the guidance on the minimum requirements for gender integration in United Nations system response to the COVID-19 pandemic. The guidance is shared with all United Nations country teams globally to apply a gender lens to the socioeconomic response plans and served as the basis for the allocation of gender earmarked funds from the United Nations COVID-19 Response and Recovery Fund.</p>

II. Contributions of United Nations operational activities for development

<i>QCPR mandates (paras. 16–24)</i>	<i>Progress</i>
<p>Stresses the importance of continuing to mainstream the 2030 Agenda for Sustainable Development...and urges the United Nations development system to (para. 17):</p> <p>Continue to allocate resources to realize the development objectives of developing countries and to support the endeavour to reach the furthest behind first (para. 17 (a))</p>	<p>A. Importance of mainstreaming the Sustainable Development Goals</p> <p>1. Allocating resources to reach those furthest behind</p> <p>Of the various types of funds received by UNICEF, regular resources best allow the organization to be most responsive to the needs of children due to the funds’ non-earmarked and flexible nature. All UNICEF offices benefit from the allocation of regular resources, with the largest share going to programmes in the</p>

<i>QCPR mandates (paras. 16–24)</i>	<i>Progress</i>
<p>Ensure a coherent approach to addressing the interconnections and cross-cutting elements across the Sustainable Development Goals and targets (para. 17 (b))</p> <p>Ensure a balanced and integrated approach within the system towards its support to the implementation of the Sustainable Development Goals and targets...taking into account new and evolving development challenges and the need to build on lessons learned, address gaps, avoid duplication and overlap and strengthen the inter-agency approach (para. 17 (c))</p> <p>Calls upon the United Nations funds, programmes and specialized agencies, at the request of national Governments to improve their support to the building, development and strengthening of national capacities by (para. 21)</p> <p>Providing evidence-based and, where appropriate, integrated policy advice to support countries...by mainstreaming the Sustainable Development Goals into national plans, including by promoting sustained and inclusive economic growth, social development and environmental protection, and ending poverty in all its forms and dimensions (para. 21(a))</p> <p>Assisting countries through normative support, as appropriate, in the context of operational activities for development of the United Nations system (para. 21 (b))</p> <p>Strengthening their support to national institutions in planning, management and evaluation capacities, as well as statistical capacities, to collect, analyse and increase significantly the availability of high-quality,</p>	<p>least developed countries. A multi-step approach is followed in the allocation of regular resources to country programmes. First, a country with a UNICEF office or country programme receives a minimum allocation of \$850,000. Second, an additional share of the regular resources is provided on the basis of three criteria, considering the under-five mortality rate, the child population and gross national income per capita. Third, a combined lump sum is allocated to the multi-country programmes that cover small and less populous countries as well as the area programme approved by the UNICEF Executive Board.</p> <p>2. Integrated approach to the Sustainable Development Goals</p> <p>In relation to the Sustainable Development Goals, the UNICEF Strategic Plan, 2018–2021 maintains an integrated approach to health as a key feature in the first Goal Area and similarly on the environment in the fourth Goal Area. Furthermore, equity considerations are captured throughout the Strategic Plan as well as in the results statements and indicators of the results framework. The fifth Goal Area underpins the other Goal Areas by addressing some of the key dimensions of inequity that prevent children from realizing their rights.</p> <p>In addition, the principle of leaving no one behind permeates the UNICEF Strategic Plan as well as those of UNDP, UNFPA and UN-Women, as set forth in the common chapter of the Strategic Plans. The principle is enshrined in the work of UNICEF to reduce inequity. It starts with data that are disaggregated to the greatest degree possible to identify disadvantaged groups. The multiple indicator cluster survey (MICS) programme supported by UNICEF provides highly disaggregated data on more Sustainable Development Goal targets than any other global survey programme. Using the MICS data, the child-centred focus of the work of UNICEF allowed the organization to analyse and understand the strong Sustainable Development Goal interconnections between such areas as nutrition, early childhood development and health, nutrition supported by health systems, and water, sanitation and hygiene (WASH) in schools and clinics, thus informing programmatic responses such as the system-wide response to the COVID-19 pandemic.</p> <p>In 2020, UNICEF developed integrated approaches that were multisectoral and were used to address different Sustainable Development Goals and targets. One example was described in the “Guidance note on programming approaches to prevent, mitigate and address immediate health and socio-economic impacts of the COVID-19 global pandemic on children”, which was issued at the beginning of the pandemic. The note compiled complementary guidance from different sectors with</p>

<i>QCPR mandates (paras. 16–24)</i>	<i>Progress</i>
<p>timely and reliable data disaggregated (para. 21 (c))</p> <p>Assisting Governments in leveraging partnerships (para. 21 (d))</p> <p>Supporting, as appropriate, technical and scientific cooperation and North-South, South-South and triangular, regional and international cooperation on and access to science, technology, innovation and knowledge-sharing (para. 21 (e))</p> <p>Calls upon the entities of the United Nations development system...to enhance coordination with humanitarian assistance and peacebuilding efforts by (para. 24):</p> <p>Work[ing] collaboratively to move beyond short-term assistance towards contributing to longer-term development gains, including by engaging, as appropriate, in joint risk analysis, needs assessments, practice response and a coherent multi-year time frame (para. 24 (a))</p> <p>Improv[ing] coordination and synergy to maximize the impacts, results and effectiveness of support for the implementation of the 2030 Agenda for Sustainable Development (para. 24 (b))</p>	<p>the objective of improving programmatic synergies, increasing the efficiencies of the response and reducing the duplication of efforts.</p> <p>UNICEF support towards the implementation of the Sustainable Development Goals in 2020 was heavily driven by the response to the COVID-19 pandemic, which threatened to reverse decades of progress for children. The initial public health response was based on lessons learned from different crises such as the Ebola crisis in West Africa, during which more child deaths had occurred as a result of interruptions in services, including maternal health and protective services, than from the disease itself. Consequently, UNICEF advocated for immediate attention to the socioeconomic impacts of the crisis and contributed to developing the United Nations framework for the immediate socioeconomic response to COVID-19. UNICEF co-led pillar 5 on social protection with the World Food Programme (WFP) and contributed to several other pillars.</p> <p>At country and regional levels, UNICEF worked with United Nations country team partners and Governments to rapidly assess the impact of the pandemic on the most vulnerable and develop programme responses. The inter-agency approach was strengthened by the work of UNICEF with the World Health Organization (WHO) and other United Nations entities to respond to the crisis in the context of the WHO-led Strategic Response Plan, the Global Humanitarian Response Plan and the United Nations framework for the immediate socio-economic response to COVID-19, which framed UNICEF actions at country level, including on re-programming exiting resources in partnership with Governments.</p> <p>B. Improving support to national capacities</p> <p>1. Improving national capacities in the COVID-19 context</p> <p>UNICEF continued to work with Governments, communities and different partners to improve capacities at the national and subnational levels. To respond to COVID-19, UNICEF further expanded its field presence to support decentralized operations. As an example, to respond to the increased occurrence of violence, sexual abuse and exploitation of women and children during the pandemic, UNICEF and its partners provided training and financial support to build the capacities and increase the number of Government social workers conducting case management, including through online and telephonic methods where physical presence was not possible.</p>

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As part of its response in early 2020, UNICEF analysed the potential impact of the COVID-19 pandemic on children and adolescents. During 2020, it regularly assessed the impact of the crisis on the continuation of essential services, including access to learning, protection services, child and maternal nutrition and health services and regular immunization programmes. It also highlighted the risks through its advocacy. The UNICEF response to the public health emergency and its socioeconomic consequences was rolled out within the framework of the WHO-led Strategic Response Plan, the Global Humanitarian Response Plan and the United Nations framework for the immediate socioeconomic response to COVID-19, all of which UNICEF contributed to. This led to actions undertaken across the humanitarian and development nexus. For example, throughout the year, UNICEF continued working with national Governments to promote the importance of investing in social protection systems to reduce the burden on the most vulnerable populations, avoiding deepening socioeconomic repercussions and seeing entire populations being driven into poverty. In partnership with different institutions, UNICEF distributed humanitarian cash transfers to 151,000 households to help them to meet immediate needs and access life-saving commodities, services and support. In addition, UNICEF provided funding, or technical assistance, or both, to national Governments to scale up social protection programmes and social assistance. This support helped 45 million households to cope with and recover from the impacts of the pandemic. The dramatic scale-up of access to social protection in many countries, including by vulnerable children and women such as migrants, was facilitated by a multi-agency effort led by UNICEF, WFP and the International Labour Organization (ILO) to support Governments as part of the United Nations framework for the immediate socio-economic response to COVID-19.

2. Partnering on mainstreaming, acceleration and policy support strategy missions

As part of the Joint Mainstreaming, Acceleration and Policy Support Secretariat, UNICEF continued to support the United Nations Sustainable Development Group Task Team on Integrated Policy Support co-chaired by the UNDP, the ILO and UNICEF. The Joint Secretariat delivered tools and resources to support the mainstreaming of the Sustainable Development Goals in planning documents in UNICEF and across the United Nations, such as on strategic prioritization for the UNSDCF. It also continued to support United Nations country teams and Governments through mainstreaming, acceleration and policy support engagements, with virtual engagement under way in the Maldives and discussions

<i>QCPR mandates (paras. 16–24)</i>	<i>Progress</i>
	<p>initiated in Angola, the Congo, El Salvador, Haiti, Mongolia, the Sudan, Samoa and Zambia.</p> <p>An e-course on integrated policy approaches was launched on the sidelines of the seventy-fifth session of the United Nations General Assembly High-Level Segment in September 2020. Since the launch of the e-course, more than 1,500 individuals from the United Nations, Governments and other partners have enrolled in the course. It aims to build a cadre of professionals ready to provide high-quality and timely support to United Nations country teams and Governments in mainstreaming and accelerating the Sustainable Development Goals in national development plans and agenda.</p> <p>In addition, the Joint Mainstreaming, Acceleration and Policy Support Secretariat updated the Sustainable Development Goals Acceleration Toolkit¹ with an online searchable platform that was launched in late March 2021. The updated tool kit and online platform will enhance the suite of integrated analytical tools that can support the common country assessment and UNSDCF processes, as well as the socioeconomic recovery from COVID-19.</p> <p>3. Normative support through inter-agency efforts</p> <p>In 2020, UNICEF continued to contribute to United Nations human rights mainstreaming efforts focused on improving the human rights capacity available at country level, including through the development of capacity-building materials on the human rights-based approach, gender equality and leaving no one behind. UNICEF also ensured a child rights focus in the United Nations Sustainable Development Group’s operational guide for United Nations country teams on leaving no one behind. The guide is expected to be finalized in 2021 and will further integrate a human rights-based approach and the leaving no one behind principle into the ways in which United Nations country team members, including UNICEF, plan, for instance for new UNSDCFs, and subsequently implement their programmes. In addition, UNICEF contributed to inter-agency efforts around non-discrimination, particularly on the grounds of race, ethnicity and belonging to minority groups, as well as sexual orientation and gender identity. This was done through the engagement of UNICEF in the Inter-Agency Support Group on Indigenous Issues, in the United Nations Network on Racial Discrimination and Protection of Minorities, and in the initial phase of development of a United Nations strategy, guidance and accountability framework on countering violence and</p>

¹ Available at <<https://sdgintegration.undp.org/sdg-acceleration-toolkit>>.

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discrimination. UNICEF is also committed to implementing the United Nations Secretary-General’s Call to Action for Human Rights.

4. Normative support through engagement with United Nations human rights mechanisms and the General Assembly Third Committee

UNICEF continued to actively contribute to global child rights monitoring by bringing violations of children’s rights to the attention of the United Nations Treaty Bodies, including in particular the Committee on the Rights of the Child, the Committee on the Rights of Persons with Disabilities and the Committee on the Elimination of Discrimination against Women, and the Universal Periodic Review. In 2020, a total of 28 UNICEF country offices were involved in the process of reporting to the Committee on the Rights of the Child, building the capacity of States parties and civil society in the process, providing up-to-date evidence-based information and using the opportunity to foster national debates around child rights priorities. As a result, recommendations made to States parties by the various mechanisms largely reflected the country-specific priorities that had been identified by UNICEF country offices and therefore formed a solid normative base for improving the lives of children and reinforcing States’ accountability in the countries concerned.

In December 2020, UNICEF launched the report “Realizing Rights, Changing Lives: The impact of the United Nations human rights system on the enjoyment of children’s rights” that demonstrates how UNICEF engagement with human rights mechanisms produces results and positive changes in children’s lives. Six case studies documented how UNICEF country offices and a National Committee for UNICEF utilized a human rights-based approach to programming and successfully leveraged the Universal Periodic Review, treaty bodies such as the Committee on the Rights of the Child, and Special Procedures mandate-holders to contribute to: a 50 per cent decrease in the number of children in residential care over the past decade in Montenegro; a one-third decrease in the number of girls in Kyrgyzstan getting married; a prohibition of corporal punishment in Jersey, Scotland and Wales); and a 20 per cent rise in girls attending secondary school in Uruguay.

Throughout the year, UNICEF also ensured that child rights were consistently raised at the Human Rights Council, with the delivery of 28 thematic and country-specific focused statements; the co-organization of a high-level panel on child rights; and the co-organization of the Annual Day on the Rights of the Child on realizing child rights through a healthy environment, organized with the European Union, the Group of Latin America and Caribbean Countries, the Office of the

<i>QCPR mandates (paras. 16–24)</i>	<i>Progress</i>
	<p>United Nations High Commissioner for Human Rights and non-governmental organizations. As a result of this engagement, the profile of child rights was kept high at the Human Rights Council, UNICEF national and global advocacy was amplified in that forum, and the normative framework on child rights was strengthened.</p> <p>Similarly, UNICEF pursued its engagement at the Third Committee of the General Assembly and kept child rights high on its agenda. This was done through the drafting and presentation of the United Nations Secretary-General’s report on the status of the Convention on the Rights of the Child, high-level participation at the interactive dialogue on the rights of children, and the co-organization of a side event on the margins of the Committee’s session together with the European Union and the Group of Latin America and Caribbean Countries focused on “children’s rights in the digital environment”.</p> <p>5. Strengthening of data and statistical capacity</p> <p>UNICEF continued to work both directly and through inter-agency collaboration to strengthen data and statistical capacity in countries. In 2020, this support ranged from helping countries to develop and use administrative data systems, including the Transformative Monitoring for Enhanced Equity programme in Eastern and Central Europe and Central Asia to promoting the uptake of globally agreed statistical standards and good practices as well as MICS, with more countries having requested such support in the sixth round of MICS than ever before. UNICEF inter-agency support was coordinated at global level through the United Nations Sustainable Development Group Task Force on Data and Reporting, which UNICEF continues to co-chair, and regionally, through the issue-based coalitions on data and statistics led mainly by regional commissions. UNICEF made efforts to promote the uptake by Governments, UNICEF country offices and other partners of global measurement standards, including those on early childhood development, child disability and multidimensional child poverty. These are key to sustainably addressing the production and dissemination of high-quality and disaggregated data about children and issues concerning them. UNICEF also prioritized its engagement with Governments and other partners in the updating and validation of data comparable across countries on a core set of child-focused indicators, whereby raising awareness of globally agreed good practices often leads to changes in the daily practices of Government statistical agencies. UNICEF continued to be very active in the work of the Committee of the Chief Statisticians of the United Nations System and the Committee for the Coordination of Statistical Activities to</p>

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	<p>modernize the statistical system, including through the Committee of the Chief Statisticians’ System-wide Roadmap for Innovating UN Data and Statistics, which was approved by the United Nations System Chief Executives Board for Coordination in 2020, and the United Nations Secretary-General’s ”Data Strategy for Action by Everyone, Everywhere”. In addition, UNICEF provided continued support to Member States in their preparation of voluntary national reviews, which included coherent support to Sustainable Development Goal monitoring.</p> <p>6. Strategic focus on South-South cooperation</p> <p>In 2020, initiatives fostering South-South cooperation focused on country-to-country learning on COVID-19 responses and mitigation, with special attention on primary health care and maintaining essential health services, including immunization. Four global webinars were co-hosted with Governments, United Nations agencies and the International Policy Centre for Inclusive Growth in Brazil and brought together more than 1,000 practitioners, most of whom were from Governments, non-governmental organizations, research institutes/academia and the private sector. The webinars aim to promote learning from countries registering early success ahead of the global pandemic curve, including lessons from China, India and the Republic of Korea.</p> <p>UNICEF signed four separate memorandums of understanding with the Korea Institute for Curriculum and Evaluation, the Korean Educational Development Institute, the Korea Education Research Information Service and the National Medical Center to systematically share development solutions from the Republic of Korea, including their success in responding to COVID-19. These agreements seek to promote advocacy, technical exchange, closer collaboration and the development and delivery of joint programmes in the education and health sectors.</p> <p>The joint workplan on eliminating mother-to-child transmission of HIV and syphilis through South-South cooperation, which involves the Thailand International Cooperation Agency, the Ministry of Public Health, Thailand and UNICEF, was extended to cover the period 2020 to 2021. Due to COVID-19, only one training session was delivered in 2020. Health officials in Thailand delivered the training online for the Ministry of Health of the Lao People’s Democratic Republic. As a testament to the initiative’s success, it was featured in the third volume of the global publication “Good Practices in Triangular Cooperation for Sustainable Development” released in 2020 by the United Nations Office for South-South Cooperation. The publication also highlighted UNICEF collaboration with the Governments of Kenya, Zambia and Zimbabwe towards the achievement of free</p>

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	<p>basic education in Zimbabwe and specifically acknowledged two UNICEF staff members for their hard work and dedication.</p> <p>C. Enhancing coordination across development, humanitarian and peacebuilding efforts</p> <p>UNICEF continued its organization-wide efforts to systematically improve the coherence between humanitarian response and longer-term sustainable development, strengthening resilience to climate change and disasters and promoting peaceful and inclusive societies. In May 2019, UNICEF issued an organization-wide procedure aimed at facilitating more consistent and systematic linkages between its humanitarian and development programmes. The strategies and activities set out in the procedure build on well-documented lessons from country programmes from the period 2014–2018 and are guided by the United Nations reform process. The procedure was designed to help UNICEF to achieve better results for children in fragile and crisis-affected situations, while reducing their vulnerabilities and risks. It is aimed at implementing linked humanitarian and development programming in a systematic and consistent way across all country programmes.</p> <p>UNICEF promotes the undertaking of child-sensitive, multi-hazard risk analyses jointly with partners to inform both humanitarian and development strategies. UNICEF has developed guidance on risk-informed programming to support country offices, United Nations partners, Governments and civil society. Guidance on risk-informed programming consists of sector-specific modules, including a stand-alone module on gender equality that was developed in 2020. Where conflict, fragility or major challenges to social cohesion drive risks for children, UNICEF informs humanitarian and development programming using gender- and age-sensitive conflict analysis to ensure conflict sensitivity and inform programming to strengthen social cohesion and build peace where relevant and feasible. The percentage of UNICEF country offices that met organizational benchmarks on implementing risk-informed programming rose from 16 per cent in 2016 to 41 per cent in 2020. During the same period, the percentage of country offices that met benchmarks on promoting peaceful and inclusive societies rose from 27 per cent to 30 per cent. Meeting benchmarks requires the availability of a robust and child-sensitive risk or conflict analysis and the operationalization of appropriate risk reduction measures in workplans. Fifty-five per cent of country offices implemented programmes to build peace and social cohesion, including by leveraging the role of UNICEF in promoting education, adolescent and youth</p>

<i>QCPR mandates (paras. 16–24)</i>	<i>Progress</i>
	<p>participation and WASH. Similarly, UNICEF engagement in peacebuilding programmes through the United Nations Peacebuilding Fund has been increasing, reaching 51 joint projects in 2020, an increase from 44 in the previous year.</p> <p>Following their revision in 2020, the CCCs now include key commitments and considerations on linking humanitarian and development work, conflict sensitivity and contributions to peacebuilding and social cohesion, as well as special considerations for operations in the context of the United Nations integrated presence, in full adherence to the humanitarian principles.</p> <p>In 2020, UNICEF also became an adherent to the Recommendation on the Humanitarian-Development-Peace Nexus adopted by the Development Assistance Committee of the Organisation for Economic Co-operation and Development. The recommendation was developed in response to the call for strengthened policy and operational coherence between humanitarian, development and peace actors, reflecting commitments across key global frameworks, including the 2030 Agenda for Sustainable Development, the resolutions on sustaining peace adopted by the General Assembly (A/RES/70/262) and the Security Council (S/RES/2282) respectively, as well as the Agenda for Humanity annexed to the report of the Secretary-General for the World Humanitarian Summit – One humanity: shared responsibility.</p> <p>To inform future efforts to strengthen engagement, collaboration and partnership in these areas, UNICEF launched a formative evaluation on the humanitarian-development-peace nexus across its programmes in 2020. UNICEF also completed a formative evaluation of its support to young people on peacebuilding in conflict-affected and fragile settings, and a global review of UNICEF conflict sensitivity, social cohesion and peacebuilding programmes. Findings and recommendations from the reviews launched in 2020 are forthcoming and will be available in 2021.</p>

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

<i>QCPR mandates (paras. 25–43)</i>	<i>Progress</i>
<p>Urges the entities of the United Nations development system to continue enhancing the transparency and accountability of inter-agency pooled funding mechanisms, as well as to continue developing well-designed pooled funds (para. 33)</p> <p>Also urges the entities of the United Nations development system, through their governing bodies, to take concrete steps to address on a continuous basis the decline of core contributions and the growing imbalance between core and non-core resources including by, but not limited to: (para. 34)</p> <p>Exploring options...to ensure an adequate and predictable level of core and non-core funding on a multi-year basis (para. 34 (a))</p> <p>Identifying, in the context of integrated results and resources frameworks, the level of resources adequate to produce the results expected (para. 34 (b))</p> <p>Exploring options to broaden and diversify the donor base in order to reduce the reliance of the system on a limited number of donors (para. 34 (c))</p> <p>Urges all entities of the United Nations development system...to comply with existing cost recovery policies...and report annually on their implementation to their respective governing bodies (para. 35)</p> <p>Urges the entities of the United Nations development system... to align their next integrated budgets with the present resolution... and to improve the functioning and effectiveness of the structured dialogues on how to fund the</p>	<p>A. Enhancing pooled funding</p> <p>UNICEF engagement with pooled funds</p> <p>With the aim of enhancing the quality of pooled funds and strengthening UNICEF joint interventions with other United Nations entities, UNICEF launched the joint programme assessment and strategy development exercise in 2020, looking at its engagement in pooled funds and joint programmes.</p> <p>UNICEF continued to be an active participant in the design and implementation of pooled funds at both the global and country levels. An example of this is the organization’s engagement with the Joint Sustainable Development Goals Fund, which remained critical to the work of UNICEF as it continued to provide strategic and technical guidance on policy, programme and operational areas, including joint advocacy and resource mobilization efforts in 2020. The Fund’s 35 joint programmes on social protection and leaving no one behind are gaining traction, UNICEF participating in 33 of these joint programmes, and significant progress has been made in the area of public-private partnerships where the Fund, supported by participating agencies, has brought investors on board and created bankable joint programmes under its Sustainable Development Goals Financing component.</p> <p>The United Nations Secretary-General’s COVID-19 Response and Recovery Fund is another example of an important pooled fund in which UNICEF was actively engaged in 2020, including in its creation and day-to-day management as a member of the fund’s advisory committee, which is composed of donors and senior management of United Nations funds and programmes. This was instrumental for the efficient implementation of the socioeconomic response plans at country level.</p> <p>In order to enhance the quality of funding and the relevance of these Funds for the work of UNICEF, the organization secured the engagement of its technical experts in various aspects of the Funds. This included close collaboration with resident coordinators and United Nations country teams at country level to ensure coherent support to Governments.</p> <p>In addition, UNICEF remained actively engaged in the Secretary-General’s Peacebuilding Fund, the Spotlight Initiative, the United Nations Human Security Fund, country-level Sustainable Development Goals Funds, including country-level</p>

<i>QCPR mandates (paras. 25–43)</i>	<i>Progress</i>
<p>development results agreed in the strategic plans (para. 43)</p>	<p>pooled funds for UNSDCFs, and many of the funds administered by the Multi-Partner Trust Fund Office.</p> <p>As highlighted above, UNICEF significantly expanded its collaboration with the Secretary-General’s Peacebuilding Fund in 2020, implementing 51 joint projects (up from 44 in the previous year) in 32 countries, working together with United Nations entities, including UNDP, UNFPA and the International Organization for Migration, as well as with civil society and youth and women’s organizations and networks. Through its collaboration on Peacebuilding Fund projects, UNICEF supported national and local peacebuilding efforts through actions focused on: promoting conflict-sensitive and equitable education systems; enhancing learning and the skills of children, adolescents and youth, with a focus on transferrable skills and social cohesion and peacebuilding competencies; fostering the participation and inclusion of adolescents and youth in civic engagement and local governance; strengthening protection systems for children; and reintegrating children associated with armed conflict.</p> <p>B. Addressing the decline of core contributions and the imbalance between core and non-core resources</p> <p>Increasing quality funding to UNICEF</p> <p>The year 2020 was a record-breaking year for UNICEF, with total revenue of \$7,548 million, which represents an increase of 18 per cent from 2019. However, the ratio of core resources to total overall revenue decreased by 3 per cent, from 22 per cent in 2019 to 19 per cent in 2020. Regular (core) resources from the public sector constituted only 5.5 per cent of total revenue in 2020. The relative decline in the ratio between regular resources and other resources indicates a concerning funding trend that is moving away from meeting the Member States’ funding compact target of core resources representing 30 per cent of overall income. In 2020, UNICEF made a concerted effort to accelerate regular resource fundraising from public and private sector resource partners with the development of the Regular Resources Acceleration Strategy that was launched in mid-2020 to improve the quality and predictability of funding.</p> <p>Regular resources revenue from the Governments of 31 programme countries amounted to over \$3 million. The Governments of 81 countries contributed an estimated \$21 million in in-kind donations for the rental of premises in 2020. More than 50 per cent of UNICEF core resource revenue in 2020 came from the private</p>

<i>QCPR mandates (paras. 25–43)</i>	<i>Progress</i>
	<p>sector, with millions of private individuals around the world supporting UNICEF through regular monthly donations. UNICEF is working closely with other United Nations agencies to meet the commitments of the funding compact, including in the context of improving the quality of the structured funding dialogue to increase the quality and levels of flexible resources, especially core resources.</p> <p>Quality funding from thematic funds increased by 48 per cent in 2020, driven largely by the response to the COVID-19 pandemic. Almost 20 per cent of the thematic funding received was for COVID-19 response.</p> <p>Overall, quality funding in the form of multi-year contributions dropped significantly by 10 per cent in 2020 for non-core funds and decreased by 63 per cent for core funding. Multi-year core contributions from the public sector decreased by 62 per cent, with public sector non-core multi-year contributions also decreasing by 9 per cent.</p> <p>C. Complying with and reporting on existing cost-recovery policies</p> <p>1. Transparency in cost recovery</p> <p>UNICEF continued to regularly report on cost recovery in relevant Executive Board documents in 2020. In addition to the standard reporting, UNICEF, together with UNDP, UNFPA and UN-Women, provided detailed information on the effective cost-recovery rates and the financial impact of the differentiated rates covering the period between 2014 and 2019 in the joint comprehensive proposal on the cost-recovery policy (DP/FPA-ICEF-UNW/2020/1) presented at the Executive Board's second regular session in 2020.</p> <p>2. Harmonized approach to cost recovery</p> <p>UNICEF continued to work on a cost-recovery policy with UNDP, UNFPA and UN-Women. This work has led to further cost-classification harmonization. Based on the aforementioned joint proposal presented to the respective Executive Boards in September 2020, the joint comprehensive cost-recovery policy was approved in 2020 and includes cost-classification categories, methodology and rates, with an effective date of 1 January 2022. UNICEF, in collaboration with UNDP, UNFPA and UN-Women, will provide harmonized annual reporting on the progress of the implementation of the cost-recovery policy as an annex to their respective annual reports presented to the Executive Boards.</p>

<i>QCPR mandates (paras. 25–43)</i>	<i>Progress</i>
	<p>D. Continued structured funding dialogues</p> <p>In line with Executive Board decisions 2017/14, 2018/15 and 2019/23, UNICEF revised the content and structure of the report on the structured dialogue on financing the results of the UNICEF Strategic Plan, 2018–2021 (E/ICEF/2020/21) and aligned the structure and content of the report with those of UNDP, UNFPA and UN-Women. The four funds and programmes also developed a new harmonized template for reporting entity-specific commitments and contributions to collective commitments. The harmonized template is available as an annex (UNICEF/2020/EB/10) to the report on the structured dialogue on financing the results of the UNICEF Strategic Plan, 2018–2021.</p>

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

<i>QCPR mandates (paras. 44–46)</i>	<i>Progress</i>
<p>Stresses the need to improve the governance of the United Nations development system including (para. 45):</p> <p>Enhancing the transparency of the activities of...the United Nations Development Group to ensure their effective interaction with and improve their responsiveness to Member States (para. 45 (c))</p> <p>Further stresses the need to enhance system-wide coherence and efficiency, reduce duplication and build synergy across governing bodies of the entities of United Nations development system (para. 46) to adopt and abide by clear rules, including on the dissemination of all documents and draft decisions (para. 46 (c))</p>	<p>A. Transparency, including through the International Aid Transparency Initiative</p> <p>UNICEF continued to serve on the governing board of the International Aid Transparency Initiative (IATI) and was consistently represented among the top-performing publishers of open data on both the IATI dashboard and the Humanitarian Dashboard published by the United Nations Office for the Coordination of Humanitarian Affairs. In the 2020 Aid Transparency Index, UNICEF was ranked sixth, which is in the “very good” category, out of the 47 organizations assessed globally.</p> <p>UNICEF has continuously been improving the quality, depth and comprehensiveness of its programme and operational data published to the IATI registry including fully using humanitarian-specific fields in the IATI standards, adding types of implementing partner and subnational geo-data, as well as providing more data for improved aid traceability. In 2020, COVID-19 data was also added to the UNICEF IATI datasets in line with IATI publishing guideline.</p> <p>In 2020, a new UNICEF Transparency Portal, which is currently in beta version, was launched and includes more comprehensive data on programme results</p>

<i>QCPR mandates (paras. 44–46)</i>	<i>Progress</i>
	<p>and resources, more data insights on UNICEF programmes for greater transparency, as well as innovative data visualizations. The new data visualizations in the revamped portal display the latest UNICEF humanitarian expense, country emergency levels and Humanitarian Action for Children appeals.</p> <p>B. Adopting and abiding by clear rules of the governing bodies</p> <p>UNICEF continued to work closely with the secretariats of the Executive Board of UNDP/UNFPA/UNOPS (United Nations Office for Project Services) and of the Executive Board of UN-Women to support and facilitate their joint efforts to increase efficiency and coordination across the Boards. In response to UNICEF Executive Board decision 2020/1 on working methods, UNICEF submitted a proposal for a rearranged annual workplan of the Executive Board for 2021 with a view to reducing the workload of the second regular session by shifting agenda items among formal sessions. The Board approved the proposed new workplan structure in its decision 2020/14. UNICEF also worked with the other funds and programmes to harmonize common items across the respective Board sessions, as requested by the UNICEF Executive Board in its decision 2018/14, and it reflected this in the proposed rearranged programme of work.</p> <p>In response to the Board’s request in its decision 2020/1, the Office of the Secretary of the Executive Board of UNICEF began including the full text of decisions in the decision monitoring matrix. Combined with the existing tracking system for the decisions, such inclusion facilitates the effective oversight by the Board of the follow-up and fulfilment of its decisions, as well as the tracking of related action across agencies.</p> <p>UNICEF also took other steps to increase the efficiency of the Board, including initiating an online accreditation process and rolling out a new Executive Board website, which increased the ability of the secretariat to more effectively communicate the work of the Board as well as enable the Board to more easily access relevant information, including the joint calendar of the funds and programmes, documentation and decisions.</p> <p>UNICEF continued to roll out the new thematic format for the presentation of country programme documents (CPDs) during the sessions in an ongoing effort to make the formal sessions of the Board more relevant and interactive, and it worked with the other funds and programmes to harmonize the presentation of their</p>

<i>QCPR mandates (paras. 44–46)</i>	<i>Progress</i>
	<p>respective CPDs. In line with this, UNICEF worked to increase transparency around the process of commenting on CPDs. This will culminate in the organization of informal consultations on the CPDs, which started with an informal meeting scheduled in advance of the annual session of 2021. Already in practice for UNDP and UNFPA, such meetings on the CPDs will further harmonization among the funds and programmes. They will also increase transparency and facilitate the CPD approval process by providing Member States with a space for consultation before the finalization of CPDs. In 2020, a total of 16 CPDs were approved by the Board.</p> <p>UNICEF worked closely with the United Nations Development Coordination Office (DCO), in conjunction with the other funds and programmes, to increase coordination and transparency around CPDs by providing easier access to the UNSDCF via a repository on the United Nations Sustainable Development Group website.</p> <p>The Office of the Secretary of the Executive Board also collaborated with the other funds and programmes on the development and execution of the joint meeting of the Boards, which in 2020 focused on United Nations development system reform in the context of the COVID-19 pandemic.</p>

V. Improving the functioning of the United Nations development system

<i>QCPR mandates (paras. 47–75)</i>	<i>Progress</i>
<p>Recognizes that the presence of the entities of the United Nations development system at the country level should be tailored to meet the specific challenges and needs of programme countries...and requests the United Nations country teams (para. 50) to:</p> <p>Strengthen the use of the United Nations Development Assistance Framework or equivalent (para. 50 (a))</p> <p>Improve the focus on results, including common results, and the division of labour and enhance the inter-agency approach within the</p>	<p>A. Tailored country presence</p> <p>1. United Nations Sustainable Development Cooperation Frameworks</p> <p>In 2020, UNICEF initiated a revision of its CPD procedure to reflect and emphasize the importance of the UNSDCF and ensure alignment of country programmes to the goals of the UNSDCF.</p> <p>Moreover, the PPPX platform and the revised rights and results-based management training emphasizes the connection between the UNSDCF and the CPD and the need for UNICEF to play an active role in all steps of common country assessment and UNSDCF development.</p> <p>The ongoing revision of the CPD procedure will be finalized and rolled out in 2021 and will provide a clear directive to align the CPDs to the UNSDCF.</p>

<i>QCPR mandates (paras. 47–75)</i>	<i>Progress</i>
<p>United Nations development system at the country level (para. 50 (b))</p> <p>Use the common United Nations Development Assistance Framework guidance, and, where appropriate, the standard operating procedures of the United Nations Development Group and the business operations strategies (para. 50 (d))</p> <p>Simplify the United Nations Development Assistance Framework processes in order to reduce fragmentation, overlaps and the transaction costs and workload of the entities of the United Nations development system, as well as the workload of...national Governments and other stakeholders, including by decreasing the time necessary for the preparation of relevant documents; (para. 50 (e))</p> <p>Present annual reports to the programme country Governments on the results achieved by the United Nations country team as a whole, structured around the United Nations Development Assistance Framework, or equivalent planning framework, and linked to national development results, and make such comprehensive, country-level, system-wide reports publicly available, with the consent of the national Governments (para. 50 (f))</p> <p>Strengthen joint programming processes and the use of joint programmes at the country level, where appropriate (para. 50 (g))</p> <p>Provide joint support for capacity-building on data collection, with a particular focus on disaggregated data collection and analysis (para. 50 (h))</p> <p>Avoid new and significantly reduce the number of existing parallel project implementation units in programme countries, as a means of</p>	<p>Mainstreaming, acceleration and policy support engagements in the field provide an opportunity to harness inter-agency efforts in accelerating the Sustainable Development Goals in line with the UNSDCFs and national priorities. The new UNICEF consolidated online platform for programming guidance and the rights and results-based management training clearly spell out the role of UNICEF within the United Nations development system at country level.</p> <p>UNICEF also initiated organization-wide initiatives to simplify business processes, especially in the country offices. These efforts are aimed at supporting more efficient and effective strategic planning in country offices. They include the planned digitization of the country programme planning process, which will reduce the time spent on planning and lead to better knowledge management across the organization.</p> <p>In 2020, UNICEF issued new reporting guidance that emphasizes the need to strengthen UNICEF country programme contribution to UNSDCF annual results.</p> <p>As part of the redesign of its corporate reporting system, UNICEF consulted DCO to enhance the harmonization and alignment with UNSDCF planning and reporting requirements through the UN INFO system. This included the establishment of integration points between the two platforms. This will not only reduce the reporting burden at country-office level but will ensure data accuracy across various platforms. Full interoperability between the UNICEF Results Assessment Module and UN INFO is expected in 2021 following the release of the new version of UN INFO.</p> <p>2. Use of business operations strategies</p> <p>In 2020, DCO launched a new platform and online training for registering and supporting the implementation of business operations strategies. UNICEF continues to outperform internal targets in this area. By the end of 2020, 80 per cent of country offices had a signed business operations strategy in place, compared to the target of 60 per cent.</p> <p>3. Joint programming and joint programmes</p> <p>In 2020, 84 per cent of UNICEF country offices were engaged in joint programmes with other United Nations organizations and national or subnational Government partners. UNICEF saw a significant growth in the number of joint United Nations interventions, with a 200 per cent increase in comparison to the number of such interventions in 2017. Among others, these arrangements focused on</p>

<i>QCPR mandates (paras. 47–75)</i>	<i>Progress</i>
<p>building and strengthening national capacities, reducing transaction costs and avoiding overlaps, including by strengthening inter-agency efforts and building upon different coordination mechanisms (para. 50 (i))</p> <p>Stresses the importance of improving the efficiency and effectiveness of the resident coordinator system (para. 57) to:</p> <p>Further enhance the planning and coordination function of the resident coordinators by empowering them within the United Nations country teams to make final decisions on the strategic objectives in the United Nations Development Assistance Framework, or equivalent planning framework, in consultation with national Governments, as well as to substantially increase common resource mobilization and distribution at the country level where appropriate, including pooled resources (para. 57 (a))</p> <p>Ensure that the entities of the United Nations development system at the country level periodically provide the resident coordinator with sufficient information on their activities in the field (para. 57 (b))</p> <p>Ensure the full implementation of the management and accountability system of the United Nations development and resident coordinator system (para. 57 (c))</p> <p>Requests the United Nations development system in that regard to adopt flexible, cost-effective and collaborative models for its field presence, as appropriate (para. 68)</p>	<p>work in the areas of child protection, health, social inclusion and cross-sectoral areas such as the COVID-19 response, peacebuilding, climate, disability, social cohesion and diversity, financing of the Sustainable Development Goals and evidence generation, including data. Overall, UNICEF fully met related commitments and targets set for 2020 in its Strategic Plan, 2018–2021.</p> <p>UNICEF is currently assessing the programme delivery it undertakes through United Nations collaboration mechanisms to develop a more streamlined approach to help to maximize benefits and enhance the collaboration of UNICEF with other United Nations entities around the Sustainable Development Goals. As part of this joint programme assessment and strategy development exercise, which was launched in 2020, UNICEF has conducted consultations across the organization as well as with a variety of Member States and United Nations partners. Preliminary findings highlight the centrality of the UNSDCF for programming and resource mobilization, the need for improved conceptual clarity around United Nations entities working together, a strong commitment to improved partnerships and joint priority setting among entities, as well as the importance of joint programmes and pooled funds for the efficient management of limited resources. Overall, findings indicate opportunities and challenges related to policy, as well as programmatic and operational areas that will help to guide and strengthen the future engagement of UNICEF with its sister entities. The outcome of this exercise is expected to be shared with stakeholders in 2021.</p> <p>The year 2020 also saw the continued implementation of the UNFPA-UNICEF Joint Programme on Eliminating Female Genital Mutilation: Accelerating Change, which is being implemented in 17 countries, as well as the UNFPA-UNICEF Global Programme to Accelerate Action to End Child Marriage, which is being implemented in 12 countries. These joint programmes are used as tools to support countries in their efforts to implement the 2030 Agenda for Sustainable Development in a coherent and integrated manner and to ensure the effective delivery of services for adolescent girls. Within the context of the COVID-19 pandemic, these programmes built on lessons learned in responding to humanitarian crises, including conflict, climate change and political instability, while developing strategies to mitigate the impact of the pandemic on adolescent girls. This included adapting community outreach activities and using new channels of communication, ensuring access to a continuum of services, and identifying new partners with experience in delivering community-based interventions in hard-to-reach areas.</p>

<i>QCPR mandates (paras. 47–75)</i>	<i>Progress</i>
<p>Calls upon the United Nations development system to introduce or strengthen knowledge management strategies and policies (para. 70)</p> <p>Calls for greater efforts in this regard by the entities of the United Nations development system at both the country level and globally to share data and develop joint needs assessments and planning frameworks based on joint analysis and comparative advantages (para. 71)</p> <p>Stresses the need to ensure equal and fair distribution based on gender balance and on as wide a geographical basis as possible (para. 72)</p> <p><i>Urges</i> the United Nations development system to align its staff capacities to support the implementation of the 2030 Agenda for Sustainable Development, including by building transformative and empowered leadership, repositioning staff capacities...and promoting inter-agency mobility and facilitating a mobile and flexible global workforce (para. 74)</p>	<p>Building on the organizations’ long-standing relationship with Governments and their commitment to supporting national priorities, country teams successfully advocated for the inclusion of girls and women in planning processes and the integration of the two harmful practices, namely female genital mutilation and child marriage, in national and local humanitarian response plans. The joint programmes also included lobbying for the engagement of ministries responsible for gender, child protection, families and social affairs in national planning and coordination processes, as they were more likely to highlight the protection needs of girls and women during the pandemic. Finally, through the joint programmes, UNICEF was able to showcase the capacity it has to convene Governments, international financial institutions, civil society and the private sector around national development efforts towards the elimination of child marriage and female genital mutilation in accordance with national plans and priorities.</p> <p>4. Capacity-building on data collection</p> <p>In 2020, UNICEF continued to support MICS, which is the global programme that collects data for the largest number of Sustainable Development Goals, including those that are beyond the UNICEF mandate. This survey programme is country-focused and undertaken only at the request of a country. In addition, it is carried out by the national statistics office, with necessary technical assistance and quality assurance from UNICEF, which is designed to increase national capacity. The surveys are the principal source of disaggregated data on the social indicators of the Goals, including a measure on disability, and allow for disaggregation by sex, rural/urban location, wealth, geography and disability, among other characteristics.</p> <p>5. Strengthening inter-agency efforts and simplification of processes</p> <p>The UN Partner Portal (www.unpartnerportal.org), which was launched by UNICEF, the Office of the United Nations High Commissioner for Refugees (UNHCR), WFP and UNFPA, boasted nearly 15,000 current and prospective civil society partners registered on the portal by the end of 2020. The portal has been used to support development and humanitarian programme implementation in various countries and has helped UNICEF offices to achieve greater transparency and promote greater localization of programming in its partnerships with civil society. It has also helped UNICEF to reduce the due diligence verification/assessment burden and increase information-sharing with other United Nations agencies.</p>

QCPR mandates (paras. 47–75)

Progress

In addition, UNICEF continued to be an active participant in inter-agency working groups on the harmonized approach to cash transfers and on implementing partners risk management and assurance. The focus of the groups is to harmonize and simplify processes, and reduce costs and the burden on United Nations funds and programmes and its implementing partners. Key achievements include common assessments of implementing partners, the execution of shared audits, harmonized reporting tools and aligned policies, procedures and guidance on financial assurance.

UNICEF also worked with WFP, UNHCR and UNFPA in the system-wide working group on sexual exploitation and abuse and implementing partners to develop an inter-agency screening tool to assess the capacity of implementing partners in terms of protection from sexual exploitation and abuse in a more efficient manner across the United Nations system. As a result, assessments on the protection from sexual exploitation and abuse of civil society organizations partnering with multiple entities will be shared among relevant United Nations entities. This reduces the burden on partners to complete more than one assessment and increases efficiency among the funds and programmes by reducing the workload resulting from having to verify partner assessments multiple times. In addition, a joint United Nations training material and tool kit was adopted to facilitate partner capacity development.

In addition, the continued simplification of the workplanning system in UNICEF will ensure better alignment with the joint workplanning in UN INFO and reinforce linkages to UNSDCF requirements. Key United Nations interventions and outputs in the internal workplanning system will be tagged to mark UNICEF-specific contributions and participation in joint programmes and joint programming initiatives in UN INFO. The automated system will also bring together development and humanitarian planning and support cluster coordination by outlining in the workplan the planned cumulative number of target beneficiaries in relevant settings. This will facilitate the coordination of emergency activities supported by the United Nations and avoid duplications.

The simplified procedure will also offer UNICEF country offices and resident coordinator offices guidance on how to better align internal workplans with joint United Nations workplans, from determining the output to planning the implementation of activities and incorporating a geographical focus. The UNICEF online guidance on programme policy and procedure highlights the benefits of

<i>QCPR mandates (paras. 47–75)</i>	<i>Progress</i>
	<p>adopting joint workplans and describes effective mitigation measures to overcome potential challenges and delays resulting from joint workplanning.</p> <p>B. Improving the resident coordinator system</p> <p>1. Empowering resident coordinators</p> <p>UNICEF has embraced the new and enhanced role of the United Nations resident coordinators as detailed in the revised management and accountability framework. This has been reflected in the generic job profile of country representatives that include clearly-defined accountabilities. UNICEF has also added a specific deliverable with corresponding performance indicators to the representatives' performance management workplan that relates to their role as a member of the United Nations country team. In 2020, UNICEF regional directors collected inputs from resident coordinators on the performance of country representatives against this deliverable and factored this into their overall performance evaluation. Country representatives contributed to resident coordinator appraisals through the transitional performance appraisal system, which was put in place by DCO in 2020.</p> <p>UNICEF provided extensive feedback on the country-level chapter of the management and accountability framework when it was being drafted and is now focused on its implementation as an active member of United Nations country teams. This commitment was demonstrated in a survey carried out by DCO in late 2020 that showed a high and overall positive response rate of UNICEF country representatives in regard to their knowledge and familiarity with the implementation of the country-level chapter of the management and accountability framework.</p> <p>2. UNICEF support to the resident coordinator pool</p> <p>In 2020, UNICEF continued to work closely with DCO to create a pipeline of the best talent within UNICEF for resident coordinator positions. There are now eight resident coordinators and one resident coordinator ad interim with a UNICEF background, as compared to three in 2019. There are now 10 UNICEF staff members in the resident coordinator pool and UNICEF will continue to provide thorough support to its staff in preparing for the resident coordinator assessment.</p> <p>3. Funding the resident coordinator system</p> <p>In line with the request by the General Assembly and the UNICEF Executive Board, UNICEF provided its 2020 global cost-share contribution of \$8,320,752 as</p>

<i>QCPR mandates (paras. 47–75)</i>	<i>Progress</i>
	<p>early as possible and before the start of the calendar year. This provided DCO the opportunity to implement critical elements of the repositioning of the United Nations development system from the beginning of 2020. UNICEF also continued to administer the 1 per cent coordination levy on applicable contributions. For 2020, UNICEF collected approximately \$6.3 million in levy payments.</p> <p>C. Flexible, cost-effective and collaborative models for field presence</p> <p>1. Reviewing structures and the profile of country offices</p> <p>In 2020, UNICEF continued to strongly support efforts to maximize programmatic gains through efficient and high-quality back office operations and a cultural change in the organization’s corporate business operations.</p> <p>DCO issued detailed guidance and a roll-out plan for common back offices and commenced the roll-out of phase one in the first pilot countries, with implementation during phase one expected to run until the third quarter of 2021. In support of this, UNICEF established a project team to help country offices in the first phase of roll-out and issued internal guidance. UNICEF also held webinars with all regions in 2020 to explain the concept of common back offices and answer any questions.</p> <p>In addition to active internal support from UNICEF for the common back office roll-out, the organization believes that a better understanding and encouragement of the use of the mutual recognition principle is critical to the success of joint operational initiatives such as the business operations strategies and common back offices. To this end, internal guidance was shared with all UNICEF country offices and included case studies and best practices.</p> <p>2. Strengthened knowledge management</p> <p>In 2020, UNICEF released its first-ever global knowledge management strategy. The strategy addresses the recommendations of the Joint Inspection Unit review of knowledge management in the United Nations system (JIU/REP/2016/10) and was developed through extensive collaboration across locations and functions. The strategy seeks to increase learning from experience and the uptake of knowledge and evidence in UNICEF programmes, as well as to improve the organization’s capacity to engage externally with partners to leverage knowledge for results while building organizational knowledge-management capacity. The nine</p>

<i>QCPR mandates (paras. 47–75)</i>	<i>Progress</i>
	<p>priority areas of the strategy will be led by nine cross-organizational teams and will be piloted by UNICEF country offices, which in the process will provide feedback on how to improve the priority areas to better serve the organization’s work in the field.</p> <p>UNICEF also continued to invest in new ways of working, including by leveraging modern technologies for effective knowledge-sharing. This paved the way for the first virtual version of a global knowledge- and skills-sharing event, the 2020 Virtual Skill Share, which ran entirely online. This and other new practices have been recorded in the ever-expanding UNICEF Knowledge Exchange Toolbox.</p> <p>UNICEF Digital Communities on Yammer proved mission-critical by enabling knowledge-exchange and consistent access to critical projects during the sudden transition to working from home due to the COVID-19 pandemic. Active Yammer accounts grew rapidly, increasing nearly 20 per cent from 16,000 to 19,000 during the final months of 2020 as the working from home modality increased. The total number of conversations and reactions increased by 23 per cent from the previous year, reaching the record number of 118,000. The number of interactive users surged from 6,000 to 7,500 from 190 countries and territories.</p> <p>Yammer supported a large number of new users who urgently needed to follow global changes, communicate and exchange knowledge about critical priorities for children, including the Reimagine Education initiative, the COVID-19 Vaccine Global Access (COVAX) Facility and developments in such areas as health and mental health, WASH and innovation. In August 2020, UNICEF introduced a high-impact upgrade to Yammer, which included a much-improved interface that advanced the organization’s capabilities. A series of curated “Ask Me Anything” events and structured digital deep dive events with senior leaders, technical experts and staff generated hundreds of conversations and acquired thousands of views.</p> <p>3. Data sharing</p> <p>UNICEF harmonized the corporate reporting system, namely the Results Assessment Module, with UN INFO to allow for a seamless flow of data between UNICEF and the United Nations country teams. UNICEF also simplified and strengthened the country consultation process for the measurement of progress made towards the Sustainable Development Goals for which UNICEF is sole or joint custodian.</p> <p>In addition, UNICEF established an open database of situational data on children that can be accessed with application programming interfaces and is</p>

<i>QCPR mandates (paras. 47–75)</i>	<i>Progress</i>
	<p>organized according to the statistical data and metadata exchange principles adopted by the United Nations Statistical Commission. This allows for seamless access to all data on children for up-to-date analysis and planning across the funds and programmes.</p> <p>D. Equal and fair distribution based on gender and geographical balance</p> <p>Gender and geographical parity</p> <p>Gender parity within the UNICEF workforce has remained relatively stable, the organization being composed of 48 per cent women and 52 per cent men as at 31 December 2020. Among senior UNICEF staff, there is complete gender parity, with 50 per cent women and 50 per cent men.</p> <p>In 2020, UNICEF continued to exemplify its commitment to geographical diversity, with 55 per cent of its international professional staff being from programme countries.</p> <p>Among senior staff (P5 Representatives and staff at the D1 level and above), 44 per cent were from programme countries. This gap has steadily been decreasing thanks to special measures put in place to enhance geographical diversity in senior staff recruitments.</p> <p>E. Transformative and empowered leadership, repositioning staff capacities and promoting inter-agency mobility</p> <p>1. Learning and capacity-building</p> <p>UNICEF continued to invest in the development of its staff to deliver on the current and next strategic plans. UNICEF was agile in converting all its learning programmes into virtual ones due to the COVID-19 pandemic. This included leadership and management training/dialogues, induction sessions and programmes for skills development for national staff. UNICEF was also an active member of the Task Force on Resident Coordinator Leadership Development, which developed the United Nations Sustainable Development Group Leadership Development Strategy in 2020.</p>

<i>QCPR mandates (paras. 47–75)</i>	<i>Progress</i>
	<p>2. Flexible work arrangements and mobility</p> <p>UNICEF continued to promote flexible work arrangements for all personnel. The different modalities included teleworking (outside and within a duty station), flexible work hours, compressed work schedules and part-time employment. UNICEF introduced a new human resources procedure on flexible work prior to the start of the COVID-19 pandemic whereby a supervisor needs to provide a compelling reason why a staff member cannot avail themselves of flexible work arrangements, and the staff member does not need to provide any reason to use flexible work modalities. This resulted in an increase in the use of flexible work arrangements from 7 per cent to 30 per cent prior to the onset of COVID-19 in every region. This increase improved the readiness of UNICEF to transition to what was to come.</p> <p>When the COVID-19 lockdowns took effect and many UNICEF offices started full-time remote work in March 2020, many staff members were already used to working from home intermittently and information and communications technology systems were ready to support remote work, particularly in headquarters locations. Throughout 2020, 11,619 employees, or 74 per cent of the total staff, worked from home within their duty station at a certain point during the year and 24 per cent, or 3,804 employees, did so from outside their duty station. Furthermore, 13 per cent of staff reported the use of compressed work schedules and 5 per cent reported the use of flexible working hours. The uptake of remote work arrangements outside the staff member's duty station has been more prevalent in headquarters locations, while personnel in humanitarian emergencies and hardship contexts were more present in their offices within the duty station.</p> <p>In 2020, UNICEF initiated work on a functional review in relation to the different work modalities, which is aimed at ensuring that UNICEF has a flexible workforce that is able to deliver the best results and attract the best talent going into the new strategic plan period and beyond.</p> <p>With the continued encouragement of staff mobility within the United Nations system, a total of 117 staff members moved between organizations in 2020. Of this amount, 56 staff members were released from UNICEF and 61 joined UNICEF from sister agencies, funds and programmes.</p>

VI. Follow-up, monitoring and reporting

<i>QCPR mandates (paras. 76- 84)</i>	<i>Progress</i>
<p>Reaffirms that all entities of the United Nations development system carrying out operational activities for development should align their planning and activities...to take appropriate action consistent with each entity’s mandate, role and expertise for the full implementation of the present resolution (para. 78)</p> <p>Requests the entities of the United Nations development system carrying out operational activities for development to ensure that their planning and activities, and strategic plans where applicable...build synergies and reduce overlap across the system, and clearly identify the entity’s specific contribution to the system-wide support...including how staff are incentivized to work towards system-wide goals (para. 79).</p>	<p>A. Aligning planning and activities</p> <p>1. Midterm review of the UNICEF Strategic Plan, 2018–2021</p> <p>As noted in the report issued in 2020 (UNICEF/2020/EB/6) in the context of the midterm review of the UNICEF Strategic Plan, 2018–2021, the critical implications arising for the organization out of the management and accountability framework, the new UNSDCFs and other United Nations development system reform products were carefully analysed and documented in 2020. Guidance for UNICEF country programmes was continuously revised to ensure the maximum alignment of country programmes with the provisions of General Assembly resolution 71/243 and with General Assembly resolution 72/279 on the repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system.</p> <p>2. Common chapter</p> <p>In its resolution 71/243, the General Assembly expressed its desire for more coherent support to the 2030 Agenda, as did the members of the Executive Boards of UNDP, UNFPA, UNICEF and UN-Women respectively regarding the agencies’ strategic plans for 2018–2021. In response to the clear request from the Board members to enhance collaboration, the strategic plans of the four entities continue to include a common chapter aimed at enhancing collaboration, particularly in six critical areas. The development of the present document, which is aligned in its reporting format in accordance with the requirements of the QCPR resolution, was another outcome of the collaboration among the four entities. To further enhance the harmonization of reporting, UNDP, UNFPA, UNICEF and UN-Women continue to have a joint report on the implementation of the common chapter.</p> <p>3. New quadrennial comprehensive policy review of operational activities for development of the United Nations system</p> <p>UNICEF welcomed the adoption of the new QCPR in 2020 and is fully committed to taking the implementation of the new QCPR mandates forward. This includes reflecting them, where relevant, in the draft UNICEF Strategic Plan, 2022–2025 that is currently under development, and having a robust reporting framework that covers the organization’s QCPR commitments. As part of the wider United</p>

<i>QCPR mandates (paras. 76- 84)</i>	<i>Progress</i>
	Nations development system, UNICEF appreciates that the QCPR provides a longer-term direction for the reformed development system, focusing more on outcomes and delivery on the ground, and that it rallies the strategic plans of the funds and programmes around the Sustainable Development Goals. The clear QCPR provisions on gender equality and gender mainstreaming, disability inclusion, environmental protection, climate change, education, health as well as human rights are key to advance progress towards the Sustainable Development Goals that are of particular relevance for UNICEF.

VII. Shared quadrennial comprehensive policy review indicators

<i>Quadrennial comprehensive policy review (QCPR) indicator number²</i>	<i>Common chapter annex reference number</i>	<i>QCPR indicator</i>	<i>2020 result</i>	<i>Data source</i>
Alignment of planning processes				
80	QCPR 9.a	Percentage of United Nations country teams with a: <ul style="list-style-type: none"> (i) Joint national/United Nations steering committee chaired by the Government; (ii) Signed United Nations Development Assistance Framework (UNDAF) at the outcome level, with legal text as appropriate or equivalent.³ 	<ul style="list-style-type: none"> (i) 96 of 130 countries (73.8%) (ii) 119 of 130 countries (91.5%) 	DCO Information Management System (IMS) 2020 ⁴

² According to the quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR) monitoring and reporting framework of 22 April 2019 ([A/74/73/Add.3](#)).

³ Please note that United Nations country teams (UNCTs) are transitioning from United Nations Development Assistance Frameworks to United Nations Sustainable Development Frameworks. These values therefore represent UNCTs that either have in place or are currently developing new cooperation frameworks.

⁴ The four entities (UNDP, UNICEF, UNFPA and UN-Women) agreed to use the Development Coordination Office's Information Management System (DCO IMS) for indicators concerning the United Nations development system country-level results (130 UNCTs) (<https://ims.undg.org/>). All data collected through this system are based on self-assessments by the UNCTs and reported through the respective offices of the Resident Coordinator.

<i>Quadrennial comprehensive policy review (QCPR) indicator number²</i>	<i>Common chapter annex reference number</i>	<i>QCPR indicator</i>	<i>2020 result</i>	<i>Data source</i>
82	QCPR 11.c	Percentage of United Nations country teams with result groups (chaired by heads of agencies) aligned with national coordination mechanisms	116 of 130 countries (89.3%)	DCO IMS 2020 ⁵
83	QCPR 11.d	Percentage of United Nations country teams with joint workplans of results groups that are aligned with UNDAF and signed by all involved entities [United Nations Sustainable Development Group standard operating procedures]	85 of 130 countries (65.3%)	DCO IMS 2020
Funding				
52c	QCPR 15.d	Number of entities of the United Nations development system that receive: (i) Over 10 per cent (ii) Over 15 per cent (iii) Over 20 per cent of their non-core resources from inter-agency pooled funds	In 2020, UNICEF received 9.4 per cent of its non-core resources from inter-agency pooled funds.	UNICEF
54	QCPR 15.f	Funding channelled to thematic funds: (i) Total; (ii) Percentage of total non-core	In 2020, UNICEF received: (i) \$437.7 million in thematic funds; (ii) 7 per cent of total non-core	UNICEF

⁵ Due to significant changes to the data-collection methodology in the DCO IMS during the reporting cycle, this indicator is no longer trackable. This value therefore represents the percentage of UNCTs with Results Groups.

<i>Quadrennial comprehensive policy review (QCPR) indicator number²</i>	<i>Common chapter annex reference number</i>	<i>QCPR indicator</i>	<i>2020 result</i>	<i>Data source</i>
58	QCPR 18.a	Funding from programme countries: (i) Core; (ii) Non-core (excluding local resources); (iii) Local resources	In 2020, UNICEF received from programme countries: (i) \$9.0 million in core contributions; (ii) \$73.5 million in non-core contributions (excluding local resources); (iii) \$335.1 million in local resources.	UNICEF
59a	QCPR 18.c	Total funding received from non-State partners: (i) Core; (ii) Non-core	(i) \$718 million (ii) \$1,415.9 million	UNICEF
59b	QCPR 18.d	Percentage share of total funding coming from non-State partners	In 2020, 31 per cent of total funding to UNICEF came from non-State partners.	UNICEF
62a	QCPR 20.a	Fraction of the United Nations development system (UNDS) entities reporting resources generated from “innovative funding modalities” as part of their regular financial reporting	Yes, UNICEF reports accordingly.	UNICEF
63	QCPR 21.a	Percentage of United Nations country teams with a joint resource mobilization strategy that is approved by the country team as well as monitored and reported in the United Nations country results	28 of 130 countries (21.5%)	DCO IMS 2020

<i>Quadrennial comprehensive policy review (QCPR) indicator number²</i>	<i>Common chapter annex reference number</i>	<i>QCPR indicator</i>	<i>2020 result</i>	<i>Data source</i>
		report [United Nations Sustainable Development Group standard operating procedures]		
69c	QCPR 21.b	Percentage of United Nations country teams that have a common budgetary framework that is: (i) Medium-term and aligned to the UNDAF/One Programme; (ii) Updated annually (i.e., annual common budgetary framework)	(i) 43 of 130 countries (33%) (ii) 73 of 130 countries (56%)	DCO IMS 2020 ⁶
Implementation of full cost recovery				
75c	QCPR 22.b	Percentage of total expenditures directed to programme activities: Core; Non-core	Core expenditures: 65% Non-core expenditures: 93%	UNICEF
71a	QCPR 25	Fraction of United Nations funds, programmes and specialized agencies publishing data in accordance with the International Aid Transparency Initiative (IATI) data standard	UNICEF publishes data in accordance with the IATI data standard.	UNICEF
Cross-cutting dimensions				
24	QCPR 42.i	Fraction of entities of the United Nations development system that have high-level posts (D-1 and above) filled by nationals of programme countries, disaggregated by gender: (i) Less than 25 per cent (ii) Between 25 per cent and 50 per cent	38% (between 25% and 50%)	UNICEF

⁶ Please note that UNCTs are transitioning from medium-term common budgetary frameworks to multi-year funding frameworks, and from annual common budgetary frameworks to annual funding frameworks. These values therefore represent UNCTs that either have in place or are currently developing new funding frameworks.

<i>Quadrennial comprehensive policy review (QCPR) indicator number²</i>	<i>Common chapter annex reference number</i>	<i>QCPR indicator</i>	<i>2020 result</i>	<i>Data source</i>
		(iii) More than 50 per cent		
18a	QCPR 42.b	Fraction of United Nations development system entities that meet or exceed United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women minimum standards	UNICEF met or exceeded 88% of United Nations System-wide Action Plan minimum standards.	UNICEF
20	QCPR 42.e	Fraction of entities of the United Nations development system that track and report on allocations and expenditures using gender markers	UNICEF tracks and reports on allocations and expenditures using gender markers.	UNICEF
23	QCPR 42.h	Percentage female staff among: (a) International professional staff: (i) P1 (ii) P2 (iii) P3 (iv) P4 (v) P5 (b) National staff: (i) NO-A (ii) NO-B (iii) NO-C (iv) NO-D (v) NO-E	(i) 79% (ii) 61% (iii) 49% (iv) 51% (v) 44% (i) 55% (ii) 45% (iii) 48% (iv) 48% (v) 0% ⁷	UNICEF

⁷ UNICEF had one NO-E post in 2019 and 2020 and the current incumbent is a male staff member.

<i>Quadrennial comprehensive policy review (QCPR) indicator number²</i>	<i>Common chapter annex reference number</i>	<i>QCPR indicator</i>	<i>2020 result</i>	<i>Data source</i>
		(c) High-level posts: (i) D1 (ii) D2 (iii) ASG (iv) USG (d) General service staff: (i) G2 (ii) G3 (iii) G4 (iv) G5 (v) G6 (vi) G7	(i) 51% (ii) 48% (iii) 50% (iv) 100% (i) 9% (ii) 9% (iii) 49% (iv) 67% (v) 63% (vi) 50%	
22	QCPR 42.g	Percentage of United Nations Development Assistance Frameworks that feature gender results at the outcome level	85 out of 129 countries in 2020 (66%)	DCO IMS 2020
147c	QCPR 43.d	Percentage of programme country Governments indicating that the United Nations has undertaken activities in that country to support South-South or triangular cooperation	50%	UNICEF
Resident coordinator system				
67c	QCPR 61.a	Fraction of United Nations Sustainable Development Group entities paying their full contribution of the Group's resident coordinator system cost-sharing arrangement	Yes, UNICEF paid its share in full.	UNICEF

<i>Quadrennial comprehensive policy review (QCPR) indicator number²</i>	<i>Common chapter annex reference number</i>	<i>QCPR indicator</i>	<i>2020 result</i>	<i>Data source</i>
67a-b	QCPR 61.c	Total contributions in cash paid to the United Nations Sustainable Development Group resident coordinator system cost-sharing arrangement (and percentage shortfall)	UNICEF paid \$8.3 million (\$8,320,752), the full amount due for 2020.	UNICEF
Harmonization and simplification of business practices				
132	QCPR 74	<p>Percentage of United Nations country teams that have:</p> <ul style="list-style-type: none"> (i) A country communications group (chaired by a head of agency) (ii) A joint communications strategy approved by the United Nations country team and monitored and reported on in the country results report (iii) Operations costs and budgets integrated into the overall medium-term common budgetary framework <p>[United Nations Sustainable Development Group standard operating procedures]</p>	<ul style="list-style-type: none"> (i) 119 of 130 countries (91.5%) (ii) 95 of 130 countries (73%) (iii) Due to significant changes to the data collection methodology in the DCO IMS during the reporting cycle, this indicator is no longer trackable as is. 	DCO IMS 2020